



USAID
FROM THE AMERICAN PEOPLE

SUDAN

SUDAN RURAL LAND GOVERNANCE (SRLG) PROJECT INCEPTION REPORT

JUNE 2011

This publication was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech ARD.

Prepared for United States Agency for International Development, USAID Contract Number EDH-I-00-05-00006, Task Order 12, Sudan Rural Land Governance Project under the RAISE Plus Indefinite Quantity Contract (IQC)

Tetra Tech ARD Principal Contacts:

Tidiane Ngaido
Chief of Party
Tetra Tech ARD
Juba, South Sudan
Tel: 249-09-55850565
Tidiane.ngaido@tetrattech.com

Ben Lawrence
Project Manager
Tetra Tech ARD
Burlington, Vermont
Tel.: 802-658-3890
ben.lawrence@tetrattech.com

Megan Huth
Senior Technical Advisor/Manager
Tetra Tech ARD
Burlington, Vermont
Tel.: 802-658-3890
megan.huth@tetrattech.com

SUDAN RURAL LAND GOVERNANCE (SRLG) PROJECT INCEPTION REPORT

JUNE 2011

DISCLAIMER

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

CONTENTS

- ACRONYMS AND ABBREVIATIONS III**
- 1.0 EXECUTIVE SUMMARY I**
 - 1.1 BUILDING A LAND TENURE SYSTEM BASED ON THE RULE OF LAW..... 1
 - 1.2 SUDAN RURAL LAND GOVERNANCE PROJECT: PROGRAM GOALS AND ACTIVITIES 3
 - 1.3 CONCEPTUAL FRAMEWORK 4
 - 1.4 CROSS-CUTTING PRINCIPLES AND PRACTICES GUIDING PROJECT IMPLEMENTATION 5
 - 1.4.1 Fostering a Commitment to the Rule of Law 5
 - 1.4.2 Emerging Policy Issues..... 5
 - 1.4.3 The Centrality of the Rights of Women and Vulnerable Groups 6
 - 1.4.4 Promoting Participatory and Transparent Governance in the Land Sector 6
- 2.0 DEPLOYMENT PLAN 7**
 - 2.1 DEPLOYMENT SCHEDULE..... 7
 - 2.2 STAFFING PLAN 7
 - 2.2.1 SRLG Key Personnel 7
 - 2.2.2 SRLG National Management and Advisory Team 8
 - 2.2.3 Tetra Tech Home Office Backstopping Team 8
- 3.0 OUTLINE OF PLANNED ACTIVITIES 9**
- 4.0 DETAILED METHODOLOGY FOR PROJECT ACTIVITIES..... 13**
 - 4.1 COMPONENT 1: SUPPORT THE SOUTHERN SUDAN LAND COMMISSION TO REFINE THE LAND ACT 2009 AND RELATED LEGISLATION..... 13
 - 4.1.1 Training on Land Laws, Legal Principles, and Best Practice 13
 - 4.1.2 Support Legal Review and Revisions..... 14
 - 4.1.3 Conduct PIA Campaigns..... 14
 - 4.2 COMPONENT 2: SUPPORT STATE-LEVEL AUTHORITIES IN JONGLEI, CENTRAL EQUATORIA, AND WESTERN EQUATORIA TO DRAFT IMPLEMENTING REGULATIONS..... 15
 - 4.2.1 Form State Working Groups 15
 - 4.2.2 Establish State-Level Action Plans 15
 - 4.2.3 Support State-Level Legal Drafting and Formulation of Model CLA 16
 - 4.3 COMPONENT 3: SUPPORT THE OPERATIONALIZATION OF A MINIMUM OF THREE COUNTY LAND AUTHORITIES IN WESTERN EQUATORIA, CENTRAL EQUATORIA, AND JONGLEI STATES 16
 - 4.3.1 Establish and Equip CLA Offices in Bor South, Terekeka, and Yambio 17
 - 4.3.2 Determine CLA Structure and Select Members 17
 - 4.3.3 Provide Training and Capacity Building..... 17
 - 4.4 COMPONENT 4: BUILD CAPACITY OF STATE- AND COUNTY-LEVEL LAND AUTHORITIES THROUGH SITE-SPECIFIC ACTIONS 18
 - 4.4.1 Land Use Planning in the Sudd of Bor South and Terekeka Counties..... 18
 - 4.4.2 Secure Land Tenure within Select Payam of Western Equatoria..... 19
- 5.0 DETAILED TIMELINE OF ACTIVITIES INCLUDING REPORTING SCHEDULE 23**
- 6.0 COMMUNICATIONS PLAN 31**
 - 6.1 SUMMARY OF PROJECT REPORTS..... 31

6.1.1	Periodic Reports	31
6.1.2	Occasional Reports	31
6.1.3	Guidance on Content and Process for Completion.....	31
6.1.4	Periodic Reports Tables	32
6.1.5	Technical and Trip Reports	34
6.2	BRANDING IMPLEMENTATION PLAN AND MARKING PLAN	35
6.2.1	Branding Implementation Plan.....	36
6.2.2	Marking Plan.....	36
6.3	PROJECT PUBLIC INFORMATION AND AWARENESS.....	37
6.3.1	PIA Strategy.....	37
6.3.2	PIA Approach.....	37
6.3.3	Medium of Delivery.....	38
6.3.4	Working with the Component Teams.....	39
6.3.5	Areas of Collaboration	41
6.3.6	Outreach Tools	41
7.0	M&E PLAN	43
7.1	INTRODUCTION.....	43
7.2	RESULTS FRAMEWORK	43
7.3	DATA SYSTEMS.....	51
7.3.1	Quantitative Data Collection	51
7.3.2	Qualitative Data Collection.....	51
7.3.3	M&E Responsibilities.....	52
8.0	ENVIRONMENTAL MANAGEMENT PLAN	53
	ANNEX A. SRLG STAFFING PLAN	65
	ANNEX B: PERFORMANCE INDICATOR REFERENCE SHEETS.....	67
	ANNEX C: DATA QUALITY WORKSHEET (PMP TOOL KIT).....	99

ACRONYMS AND ABBREVIATIONS

AO	Assistance Objective
BIP	Branding Implementation Plan
CLA	County Land Authority
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
CPA	Comprehensive Peace Agreement
EMP	Environmental Management Plan
EU	European Union
FACTS	Foreign Assistance Coordinating Tracking System
FARM	Food and Agri-business and Marketing Project
G&VG	Gender and Vulnerable Groups
GOSS	Government of Southern Sudan
GPS	Global Positioning System
IDP	Internally Displaced Person
IEE	Initial Environmental Examination
IR	Intermediate Result
NGO	Nongovernmental Organization
M&E	Monitoring and Evaluation
MIS	Management Information System
MP	Marking Plan
NPA	Norwegian People's Aid
NRC	Norwegian Refugee Council
PAO	Public Affairs Officer
PIA	Public Information and Awareness
PIC	Public Information and Communications
PIRS	Performance Indicator Reference Sheet

PM	Project Manager
PMP	Performance Monitoring Plan
PR	Public Relations
PSA	Public Service Announcement
SLC	State Land Commission
SPRP	Sudan Property Rights Program
SRLG	Sudan Rural Land Governance
SSLC	Southern Sudan Land Commission
STA/M	Senior Technical Advisor/Manager
Sub-IR	Sub-Intermediate Result
SWG	State Working Group
TOT	Training of Trainer
WB	World Bank
WCS	Wildlife Conservation Society

1.0 EXECUTIVE SUMMARY

Decades of civil war have destroyed many of South Sudan's essential institutions of governance, and not least the customary and statutory systems that allocated land rights and ensured that land holders could use their land secure in the expectation that it would not be subject to arbitrary taking by powerful interests or the government. The civil war also resulted in the breakdown of systems that regulated access to resources used in common, such as grazing land and forests. Conflict over grazing and water rights, and between agriculturalists and pastoralists, remains a major cause of violence in several areas of the South Sudan. Thousands of people were displaced during the civil war, and many have encountered obstacles re-claiming rights to the land they held at their homes of origin. Insecurity of land tenure contributes to ongoing conflict and lack of trust in essential public institutions. Moreover, insecure tenure and lack of reasonable expectations over tenure rights impede investment and economic development.

The Sudan Rural Land Governance (SRLG) Project will provide technical assistance to the Southern Sudan Land Commission (SSLC) in reforming and re-building South Sudan's land sector on the principles of the rule of law, and addressing emerging land related issues. It follows on a broadly participatory process in 2009 and 2010 that produced a draft Land Policy for South Sudan. The SSLC led the policy process, and was assisted by the USAID-funded Sudan Property Rights Program (SPRP). At the heart of the policy is a commitment on the part of the Government of Southern Sudan (GOSS) to extend land tenure security to as many citizens as possible, through legal and regulatory reform, legal education on land rights, development of transparent, and accountable institutions responsible for administering and protecting land rights and promoting sustainable land use. This project increases the capacity of the SSLC to help GOSS, state, and local level units of government craft legislation and regulations conducive to tenure security that are recommended by the policy. It helps state and county authorities in Central Equatoria, Jonglei, and Western Equatoria states, through pilot programs, to develop new statutory institutions intended to administer land rights and to govern the use of natural resources in ways that foster social and political stability and builds an enabling environment for sustainable economic development.

Two pilot activities will focus on the management of the commons in Bor South and Terekeka counties and on registering land in the green belt in Yambio County. These pilot activities build on previous USAID-funded projects with the Wildlife Conservation Society (WCS) and the Food and Agri-business and Marketing Project (FARM) implemented by Abt Associates. The pilot sites offer the opportunity to work in three types of production systems. In the Bor-Terekeka pilot site, the dominant production systems are the Dinka-Bor pastoral production system and the agro-pastoral Mundari production system. In Western Equatoria, cropping with very little livestock production is the dominant system. Each of these production systems requires different property rights options in order to foster efficient, equitable, and sustainable results. Lessons learned from these two pilot activities will be applied to replicate similar activities across the country based on the rule of law and tenure security.

1.1 BUILDING A LAND TENURE SYSTEM BASED ON THE RULE OF LAW

Conflict over questions of land rights and land governance were significant underlying causes of the civil war between north and south Sudan from 1983 to 2005. For instance, the Unregistered Land Act of 1970 permitted the government to claim ownership of all land not formally registered with the state, effectively negating the legal authority of land rights based on customary tenure systems, the dominant land ownership arrangements in operation in South Sudan. "Land belongs to the community!" became a rallying cry for southern advocates of independence. The Comprehensive Peace Agreement (CPA), signed between the government in Khartoum and the interim GOSS in January 2005, recognized the significance of resolving

land-based sources of conflict for the establishment of an enduring peace between and within the two regions. The CPA mandated establishment of a National Land Commission and a SSLC to develop new land policies and draft new legislation that would clarify and strengthen the rights of landholders and strengthen land administrative systems. The SSLC, with the support of USAID and other donors, has made considerable progress toward addressing the mandates of the CPA.

In 2009, GOSS enacted the Land Act that gives equal legal recognition to the three land tenure systems intended to operate in South Sudan: community, private, and public. The Local Government Act of 2009 defines the roles and responsibilities of customary institutions, prescribing that they have particular responsibilities for administering community land rights. The Investment Promotion Act of 2009 provides procedures for facilitating access to land for private investment, including by foreign investors, in ways that protect the interests of current rights holders and investors alike.

The adoption of the three laws constitutes a considerable achievement toward building a legal framework conducive to the fair and transparent administration of land rights in South Sudan. However, the laws do not address a variety of important challenges facing the land sector. The drafting of the Land Act of 2009 was not preceded by the kind of comprehensive land policy review process that would have allowed the legislation to address adequately such questions as: the roles and responsibilities of land administrative authorities at various levels; the land tenure rights of women and various vulnerable groups; clear gender balance in land administrative/governance structure; how best to promote mediation of conflicts between various categories of land users; restitution and resettlement policies for internally displaced persons (IDPs) and refugees; land use planning protocols; and other issues. GOSS ultimately concluded that a region-wide, participatory policy process was needed to frame positions on the great array of issues affecting land tenure and land governance not addressed by the Land Act 2009, and to subsequently revise the Act in light of the guidance provided by the policy.

With a view to assist GOSS to develop a land policy for the region, USAID established SPRP in September 2008. This project was designed to provide various forms of technical assistance to the SSLC on land policy matters.

The Chairman of the SSLC guided the policy process with the assistance of the Land Policy Steering Committee, a group of 15 senior government officials drawn from various GOSS ministries. The policy process gave particular emphasis to soliciting the views of citizens on land rights and land governance through workshops and meetings held across the region. Ten state-level workshops were convened between May 2009 and March 2010. Leading politicians and public officials, traditional authorities, and representatives of civil society participated in the workshops. Two special topic workshops on key issues—women’s land rights and land policies encouraging of private sector investment—were convened in May 2010. A “validation” workshop was held in June 2010, at which stakeholders agreed on a set of key principles to be included in the draft policy.

The Nile Institute, a South Sudanese public policy research group, supervised a program of applied research on issues requiring close study, including the functioning of customary land tenure institutions, the tenure arrangements of residents of informal urban settlements, and land-related conflicts between pastoral and agricultural communities.

A draft policy document was prepared by SPRP and SSLC in late 2010 and early 2011, and a USAID handed over a completed draft was handed to the Ministry of Legal Affairs and Constitutional Development on February 18, 2011. The draft policy proscribes a number of legal and administrative reforms that would support the policy’s central goal of extending security of land tenure rights to the greatest possible number of citizens. As of this writing, the draft policy remains under review by the Ministry of Legal Affairs and Constitutional Development.

I.2 SUDAN RURAL LAND GOVERNANCE PROJECT: PROGRAM GOALS AND ACTIVITIES

The next phase in the development of South Sudan’s land rights and governance sector begins with the adoption of a new national land policy framework. Three broad tasks are indicated in the SRLG scope of work. First, laws and regulations governing land rights and land administration will need to be revised and elaborated in light of the guidance provided by the Interim Constitution, the Land Policy, and emerging issues raised by various stakeholders. Legal and regulatory reform will need to proceed at the national, state, and local levels. Second, the process of developing and strengthening the capacity of new and existing land administrative institutions should proceed. Third, land use protocols and methodologies to support development projects in addressing land related issues and scaling-up will be developed.

It is in light of these needs and opportunities that USAID and GOSS have agreed to the establishment of the SRLG project. The overarching goal of the project is to establish and ensure that “a well-tested and proven set of systems and processes for transparent land administration are in place and ready for replication, continued adaptation, and scaling up.” The SRLG project will implement four activities in pursuit of this goal (listed below and followed by the relevant Intermediate Result [IR] or Sub-Intermediate Result [Sub-IR]):

1. Provide ongoing legal advice and other forms of technical assistance to the Southern Sudan Land Commission to enable it to refine the Land Act 2009 and other legislation related to land rights and governance as indicated by the Land Policy. Moreover, the project will provide legal education on laws and legal principles related to land rights and land governance, based on existing South Sudan law, the recommendations of the Land Policy, and emerging international best practices.
 - IR 1: Land Act and other legislation appropriately amended based on policy analysis, public vetting and learning from lower level initiatives.
2. Develop and draft implementing regulations at the state-level that clarify and better define the roles and responsibilities of land governance entities operating in rural areas.
 - IR 2: State-level implementing regulations in place (including human and institutional capacity).
3. Pilot these regulations through establishment and operationalization of at least three County Land Authorities (CLAs).
 - IR 3: Country-level land administration structures and systems in place (CLAs).
4. Build capacity of state- and county-level land authorities through site-specific actions to secure land tenure and improve land use planning in each of the three selected counties.
 - IR 4: State- and county-level mechanisms for land use planning and securing land rights in place.

SRLG will work in areas representing two distinctive land tenure and resource management problems.

- a. The management of pasturelands and other resources used in common.
 - Sub-IR 4.a: conduct land use planning in the Sudd of Bor South and Terekeka Counties
- b. Securing rights to cropland by developing an inventory system in Yambio Payam.
 - Sub-IR 4.b: secure agricultural land tenure in Yambio Payam.

The project activities will be implemented in Juba and in the three South Sudan states of Western Equatoria, Central Equatoria, and Jonglei. County-level support shall be concentrated in Bor South, Terekeka, and Yambio within Jonglei, Central Equatoria, and Western Equatoria, respectively.

I.3 CONCEPTUAL FRAMEWORK

As a project for supporting reforms and capacity building processes, SRLG requires a theoretical framework that clearly spells out the three components (land resources, legal and policy frameworks, and stakeholders), explains how they function, the nature of their interfaces and issues emerging from such interfaces, and achieves the objectives as framed in the results framework. The framework will guide the implementation of the SRLG project.

SRLG targets three areas of intervention (Figure 1.1): 1) revise, develop, and disseminate appropriate policy and legal frameworks; 2) engage stakeholders and strengthen the performance of land-related institutions; and 3) strengthen tenure security for efficient, equitable, and sustainable uses of land resources. The project will contribute to the understanding of each area of intervention to adequately revise the Land Act and other land-related legislation, and develop appropriate regulations at the national and state levels while taking into account the diversity of ecosystems, socioeconomic conditions, institutional capacities, and emerging tenure issues in each state. Figure 1.2 demonstrates the areas of intervention by project component.

Figure I.1 SRLG Project Areas of Intervention

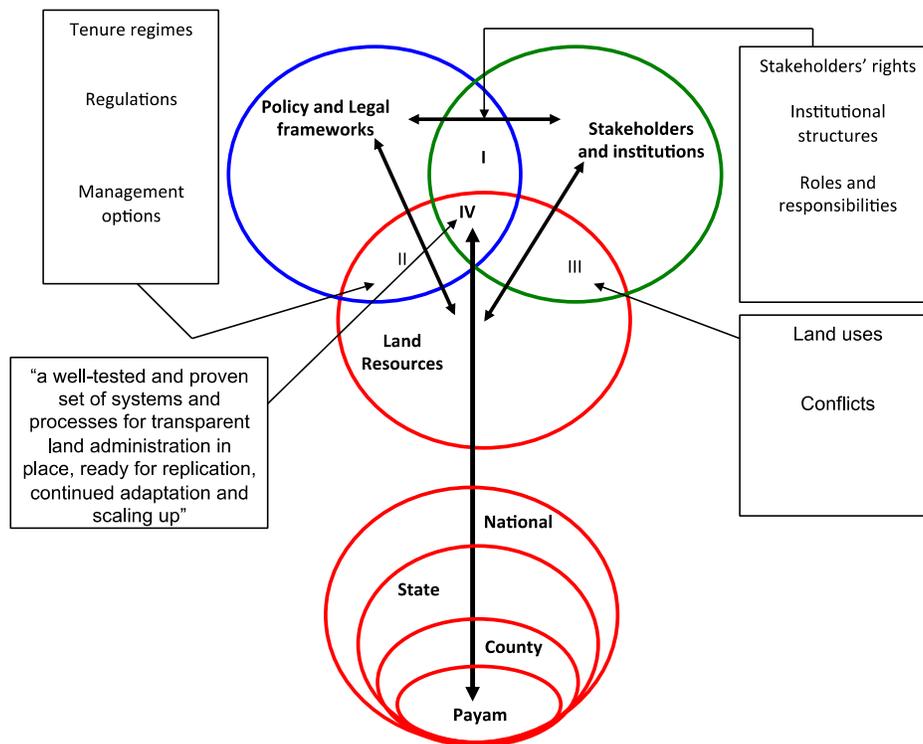
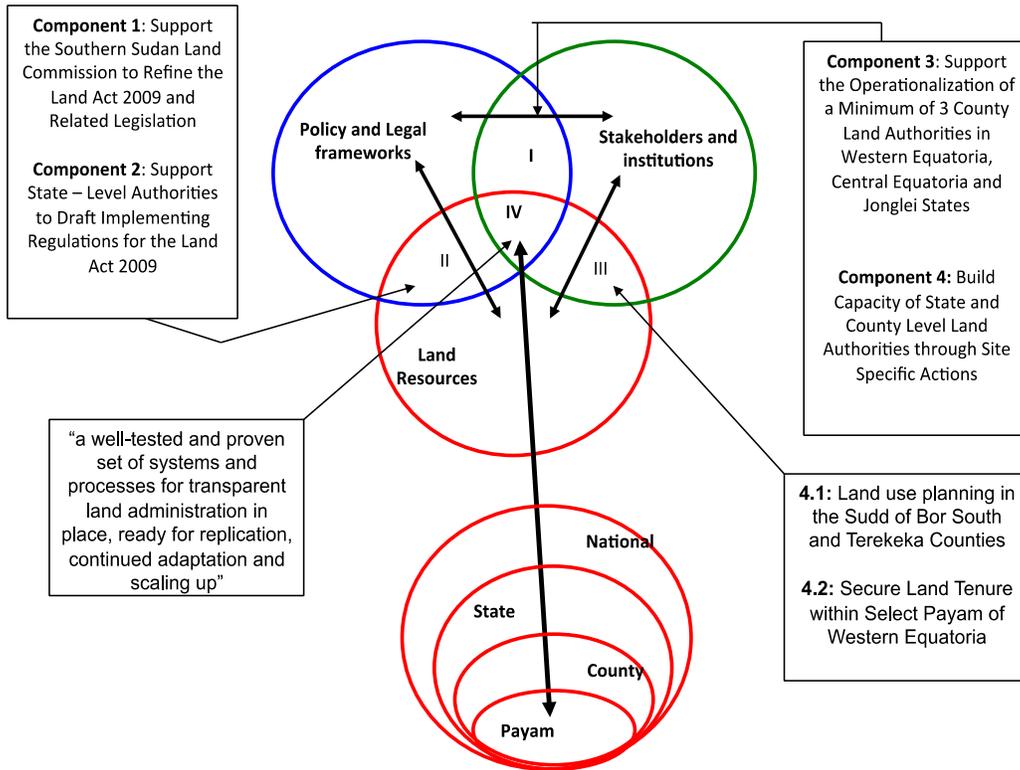


Figure I.2 SRLG Project Areas of Intervention by Project Component



I.4 CROSS-CUTTING PRINCIPLES AND PRACTICES GUIDING PROJECT IMPLEMENTATION

I.4.1 Fostering a Commitment to the Rule of Law

As South Sudan approaches independence, a key question facing the new country is the extent to which citizens gain access to resources, services, and opportunities on the basis of power relations versus rights and legal entitlement. The rule of law and its underlying principles of fairness and justice should play a prominent role in public life. This holds true in the land sector where political power, wealth, and gender may act as determinants of access to land and other resources. The SRLG project supports the rule of law principles through assistance for the development of laws and regulations governing land rights, and through an active program of legal education to reinforce the capacity of policy makers and stakeholders.

I.4.2 Emerging Policy Issues

As South Sudan becomes an independent state on July 9, 2011, and with the promulgation of its Interim Constitution, the land question will be at the heart of the policy discussion and stakeholders concerns. An important focus of the SSLC and SRLG will be congruence between the constitution and various legal frameworks promulgated between 2005 and 2010, including the Land Act 2009, the Local Government Act 2009, and the Investment Promotion Act 2009. SRLGP will contribute to the review of the land-related sections of the Interim Constitution and provide guidance for better addressing land tenure issues. In addition, the SRLG project will contribute to the various discussions of the issues regarding private investments in natural resources. On June 14, SRLGP prepared a presentation at the Business Feasibility and Investment Discussion in Bor, Jonglei. The project team will collaborate with SSLC to produce a range of

policy and institutional frameworks for South Sudan and also develop policy briefs for the September donor conference in Washington, DC.

1.4.3 The Centrality of the Rights of Women and Vulnerable Groups

Women experience land and property issues differently from men in South Sudan (and throughout the world). Their rights in law may not receive the same recognition extended to men, and where their rights are recognized in law, the full exercise of those rights may be constrained by their limited political power, wealth, or cultural norms. The project will treat the particular land rights problems of women and vulnerable groups, including IDPs and landless persons, as central concerns. Where possible, the SRLG project will work with or use the community-based systems and arrangements to effectively support female members' rights to livelihood resources. Data collection work, surveys, and studies will be designed to collect and analyze information on the basis of gender and wealth. Project staff will make every effort to ensure that women are represented at all meetings where discussions of policies and strategy occur. Wherever possible, project staff will encourage partners to ensure that women are well-presented in decision forums. SRLG will conduct a gender and vulnerable groups audit of the project activities and draft a strategy for incorporating these concerns in project implementation.

1.4.4 Promoting Participatory and Transparent Governance in the Land Sector

Land rights are more likely to be administered lawfully and fairly when the land administration procedures, hearings, and decision forums are open to public participation. SRLG will work to ensure that members of the public that represent diverse interests (including women and youth) are involved in activities organized by the project, especially at forums where decisions are being made about land policies and land rights and the management of land resources.

2.0 DEPLOYMENT PLAN

2.1 DEPLOYMENT SCHEDULE

Upon SRLG contract signing, Tetra Tech ARD contacted the four key personnel outlined in the contract. Home office Start-Up Team Leader, Mr. Peter Giampaoli, soon arrived in-country to ensure that the project office and the equipment in storage from the the implementation of SPRP were made available for project use. Mr. Giampaoli also laid the groundwork with meetings and administrative tasks so that the team could hit the ground running upon arrival. Chief of Party (COP) Dr. Tidiane Ngaido and Land Administration Specialist Dr. Charles Chavunduka mobilized within one month of contract signing.

Tetra Tech ARD Senior Technical Advisor/Manager (STA/M) Ms. Megan Huth and Senior Project Manager Ms. Minnie Cruz also arrived in Juba from the home office within a month of contract signing to assist the COP and team members with inception report drafting, administrative staff recruitment, project vendor set up, and equipment and vehicle purchasing. A fourth home office employee, Monitoring and Evaluation (M&E) Specialist Mr. Joseph Le Clair arrived in early April 2011 to assist with the draft M&E Plan.

The two remaining key personnel positions were the Land Lawyer and the Rural Land Tenure Specialist. Ms. Millicent Odeny, Land Lawyer, had a prior work commitment and mobilized to Juba in early May 2011. She assisted the team in reviewing the inception report before she officially arrived in-country. Dr. Nelson Marongwe, Rural Land Tenure Specialist, is not currently scheduled to mobilize to Juba until the end of Year 1 of the project. The SRLG project will gauge whether this schedule is still appropriate given project needs (i.e., the need to conduct the rural development activities concurrently with land use planning). Dr. Marongwe was available for short-term technical assistance in the writing and review of the project inception report.

An M&E Specialist and other project administrative staff (Office Manager, Financial Manager, administrative and technical program assistants, and drivers) will be hired on a rolling basis. Advertisements have been placed in the newspaper and interviews have begun. Other professional staff, such as the Public Information and Communications Specialist and the three Field Representatives, will be identified once the project has a need for their services.

2.2 STAFFING PLAN

See Annex A for the SRLGP staffing chart.

2.2.1 SRLG Key Personnel

1. **Chief of Party:** Dr. Tidiane Ngaido will support the SSLC in their work at the national and state levels on policy and capacity building. Dr. Ngaido will provide oversight for the entire SRLG project, delegating the technical oversight of project activities to other key personnel as appropriate.
2. **Land Administration Specialist:** Dr. Charles Chavunduka will work with national, state, and county land authorities, as well as with traditional authorities on land administration and land use planning issues. Dr. Chavunduka will assist with implementing state regulations by helping to set up CLAs. Dr. Chavunduka will work with the CLAs in the two pilot activities in South Bor and Terekeka and in Western Equatoria.
3. **Land Lawyer:** Ms. Millicent Odeny will work at the national level to review the Land Act 2009, the Local Government Act, and other legislation to find gaps and inconsistencies with the Land Policy that is currently awaiting approval. Ms. Odeny will also work at the state level to assist with the drafting of

regulations that enables the establishment of CLAs. Ms. Odeny will also help to build capacity of targeted stakeholders at the national and state levels.

4. **Rural Land Tenure Specialist:** Dr. Nelson Marongwe will work with the Land Administration Specialist to set up the three CLAs in Jonglei, Central Equatoria, and Western Equatoria, and on implementing the two land use planning and inventory pilot activities. His early mobilization in the project will be critical for the success of the pilot case studies.

2.2.2 SRLG National Management and Advisory Team

The following staff positions were advertised and a committee shortlisted three candidates that were subsequently jointly interviewed with the SSLC staff:

1. **Capacity Building and M&E Specialist:** The hiring process is at its final stage, and the project hopes to have the person brought onto the team by the second week of July 2011. The M&E Specialist will ensure that data generated from activities and interventions are reliability, accurately, and collected in a timely manner.
2. **Finance Manager:** A Finance Manager was identified and approved and will begin in early July. The Finance Manager will maintain the project accounting system in compliance with USAID and Tetra Tech ARD requirements and regulations.
3. **Office Manager:** An Office Manager was identified and approved and will begin in early July. The Office Manager will be responsible for the day-to-day management of the SRLG office.
4. **Administrative Program Assistant:** An Administrative Program Assistant will join SRLG in the second week of July and, with the Office Manager, will carry out project administrative and logistical tasks.
5. **Technical Program Assistant:** A Technical Program Assistant will join in the second week of July and will conduct background research and other duties as necessary.

The following positions will be advertised in July and filled by the end of August 2011:

6. **Public Information and Communications Specialist:** A Public Information and Communications Specialist will be identified to assist with overall SRLG communication needs, as well as with public outreach campaigns for the project activities.
7. **Field Representatives:** Three Field Representatives will be identified to assist with project activities in each of the three states—Jonglei, Central Equatoria, and Western Equatoria. They will work with the COP, Land Administration Specialist, Rural Land Tenure Specialist, and other team members to coordinate activities and liaise with state land authorities, CLAs, and traditional leaders.

2.2.3 Tetra Tech Home Office Backstopping Team

The SRLG home office management team will consist of the following people.

1. **STA/M:** Ms. Huth provides overall technical and management supervision and coordination for the SRLG project. The STA/M works directly with the COP to assure smooth functioning of the project but also liaises directly with the USAID clients.
2. **Project Manager (PM):** Mr. Benjamin Lawrence has replaced Ms. Minnie Cruz who assisted with project start-up. He provides daily home office administration and project support to SRLG and works directly with the project's Office Manager and Finance Manager.
3. **Technical Assistance:** Tetra Tech ARD Senior Associate Dr. Mark Freudenberger will provide technical assistance to carry out the training in participatory rural appraisal for the two pilot activities. Dr. Michael Roth will provide technical assistance on land tenure policy and legislation at the national and state levels.
4. **M&E Specialist.** Mr. Le Clair will provide periodic technical support to design and implement the M&E Plan and Performance Monitoring Plan.

3.0 OUTLINE OF PLANNED ACTIVITIES

Component 1: Support the Southern Sudan Land Commission to Refine the Land Act 2009 and Related Legislation

Task 1.1: Provide Technical Support to the SSLC

- Through consultation with the SSLC, reach consensus on areas of project support and timetable
- Develop and implement training needs assessment and training plan for SSLC
- Finalize training plan
- Implement training plan (this will encompass both formal and informal mentoring and training-skill transfer)
- Provide ongoing support to the SSLC to address emerging land related issues

Task 1.2: Training on Land Laws, Legal Principles, and Best Practices

- Examine existing working groups/land forums to assess and determine inclusive and participatory selection criteria for members
- Establish a Working Group
- Conduct training needs assessment
- Conduct trainings on topics such as land policy, drafting, legal topics, and gender issues pertaining to land, rights of IDPs, etc.

Task 1.3: Support Legal Review and Revisions

- Working Group develops a legal strategy plan
- Undertake legal review with a gender perspective
- Prepare briefs
- Support seminars, roundtables, and focus groups
- Facilitate national-level training of trainers
- Training will include legislative drafting, mentoring, and building the capacity of local talents
- Undertake public consultation
- Prepare final legal briefs incorporating information from stakeholder feedback into the Land Act, and ensure gender issues are well integrated into the Land Act
- Submit recommendations to the SSLC and Working Group
- Support legal drafting
- Host national workshop

Task 1.4: Conduct Public Information and Awareness (PIA) Campaigns

- Develop PIA strategy
- Prepare information packages
- Conduct PIA campaign
- Conduct feedback monitoring

Component 2: Support State-Level Authorities in Jonglei, Central Equatoria, and Western Equatoria to Draft Implementing Regulations for the Land Act 2009

Task 2.1: Form State Working Groups

- Consult target ministries to discuss composition and organization of the state working group on land in Jonglei, Central Equatoria, and Western Equatoria
- Facilitate the creation of a State Working Group (SWG) in each state

Task 2.2: Establish State-Level Action Plans

- Review state-level regulations and policies in relation to land in each of the three states
- Identify the policy requirements to form CLAs
- Design and conduct training needs assessment of the SWG in each state
- Trainer of trainers in areas including but not limited to land policy and legal reform/drafting, land use planning, land administration
- Roll out training modules and program

Task 2.3: Support State-Level Legal Drafting and Formulation of Model CLA

- Support (mentoring, training, technical assistance) legal drafting through working sessions to draft regulations
- Support legal drafting of state regulations
- Distribute draft document to the SWG to incorporate any changes from the national level
- Conduct focus groups at the state level to solicit information and revisions, and disseminate draft regulations
- Vet the state regulations in each of the three states
- Undertake public consultations
- Convene a final national workshop to review lessons learned with establishing CLAs
- Finalize regulations, incorporating workshop feedback

Component 3: Support the Operationalization of a Minimum of Three County Land Authorities in Western Equatoria, Central Equatoria, and Jonglei States

Task 3.1: Establish and Equip CLA Offices in Bor South, Terekeka, and Yambio

- Discuss CLA office locations and negotiate roles and responsibilities for establishing and equipping offices with state and county level governments
- Develop a program for implementation
- Determine office needs and procure CLA equipment
- Equip and operationalize the three offices

Task 3.2: Determine CLA Structure and Select Members

- State working group and state ministries provide inputs to the county level government to select members
- SRLGP facilitates selection process by providing venues for meetings, putting together job descriptions, advising on selection process etc. In selecting members gender balance/equity shall be observed.

Task 3.3 Provide Training and Capacity Building

- Needs assessment for CLA members
- Five-day managerial and technical trainings in Juba (5th day will be training on land use planning and inventory to familiarize members with planning issues)
- Conduct study tours for targeted land policy makers and selected members of the CLA in Ethiopia and Botswana

- Build on lessons from the study tour to help participants develop CLA management plans, budgets, and codes of ethics
- CLA plans vetted by the county and state authorities for approval

Component 4: Build Capacity of State and County Level Land Authorities through Site Specific Actions

Task 4.1.: Land Use Planning in the Sudd of Bor South and Terekeka Counties

Task 4.1.1: Develop Methodology for Land Use Planning

- Collaborate with WCS, Norwegian Refugee Council (NRC), UN-HABITAT, and other donors to conduct trainings, maps and land use plans
- Assess what data /information exists including lessons learned and community maps
- Create draft plan based on technical experience and data /information gathered from stakeholders
- Vet land use planning methodology with stakeholders
- Stakeholder input incorporated
- Develop land use planning training module(s) for state and county land authorities

Task 4.1.2: Undertake PIA Campaign on Pilot Land Use Planning

- Develop a PIA strategy
- Implement awareness campaign for Bor South and Terekeka
- Assessing effectiveness of messaging through PRA

Task 4.1.3: Pilot Land Use Plans

- Provide training to CLAs in land use planning, PRA methodology, conflict resolution, participatory mapping
- Prepare base information
- Draft provisional land use map
- Draft land use maps through community consultation
- SRLGP will support the CLA to actively address community land disputes
- Prepare a master land use plan (meet with two CLAs to develop their master plan)
- Support community meetings and produce final plans- presenting final master plans to community to get final feedback and approval

Task 4.2 Secure Land Tenure within Select Payam of Western Equatoria

Task 4.2.1: Select Pilot Payam in Western Equatoria State

- Meet with the FARM project staff in Juba and Yambio to understand their areas of intervention and the nature of their activities
- Meet with relevant stakeholders to determine priority pilot sites
- Using information from the field, select the payam
- Vet the findings/suggestions with USAID
- Final site selected

Task 4.2.2: Support Payam Land Council in Preparing a Strategy Plan

- Establish Yambio Payam Land Council
- Assess the existing situation including lesson learned as well as any community maps, deeds, titles, etc.
- Determine land inventory needs
- Consult stakeholders in developing land inventory methodology
- Prepare strategy plan for implementation of the land inventory model
- Provide land administration training

Task 4.2.3: Conduct PIA Campaign for Pilot Land Inventory in Yambio County

- Develop a PIA strategy
- Implement public awareness campaign for WES
- Assessing effectiveness of messaging through PRA

Task 4.2.4: Conduct Pilot Land Inventory in Yambio

- Hold a payam forum to discuss the mapping of boundaries
- Form boundary committees
- Demarcate boundaries and record ownership claims
- Mediate land related conflicts
- Present draft inventory to communities and get their feedback
- Finalize inventory incorporating stakeholders comments
- As systems permit, register land inventory

4.0 DETAILED METHODOLOGY FOR PROJECT ACTIVITIES

4.1 COMPONENT I: SUPPORT THE SOUTHERN SUDAN LAND COMMISSION TO REFINE THE LAND ACT 2009 AND RELATED LEGISLATION

In its Strategic Plan 2011–2015, the SSLC planned to refine the Land Act 2009 and related legislation so as to incorporate the recommendations of the draft national Land Policy. The project will support the SSLC in this work, but revision of the Land Act and other legislation broadly related to land must await formal approval of the Land Policy. This has implications on the timing and phasing of project activities. The draft Land Policy was handed over to the Ministry of Legal Affairs and Constitutional Development on February 18, 2011. After the ministry’s review and revision, the draft will be considered by the Council of Ministers and ultimately forwarded to Parliament for debate and adoption. It is unlikely that an approved Land Policy will emerge before the end of 2011. Thus, law reform for the most part must await adoption of the Land Policy. However, the development of the Interim Constitution of the Republic of South Sudan will foster the emergence of various land-related issues, and SRLG project staff stand ready to support their counterparts in the Land Commission and other stakeholders to respond to any land-related questions from senior policy makers including aspects of the draft Land Policy.

- Component I Activities**
- Provide technical support to SSLC
 - Conduct training needs assessment
 - Conduct policy and legal thematic workshops
 - Support legal review and revisions of the Land Act 2009 and other land-related legislation
 - Support the SSLC through the Working Group
 - Develop a legal strategy plan
 - Prepare legal revisions briefs
 - Facilitate national-level training of trainers
 - Undertake public consultation
 - Host national workshop
 - Develop PIA strategy
 - Conduct PIA campaign

In providing technical assistance to the SSLC, the SRLG project will initiate a retreat between the SSLC, UN-HABITAT, and the project members to discuss respective work plans and identify potential complementarities in the context of the SSLC strategy. This consultation will build consensus on areas of project support and timetable, as will help to develop synergies and complementation during the implementation of their respective projects in Jonglei and Western Equatoria.

4.1.1 Training on Land Laws, Legal Principles, and Best Practice

The SRLG/SSLC team will visit key ministries to present the project and learn about the development of their sectoral policies and strategies. SRLG will follow up with sectoral meetings to discuss policies and strategies, identify areas of collaboration, and determine training needs with the ministries of Legal Affairs and Constitutional Development, Agriculture and Forestry, Local Government Board, Animal Resources and Fisheries, Cooperatives and Rural Development, Energy and Mining, Wildlife Conservation and Tourism, Water Resources and Irrigation, Housing and Physical Infrastructure, Gender, Social Welfare and Religious

Affairs, Investment, and Environment. Following the visits, these ministries will be divided into clusters for training in land laws and legal principles and how land relates to their policies and strategies.

Training of government staff in the rights and responsibilities of landholders and the government alike will go a long way in ensuring that essential development investments are made with due regard to fairness, efficiency, and sustainability. Similarly, existing statutes regarding women's rights to land, the roles and responsibilities of local government bodies in land allocation and management, promotion of investment, and other laws together provide a body of legal guidance for the development of land governance arrangements and for the protection of land rights. Existing laws, together with the policy guidance provided by land rights principles set out in the draft Land Policy, provide a fulsome body of materials for moving ahead with the project's work in Components 2, 3, and 4 of its work plan while awaiting the adoption of the Land Policy.

SRLG will review the legal foundations for land rights and land governance in South Sudan, which include the Land Act, the Local Government Act, the Investment Act, and laws governing the use and management of public land, such as the Forest Act and the Wildlife Act. The SRLG project and the SSLC will also take up some of the recommendations of the draft Land Policy to promote the promulgation of new laws, including a Communal Land Act, a Mortgage Act, and laws governing land use planning and surveying that may be developed during the course of the project. SRLG and the SSLC will co-sponsor a series of educational and training activities targeting government officials, the legal community, and the general public on the policies, laws, and regulations governing land rights and land administration in South Sudan.

4.1.2 Support Legal Review and Revisions

The SSLC will build on the Land Policy Steering Committee to create a Working Group comprising key land ministries, international and nongovernmental organizations (NGOs) such as UN-HABITAT, European Union (EU), World Bank (WB), Norwegian Refugee Council (NRC), Norwegian People's Aid (NPA), Wildlife Conservation Society (WCS), and others as appropriate. The SSLC will chair the Working Group and through it develop a Legal Strategy Plan that prioritizes work on refining the Land Act 2009 and related legislation. Through the Working Group, the SSLC will review the Land Act 2009 and other land-related laws to identify gaps and inconsistencies, and areas needing further elaboration. Ministries will play a leading role in reviewing legislation applicable to their operations and drafting proposals for aligning it with the draft Land Policy and will respond to emerging issues of their respective sectors.

The SRLG project's legal team will systematically develop SRLG/tenure policy briefs to capture land-related issues and implications with regards to existing legal and policy frameworks. These briefs will act as a communication tool to raise awareness of stakeholders. They also will be an instrument with which to liaise the drafting of proposals for legal revisions with input from relevant ministries and a short-term Gender and Vulnerable Groups (G&VG) Specialist. Working together with cooperating organizations such as NRC, NPA, and UN-HABITAT, the SSLC will hold hearings to solicit input on recommendations for revisions to the Land Act 2009 involving stakeholders from state and local levels. The SRLG project will assist the SSLC to incorporate comments from public consultations into the summary briefs. The final legal briefs will be used by the SSLC and others to advocate for changes in the Land Act and related legislation. SRLG, in collaboration with the SSLC, will draft amendments to the legislation, incorporating inputs from public consultation and harmonizing draft law with the legal framework. A national-level workshop will be convened to review and validate proposals for legal revisions.

4.1.3 Conduct PIA Campaigns

Successful implementation of legal reform largely depends on the extent to which citizens are aware of the existing laws and the purpose, steps, and timelines of the reforms. During visits to the pilot states, stakeholders revealed a low level of dissemination of the Land Act and related legislation. The SSLC has plans to disseminate information on land law and policies with the support of the UN-HABITAT Information and Coordination Specialist at the SSLC. The SRLG Public Information and Communications Specialist will work

together with the SSLC, UN-HABITAT, NRC, and NPA to develop a PIA strategy dealing with issues of content, communication channels, and roles and responsibilities to institutionalize PIA within the SSLC.

PIA materials will include information on property rights conferred by legislation. The diversity of stakeholders and levels of education call for innovative approaches to information dissemination. Effective means of information dissemination would include radio, television, T-shirts, and posters written in local language. The Public Information and Communications Specialist, working with field teams, will solicit feedback on the effectiveness of messages so that ongoing improvements can be made to PIA materials, themes, and techniques. Feedback will be collected from target clusters (women, farmers, pastoralists, IDPs, and others), and captured in writing to inform further legal reform.

4.2 COMPONENT 2: SUPPORT STATE-LEVEL AUTHORITIES IN JONGLEI, CENTRAL EQUATORIA, AND WESTERN EQUATORIA TO DRAFT IMPLEMENTING REGULATIONS

The domestication of the Land Act and other legislation in the ten states is of critical importance because that is where land and local management institutions exist. This project component will be implemented in each of the three pilot states (Central Equatoria, Jonglei, and Western Equatoria) in collaboration with the SSLC and the State Land Commissions (SLCs, where they exist). Presently, there are three different structures intervening in land issues in the three states. Jonglei State has already developed a Land and Investment Commission and is now looking for office space to house it. In Central Equatoria, the Bari community is responsible for all land-related issues. In Western Equatoria, there is not yet a new structure addressing land issues, and customary institutions continue to play their roles. This diversity amongst the institutions will require innovation in the approach and methodologies for addressing land-related issues.

4.2.1 Form State Working Groups

The three states—Jonglei, Central Equatoria, and Western Equatoria—have adopted different administrative approaches. The organization of sectoral ministries in Jonglei and Central Equatoria follows GOSS structures, while various ministries in Western Equatoria were bundled to save costs and increase efficiency. For example, the ministries of Agriculture, Forestry, Livestock, Fisheries, and Cooperatives form one ministry, and the ministries of Trade, Commerce, and Investment form another. Taking into consideration these differences, SRLG will facilitate the creation of SWGs to serve as an advisory body that develops implementing regulations on behalf of the SSLC and SLCs (where they exist). Given capacity constraints in various state ministries, the Working Group will comprise Director Generals responsible for formulation and implementation of ministerial policies and strategies. The Working Group will invite other resource people as needed, including development projects intervening in the regions. The SRLG project will assess the capacities of the members of the Working Group and tailor its legal education module as appropriate.

Component 2 Activities

- Form three SWGs
- Conduct training needs assessment
- Establish state-level action plans
- Review state-level regulations and policies in relation to land
- Develop training strategy
- Roll out training modules and program
- Support state-level legal drafting and formulation of model CLA
- Support legal drafting
- Develop model CLA and procedures for establishing CLAs
- Undertake public consultations and final workshop
- Finalize regulations and model CLA procedures (following conclusion of Component 4 below)

4.2.2 Establish State-Level Action Plans

With the decentralization process, state ministries are developing their policies and strategies to contribute to the economic and social development of their state. The discussions with staff ministries and stakeholders during visits by SRLG project staff revealed the growing difficulties they are facing, especially with opposition

or reluctance of communities to easily grant land. This changing paradigm calls for further assistance. SRLG and relevant state-level structures will help each ministry prepare a detailed review of its land administration capacity and the legal instruments and procedures being applied, to be presented to a roundtable of the Working Group. As part of the reviews, the project will conduct a training needs assessment to determine capacity building needs of SLCs (if they currently exist in the state) and sector ministries in legal reform and land administration based on responsibilities prescribed by the Land Act 2009 and Local Government Act 2009. The Working Group will put together an Action Plan that prioritizes work on supporting state-level authorities in drafting a State Land Act where necessary and implementing regulations for the Land Act; builds consensus on priorities and timing of activities to be undertaken; establishes CLAs; and provides training for local authorities and public information needs. Jonglei State has developed a State Land Bill, and the project will provide technical support towards completion of the work. Moreover, the project will provide policy and legal support to emerging issues.

4.2.3 Support State-Level Legal Drafting and Formulation of Model CLA

The SRLG Land Lawyer and Land Administration Specialist will develop a training strategy for each state and hold training programs to deepen knowledge and skills in application of land law and policy. Contents of these trainings will be similar to the thematic workshops under Component 1 and will include modules on legal drafting. The SRLG/SSLC legal team will collaborate with UN-HABITAT, which is planning to implement related activities, and the NRC, which has developed a land workshop manual and conducted training for state authorities.

The SRLG/SSLC legal team will support and mentor the SLCs/SWGs in the drafting of state-level implementing regulations. The draft land regulations that have already been developed by the national level can serve as a model upon which the SLCs/SWGs can build upon. Concurrently with the development of implementing regulations, the Land Administration Specialist will advise the SLCs/SWGs on development of a model CLA, draft procedures for the establishment of CLAs, and promote principles of transparency and inclusion of representatives from traditional and statutory authorities. The project will present options on the composition of the CLAs developed from international best practices, and build consensus around the options that would be considered by stakeholders as the most suited to South Sudan. Special effort will be devoted to ensure the inclusion of women, youth, and disadvantaged groups following the guidance developed under the G&VG strategy.

The Public Information and Communications Specialist will work with the SLCs/SWGs, SRLGP/SSLC legal team, and the Land Administration Specialist to prepare clear, non-technical materials on the draft regulations and model CLAs to share with the public through county-level workshops and public consultations. The products will be tailored to address state, county and payam land-related issues. Collaboration with local newspapers will also contribute to the dissemination of these products. A summary report from the public consultations will be developed and shared in a final workshop in Juba with broad stakeholder representation.

The SRLG/SSLC legal team and Land Administration Specialist will work with the SLCs/SWGs to revise draft regulations and model CLA procedures, based on additional inputs from the final workshop, and submit them to the SLC. The SLC will submit the draft state land regulations to the State Ministry of Legal Affairs for review prior to ratification by the State Council of Ministers.

4.3 COMPONENT 3: SUPPORT THE OPERATIONALIZATION OF A MINIMUM OF THREE COUNTY LAND AUTHORITIES IN WESTERN EQUATORIA, CENTRAL EQUATORIA, AND JONGLEI STATES

The project will work with the SSLC, SLCs/SWGs, and County Councils to establish CLAs as representative advisory bodies on land in the county. To this effect, the project will post one field representative each in

Terekeka, Bor South, and Yambio counties. The inadequacy of existing facilities for housing the project and CLAs has prompted the option to use the budget for office rental to build with the collaboration of the county and the state government. The office will serve the SRLG project, as well as the CLAs, during the life of the project. At the end of the project, the offices will be managed by the CLAs. SRLG will request inputs from USAID contractor AECOM to determine the best options for building such offices in the counties of Bor South, Terekeka and Yambio.

4.3.1 Establish and Equip CLA Offices in Bor South, Terekeka, and Yambio

Installation of the CLAs in the SLRG office will facilitate the capacity building of CLA members. The project will follow a consultative process, involving both state- and county-level governments and other stakeholders, to establish and operationalize the CLAs in all the three counties. Before the CLAs are established, the location of CLA offices, as well as the roles and responsibilities of various authorities involved in CLA establishment, will be clarified. The relevant commitments must also first be obtained from state and county authorities.

Concurrently, the project will facilitate the process of identifying CLA membership criteria so that members can play an active role in planning for the establishment and operationalization of offices while the project provides funding and technical support. Commitment at the county and state level to implement and sustain these institutions is critical for choosing among options

of government office accommodation, renting, or new construction. After preliminary consultations, stakeholders in Terekeka, Bor South, and Yambio counties have shown interest in the last option due to lack of suitable space to rent.

Component 3 Activities

- Discuss CLA office locations and negotiate roles and responsibilities for establishing and equipping offices
- Establish and equip CLA offices
- Determine CLA structure
- Provide training and capacity building
- Develop management plans, budgets, and code of ethics
- Conduct study tours
- Hold national workshop to capture lessons learned
- Revise regulations and CLA procedures

4.3.2 Determine CLA Structure and Select Members

The structure and composition of the CLAs will not solely be guided by the existing legal framework, as particular attention will be paid to ensure representation of key interest groups such as women, pastoralists, and traditional authorities. The project will advise state- and county-level authorities in determining the CLA structure and procedures for the selection of members. The early establishment of CLAs would help in the adoption of systems and procedures formulated during capacity building and training activities. Stakeholder-level focus group will be consulted in the counties of Bor South, Terekeka, and Yambio to determine the roles and responsibilities of each stakeholder to ensure that all have a say in any CLA decision. The involvement of all stakeholders in determining the composition and functioning of a CLA is critical for the durability of this structure and enables it to develop the required complementation and synergies with other land administration institutions.

4.3.3 Provide Training and Capacity Building

Capacity building and training are necessary for CLAs to be fully functional and will be based on a needs assessment. SRLG will utilize some of the training modules developed under Components 1 and 2. Capacity building will focus on institutional development, human resources development, and identification of funding sources. The project will provide technical support for the development of structures, systems, and procedures for the preparation and implementation of management plans, budgets, and code of ethics. However, the capacity building will be challenging as CLAs will group people from different sectors, background, and education levels. SRLG will, therefore, work with the various partners intervening in those areas to develop appropriate and targeted training tools to address such disparities. In addition to experiential training, a team of policy makers comprising representatives of the SSLC, SWG, and CLAs will embark on study tours that will afford them the opportunity to learn from and apply the experiences of Ethiopia and

Botswana. In identifying sources of funding, CLAs will be encouraged to look beyond statutory appropriations by exploring alternative sources of finance that may include charging of fees for services and going into partnership with development agencies.

The project will convene a national workshop in Juba to review lessons learned from model CLA procedures and study tours. The lessons learned will be incorporated in finalizing regulations and operational procedures.

4.4 COMPONENT 4: BUILD CAPACITY OF STATE- AND COUNTY-LEVEL LAND AUTHORITIES THROUGH SITE-SPECIFIC ACTIONS

4.4.1 Land Use Planning in the Sudd of Bor South and Terekeka Counties

The pilot activity in Bor South and Terekeka counties will be carried out in a region where there is intense competition over access to shared grazing and water points. The Sudd is an important natural ecosystem that has sustained pastoral-based livelihood strategies, high livestock numbers, and diverse wildlife. In part due to insecurity, this area has remained under wilderness, and it is clear that peace and security will foster changes in the livelihood approaches. Overlapping claims to ownership of land by the Dinka Bor, Mundari, and other ethnic groups are common, and a framework for the shared use of common property resources is needed, in addition to other traditional land use planning objectives. Communities from Bor and Terekeka have a history of fighting over the use of the Bahr el Jebel floodplain, the portion of the Sudd that straddles Bor South and Terekeka counties. The former group wants to retain the area as grazing land while the latter favors the development of an agro-pastoralist environment. Each of these land uses will have implications on the evolution of the tenure system and the sustainability of the ecosystem. The land use planning process will, therefore, need to focus on developing planning systems to help resolve land use conflicts and establish a more secure environment for investment and economic development. The development and adoption of techniques and protocols for sharing natural resources, and anticipating and mitigating the occurrence of land use disputes, will reduce the perennial inter-ethnic tensions that have constrained the development of efficient and sustainable livestock production systems.

In developing a land use planning methodology for managing the common property resources of the Bahr el Jebel floodplain, the SRLG project will address existing pastoral, transhumance, and sedentary land use patterns to complement the work being conducted by WCS in the conservation of wildlife resources. Such an approach will help to develop synergies and foster sustainable and efficient management of multiple and diverse uses of the floodplain's common property resources. The complexity of land use issues in the region makes it essential to work closely with state and county governments, development partners, and interest groups (traditional leaders and farmer and pastoralist representatives) on the proposed land use planning methodology for their input. The feedback obtained from these stakeholders on the effectiveness of the planning methodologies employed will be used in developing land use planning training modules for state and county land authorities.

Once a land use planning methodology has been proposed, SRLG will undertake a PIA campaign on pilot land use planning. The purpose of the campaign will be to raise the awareness of communities on the process of the pilot and benefits of land use planning to allow them to contribute effectively and take ownership of the planning process.

Component 4.1 Activities

- Develop methodology for land use planning
- Undertake a PIA campaign on pilot land use planning
- Provide land use planning training
- Prepare base information
- Draft provisional land use map
- Draft land use maps via community consultation
- Secure agreement of dispute resolution protocols
- Prepare master land use plan

Following completion of the PIA campaign, the project will apply a participatory training methodology to train state and CLA members. Training modules will address land use planning, participatory rural appraisal, participatory mapping, and land dispute resolution. The project will collaborate with the NRC who has been training communities in various aspects of land administration. In addition to state and CLA representatives, training participants will include traditional authorities, pastoralists, farmers, and women from the two counties. Training materials will be simplified and translated where necessary to reach state and county land attendees with lower education levels and weak capacity.

The pilot land use planning team will prepare base information using existing maps and data collected from a variety of governmental and nongovernmental sources. The project will build upon methodologies already developed by WCS in planning for the conservation of wildlife resources in the Sudd. Appropriate mapping technology including aerial photography, satellite imagery, and reconnaissance mapping, or a combination of these and other technologies, will be identified and employed. The SRLG project will work with CLAs to draft a provisional land use map based on existing data on land and natural resource assets and ownership, traditional boundaries, and current land users (including sedentary, IDP, and transhumant populations). The project will use the provisional map to identify venues for community mapping and consultation. The CLA will then arrange for participatory mapping in communities to establish the existing situation in the communities regarding land uses, including shared pasture and water resources, land conflict flashpoints, infrastructure and services, and arrangements and rules for seasonal access to land.

Community maps will be used in facilitating negotiation and agreement with neighboring communities and seasonal users, resolving conflicts, and reaching community consensus on boundaries and land use. The communities will formulate plans and establish rules for rights and access and institute systems for monitoring land use. Using community land use maps, the CLA will identify potential areas for investment, designate corridors for pastoralists, zone land for various land uses, establish rules and procedures for seasonal access, and propose sanctions for violations.

The plan will be sensitive to the reality that patterns of resource use, particularly livestock grazing patterns, vary considerably with varying rainfall patterns and pasture conditions. Moreover, intense competition among communities for access to natural resources has characterized resource use strategies for millennia. The plan seeks to moderate some of the consequences of competition, especially violence, but recognizes that perfect cooperation is unlikely to be possible. The county land use plan will document and take account of traditional resource use strategies and informal and formal rules that may govern and regulate land use, and identify activities for strengthening community institutions that have traditionally been responsible for regulating resource use. Importantly, the plan will include a set of protocols agreed by the principal resource-using groups for mediating disputes over land rights and resource use when these arise.

The SRLG project will facilitate joint planning between the CLAs of Bor South and Terekeka to work together and decide on seasonal or annual uses of shared pastureland, water resources, and agricultural land. In case of disagreement, the project team will encourage the CLAs to reach compromise on site. Failing that, a STTA Conflict Resolution Specialist will work with traditional leaders and other authorities in dispute mediation. The draft land use plan for the Bahr el Jebel floodplain area will be a composite of the Bor South and Terekeka county land use plans. The CLAs and SRLG team will present the draft master land use plan to respective communities for their review and buy-in.

4.4.2 Secure Land Tenure within Select Payam of Western Equatoria

This pilot inventory activity targets Yambio County in the Western Equatoria State. The total area of the county is 8,850 km² and is inhabited by 152,000 people. The Yambio Payam, which also houses the state capital, is home to 106,000 people. This county is located in an area of high agricultural potential (the green belt) that is dominated by a system of mixed cropping of maize, millet, groundnuts, yams, and pineapple and fruit trees. The farms were organized into homesteads during the British colonial era.

Tenure security is not a problem, as borders between farms are well-defined. However, smallholders are in need of an enabling framework and a land registration instrument to enhance smallholders' access to land, credit, and input markets for increased and sustainable agricultural development. In addition, land registration would also facilitate the growth in large-scale commercial agricultural investment in Western Equatoria. The recent the NPA report¹ revealed that between 2007 and 2010, 2.64 million hectares of land have been allocated or are in the process of being allocated to private interests. In Western Equatoria, 213,480 hectares have been allocated, of which 186,300 hectares are for agriculture and 27,180 hectares for forests. In Yambio County, 24,860 hectares have been allocated. The favorable rainfall conditions and the fertility of the soils in this state could attract large private investments. Smallholders need a framework that would help them obtain fair and just compensation should their land be acquired by big investors.

The SRLG project team has already worked with the Food, Agribusiness, and Rural Markets (FARM) Program and with national-, state-, county-, and payam-level stakeholders to select a payam for a pilot land inventory. Selection criteria included level of demand, the willingness by community to participate in a land inventory and possible land registration exercise, the security situation, the availability of skilled local personnel, overlap with FARM activities, and accessibility. In the selection process, the project undertook a characterization of all the three counties in which the FARM Program is operating.

The project will facilitate the establishment of the Yambio Payam Land Council and use it as the focal point to coordinate land inventory activities, along with CLA members. The structure, composition, and procedure for establishment of Payam Land Council as provided in the Land Act 2009 will be subject to review in order to align with the draft national land policy.

Preparation of the pilot inventory will begin with an assessment of the existing land inventory and registration situation. The assessment will examine roles, responsibilities, and procedures followed at the payam level. The project will consult stakeholders on the desired form of land inventory and the need for land registration. If demand for land registration exists, SRLG will consult with the community on the desired units of land demarcation and registration for community, household, individual, or a multiple of tenure forms. Depending on choices made by the community, the project will consult stakeholders on a suitable land inventorying methodology.

SRLG will support the Payam Land Council and CLA to prepare a strategy plan for implementation of the land inventory model. The strategy plan will spell out the roles of various stakeholders (including the community, government, and field teams) and procedures for land inventorying, lodging conflicts, and resolving disputes. The strategy plan will also identify all the required training and schedule for its delivery. Training of stakeholders such as state, CLA, and payam representatives in land administration will begin before land inventory compilation activities are conducted.

Component 4.2 Activities

- Select pilot payam in Western Equatoria State
- Support establishment of a Payam Land Council
- Support Payam Land Council in preparing a strategic plan
- Conduct a PIA campaign for pilot land inventory
- Conduct a pilot land inventory
- Form boundary committees
- Train field teams in survey methods and dispute resolution
- Mediate land conflicts
- Present inventory for community feedback
- Depending on need, register land inventory

¹ Deng, David. 2011. *The New Frontier, a baseline survey of large-scale investment in Southern-Sudan*. Norwegian People's Aid, Juba, South Sudan.

A PIA strategy for the pilot inventory will be developed and implemented in the selected payam and neighboring communities. The PIA campaign will inform communities about the property rights inventory, expected pilot outcomes, and how it will affect them.

A payam-level forum will be convened for purposes of mapping boundaries. The paramount chief and executive chiefs will identify individuals knowledgeable of community boundaries to participate in the payam-level forum (making sure that women and vulnerable groups are represented). Forum participants will draw the payam boundary and reference points, and will designate all land within the payam as owned by government, communities, or private individuals. The forum will also identify access rights such as those seasonally used by nomadic and transhumance groups wherever relevant.

Boundary committees of five, including at least two women representatives, will be formed to walk the boundary of every parcel with field teams, record a description of each, and collect other data that will be required in the inventory. Global positioning system (GPS) readings will be recorded for each parcel so that maps can be produced for presentation and endorsement by neighbors. Seasonal users such as pastoralists with traditional access to grazing and water resources will be consulted to establish and record their rights and rules of access. The inventory will include land uses, noting areas for potential investment in addition to cropping, grazing, and protected areas, and other aspects as determined by the model.

Suitably qualified community members will be trained in GPS-based cadastral survey methods and dispute resolution and then engaged over the boundary demarcation period to conduct the field inventory. The field teams will have additional responsibility for verifying land claims and adjudicating rights. If conflicts arise during the land inventorying process, all efforts will be made to adjudicate the matter under customary law, or at the county or state level as necessary. Work on land conflict resolution will further be supported by the services of a land conflict resolution specialist (STIA). If the conflict cannot be resolved, the map will indicate the parcel is in dispute. The lessons learned from dispute resolution will be used to develop and refine a land dispute resolution methodology.

The produced maps and land inventory will be presented to communities for feedback. Depending on community need, identified and demarcated land will be registered in the payam and county registries and cadastral maps showing demarcated land parcels prepared.

5.0 DETAILED TIMELINE OF ACTIVITIES INCLUDING REPORTING SCHEDULE

Staffing Responsibility	2011					2012					2013					2014						
	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J
Component I: Support the Southern Sudan Land Commission to Refine the Land Act 2009 and Related Legislation																						
Task I.1: Provide Technical Support to the SSLC																						
Through consultation with the land commission, reach consensus on areas of project support and time table	COP; support from tech staff																					
Develop and implement training needs assessment and training plan for SSLC	COP; support from tech staff																					
Finalize training plan	COP																					
Implement training plan (formal and informal mentoring and training- skill transfer)	Project Staff depending on subject area																					
Provide ongoing support to the SSLC	COP; support from tech staff																					
Task I.2: Training on Land Laws, Legal Principals and Best Practices																						
Examine existing working groups/land forum to assess and determine inclusive and participatory selection criteria for members	TCN Land Lawyer																					
Establish Working Group	TCN Land Lawyer																					
Conduct training needs assessment	TCN Land Lawyer																					
Conduct trainings (i.e., land policy, drafting, legal topics)	TCN Land Lawyer																					
Task I.3: Support Legal Review and Revisions																						
Working Group develops a legal strategy plan	TCN Land Lawyer																					
Undertake legal review	TCN Land Lawyer/ Expat, TCN, and CCN STTA																					
Prepare briefs	TCN Land Lawyer/ Expat, TCN, and CCN STTA																					
Support seminars, roundtables, and focus groups	TCN Land Lawyer; M&E Specialist - Potential STTA																					
Facilitate national-level training of trainers	COP; STTA training specialist; tech team as needed																					
Conduct training (legislative drafting, mentoring and building capacity)	TCN & CCN Land Lawyer																					
Undertake public consultation	TCN & CCN Land Lawyer; Field Reps																					
Prepare final legal briefs and support legal drafting	TCN & CCN Land Lawyer/ Expat, TCN, and CCN STTA																					
Incorporate information from the brief, stakeholder feedback, etc. suggestions into the Land Act	TCN & CCN Land Lawyer																					
Recommendations submitted to SSLC and Working Group	COP; TCN & CCN Land Lawyer																					
Support legal drafting	COP; TCN & CCN Land Lawyer																					

6.0 COMMUNICATIONS PLAN

The primary purpose of this plan is to serve as a guide for SRLG project personnel who play a critical role in reporting and communications processes. Section 6.1 contains a summary of the project reports, Section 6.2 is the Branding Implementation Plan and Marking Plan, and Section 6.3 summarizes project public information and awareness. The guidance below should assist staff in preparing for and realizing timely, efficient, and effective reporting and communications.

6.1 SUMMARY OF PROJECT REPORTS

6.1.1 Periodic Reports

Quarterly

- **Quarterly reports (January, April, July, and October):** Scorecard of accomplishments of the past quarter against plans that had been in place, accompanied by a summary of plans for the upcoming period.
- **RAISE Plus IQC quarterly reports (January, April, July, and October):** Summary of accomplishments and upcoming plans excerpted from the SRLG quarterly reports, as required by USAID/Washington for the RAISE Plus IQC.

Annual

- **Annual reports:** A compilation of the information provided in the SRLG quarterly reports, serving as a scorecard of plans and accomplishments of the year.
- **Annual work plan (February):** An update to the inception report for the coming year, intended primarily for USAID, SSLC, and SRLG staff, as well as other stakeholders.

6.1.2 Occasional Reports

Technical and Trip Reports

- Technical reports, including reports on workshops and trainings (as appropriate)
- Trip reports (as appropriate)

6.1.3 Guidance on Content and Process for Completion

Each of the types of reports has specific content requirements and an internal protocol for completion, as summarized in the tables below. These are only guidelines to assist in planning. Any significant schedule revisions, particularly with respect to due dates, will be discussed and agreed upon between USAID and SRLG. Through the life of the project, content requirements are subject to change in accordance with what is deemed most appropriate for and needed by USAID.

Protocols for submission of documents to and receipt of inputs from USAID are critical to a smooth reporting process. These protocols will proceed as follows:

1. As soon as possible, following completion of the technical assignment, Tetra Tech ARD will provide USAID with a draft version of the technical report. As Draft, the document is submitted for informal review and comment on a general level, to ensure that USAID is kept up to date on project activities and has the opportunity to provide input regarding any major changes as needed. The technical writer will proceed to finalize the document, considering any comments received from USAID, as well as other inputs from technical reviewers as appropriate.
2. After addressing suggestions, Tetra Tech ARD will submit a draft final report for USAID approval. USAID will provide final edits if deemed necessary within two weeks of submission, though it is hoped at the stage that few detailed edits would be needed.

6.1.4 Periodic Reports Tables

Table 6.1 Quarterly Reports	
Overview	Scorecard of accomplishments of the past quarter against plans that had been in place, accompanied by a summary of plans for the period upcoming. For quarters that the Annual Report is due, the brief quarterly reports will be appendices to the Annual Report.
Due dates	January 15 (for period October 1–December 31) April 15 (for period January 1–March 31) July 15 (for period April 1–June 30) October 15 (for period July 1–September 30)
Submitted to	USAID
SRLG coordinator	COP
Content	<ul style="list-style-type: none"> • Milestones planned and present status, including key accomplishments • Major actions/expected results for next quarter • Calendar of upcoming events
Appendices	<ul style="list-style-type: none"> • Report on “number of people trained,” with supporting documentation
Internal SRLG process	<ul style="list-style-type: none"> • Component/activity leaders submit information to COP by the seventh day of the month. • COP reviews and submits to USAID by the fifteenth day of the month. • These should be simple, straightforward documents, and therefore not require the inputs of an information specialist. • USAID suggests revisions by end of third week in January, April, July, and October. • COP finalizes report.

Table 6.2 RAISE PLUS Indefinite Quantity Contract Quarterly Reports	
Overview	Summary of accomplishments and upcoming plans excerpted from the SRLG quarterly reports, as required by USAID/Washington for the RAISE Plus IQC For quarters in which the Annual Report is due, the brief quarterly reports will be appendices to the Annual Report.

Table 6.2 RAISE PLUS Indefinite Quantity Contract Quarterly Reports

Due dates	January 20 (for period ending December 31)
	April 21 (for period ending March 31)
	July 21 (for period ending June 30)
	October 20 (for period ending September 30)
Submitted to	USAID
SRLG coordinator	COP
Content	<ul style="list-style-type: none"> • Key accomplishments from previous quarter • Major objectives for next quarter’s activities and results
	<p><i>Note: This is a subset of the information provided for the Quarterly Reports and the Annual Reports. The only difference between the reports is that the standard RAISE Plus IQC Quarterly Report does not require appendices and only calls for simplified “key accomplishments” in the results section, rather than “milestones planned and present status.”</i></p>
Internal SRLG process	COP summarizes information submitted by activity leaders, and submits to Tetra Tech ARD and USAID by the dates noted above.

Table 6.3 Annual Reports (ARs)

Overview	A compilation of the information provided in the SRLG Quarterly Reports, serving as a scorecard of plans and accomplishments of the past year
Due dates	April 15
Submitted to	USAID
SRLG coordinator	COP
Content	<ul style="list-style-type: none"> • Executive Summary on results achieved and challenges for next year. • Milestones planned and present status, including key accomplishments
	<ul style="list-style-type: none"> • Report on “number of people trained,” with supporting documentation
Internal SRLG process	<ul style="list-style-type: none"> • Activity leaders combine Quarterly Report information, refine, and submit to COP by the April 7. • COP reviews and submits to USAID by April 15. • COP finalizes report with USAID inputs. • Tetra Tech ARD Project Manager submits report to Development Experience Clearinghouse.

Table 6.4 Annual Work Plans

Overview	An action plan for the year, intended primarily for USAID and SRLG staff, as well as other stakeholders
Due dates	February 15

Table 6.4 Annual Work Plans	
Submitted to	USAID
SRLG coordinator	COP
Content	<ul style="list-style-type: none"> • By component: <ul style="list-style-type: none"> – Performance measures (benchmarks) for the year based on the approved PMPs and life of project (LOP) targets – Summary of activity areas for coming year – Cost estimates for each major category – Expected completion date of primary milestones and activities (implementation schedule) – Concise explanation, where applicable, of how the planned activities will be integrated with other partner programs (private and public, including other USAID programs) – Sustainability issues and potential constraints to implementation.
Internal SRLG process	<ul style="list-style-type: none"> • Team workshop held at least three weeks prior to work plan due date. • In the week following team workshop, activity leaders prepare materials and submit to COP in format. • COP reviews and refines. • Information specialist completes editing and production. • Work plan is submitted to USAID by February 1. • USAID comments are received by February 14. • COP finalizes report.

6.1.5 Technical and Trip Reports

Table 6.5 Technical Reports	
Due dates	30 days following completion of technical event
Submitted to	USAID
SRLG coordinator	Component/activity leaders
Content	<ul style="list-style-type: none"> • Concise executive summary (1–2 pages) focused on key findings and recommendations • Report body that highlights most important results that are relevant for stakeholders (no more than 15 pages) • Conclusions and recommendations • Appendices, to include: <ul style="list-style-type: none"> – Scope of Work with a brief summary of accomplishments for each assigned task – Schedule of activities – Persons met/consulted with – Technical information to support the main report body, as appropriate

Table 6.5 Technical Reports

Internal SRLG process	<ul style="list-style-type: none"> Activity leader ensures that the SOW for implementer includes format guidelines for the report, including the components summarized above and the general branding guidelines. Activity leader gives the consultant/organization an electronic copy of the technical report formatting guide.
	<ul style="list-style-type: none"> Activity leader ensures that the SOW for the implementer gives the implementer responsibility and time for incorporating edits and finalizing the report.
	<ul style="list-style-type: none"> Technical implementer submits draft report to USAID at debriefing prior to the end of the assignment.
	<ul style="list-style-type: none"> Technical implementer submits report to activity leader within two weeks of completion of work, incorporating feedback from stakeholders as appropriate.
	<ul style="list-style-type: none"> Activity leader edits report, and submits to COP. COP discusses with information specialist to arrange timing of receipt of report for final format editing.
	<ul style="list-style-type: none"> COP finalizes edits, and gives to information specialist for final production (allow one week for format editing).
	<ul style="list-style-type: none"> COP submits draft final to USAID within six weeks of consultancy.
	<ul style="list-style-type: none"> USAID provides response within two weeks.
	<ul style="list-style-type: none"> Implementer or COP incorporates USAID edits.
	<ul style="list-style-type: none"> Tetra Tech ARD Project Manager submits to Development Experience Clearinghouse

Table 6.6 Trip Reports

Due dates	30 days following completion of trip
Submitted to	COP
SRLG coordinator	COP
Content	<ul style="list-style-type: none"> Purpose/key results/observations/recommendations/ detailed notes attached (if appropriate)
Internal SRLG process	<ul style="list-style-type: none"> Person traveling prepares report in standard format and submits to COP.
	<ul style="list-style-type: none"> Trip report is saved in the SRLG shared files.

6.2 BRANDING IMPLEMENTATION PLAN AND MARKING PLAN

The focus of the SRLG project is to help the GOSS define and establish rural land governance, with a focus on appropriate property rights and land use management systems so as to promote economic growth, reduce the potential for conflict, and minimize landowners' and rural communities' risks of being divested of their properties. The Branding Strategy sets the policies for the Branding Implementation Plan (BIP) and Marking Plan (MP). SRLG will follow the Branding requirements established in ADS 320.2, and comply with the Marking requirements of the USAID Graphics Standards Manual. The USAID Sudan Rural Land Governance (SRLG) is the project brand. The language will be English. The project will incorporate the

words, “This assistance is from the American People,” in all communications and materials directed to beneficiaries.

6.2.1 Branding Implementation Plan

The SRLG BIP describes how Tetra Tech ARD will implement the Branding Strategy in a way that ensures that public relations activities are appropriate for the target audience in South Sudan and in the United States. Tetra Tech ARD understands that while the SRLG will be visibly branded as a USAID program, at times, sole credit may be given to a counterpart institution, or no-branding option may be considered under some circumstances as approved in advance by USAID. This plan outlines the events, tools, milestones, and materials to be organized and produced to assist USAID in delivering the message that the assistance is from the American people, and proposes those times when sole credit to the host counterpart or no branding may be appropriate.

Target Audience. The SRLG project will be promoted to the following audiences:

- *Primary audience:* Host-country populations including GOSS officials; state-level ministries; county-level authorities; the CLAs; civil society including women, IDPs, and other vulnerable groups; and public and private sector groups that are beneficiaries of SRLG.
- *Secondary audience:* Host-country clients, international donors, and other cooperating agencies.

Communication Tools. Tetra Tech ARD intends to publicize the SRLG project through a variety of communications tools including a project web site, press releases, success stories, snap shots, special events, project brochures, site visits (organized for USAID, VIP guests, and media), public service announcements (PSAs), media reports, and professional photography. The SRLG’s public outreach function will periodically review this set of communication tools to introduce new and innovative ones, and adapt old ones to secure positive publicity for the project, including accomplishments of the SRLG.

Key Events and Milestones. Tetra Tech ARD anticipates the following key events, milestones, and opportunities in raising awareness that SRLG is from the American people: launch of the project, through policy briefs, published reports or studies, by highlighting success stories/snapshots, announcements relating to cooperation with international donors and cooperating agencies, and communications relating to project impact and overall results.

6.2.2 Marking Plan

The SRLG MP enumerates all of the public communications, commodities, program materials, and other items that will be marked with the USAID Identity under the project. Tetra Tech ARD will ensure compliance with USAID’s policy that programs, projects, activities, public communications, and commodities implemented or delivered under contracts and subcontracts exclusively funded by USAID are marked exclusively with the USAID Identity. The firm will consult with the USAID/Sudan SRLG Contracting Officer’s Technical Representative (COTR) and/or other representatives if shared markings are appropriate in specific incidents. Tetra Tech ARD will not mark corporate identities or logos on USAID-funded program materials and communications unless specified in the USAID Graphic Standards Manual or approved in advance by the Principal Officer. Tetra Tech ARD will review the MP with USAID to discuss and identify appropriate requests for exceptions to marking requirements per ADS 320.3.2.5.

Marking Guidelines. Contract deliverables under SRLG will be marked with the USAID Identity and in accordance with design guidance for color, type, and layout in the Graphic Standards Manual. Specifically, Tetra Tech ARD will ensure that the commodities, activities, communication tools, publications, and events receive maximum and appropriate marking.

- **Commodities and Equipment Marking.** Commodities or equipment acquired by SRLG and funded by USAID will prominently display the USAID Identity. These will include computers, printers, photocopiers, scanners, fax machines, furniture, and information technology equipment.
- **Program and Activity Marking.** Tetra Tech ARD has reviewed the ADS 320.3.2.4(b) requirement regarding building projects to prominently display the USAID Identity.
- **Public Print Communication, Multi-Media, and Event Marking.** Public communications financed by SRLG that are print products will prominently display the USAID Identity according to ADS 320.3.2.4(c). Public communications financed by SRLG that are audio, visual, or electronic will prominently display the USAID Identity according to ADS 320.3.2.4(d). Events financed by the SRLG will prominently display the USAID Identity according to ADS 320.3.2.4(f).

6.3 PROJECT PUBLIC INFORMATION AND AWARENESS

6.3.1 PIA Strategy

The primary goals of the SRLG PIA Strategy are to:

- Inform the public on the purpose, steps, and timelines for legal reform of land legislation (i.e., the Land Act);
- Share non-technical materials on the draft state regulations and model CLAs with the public through county-level workshops and public consultations;
- Promote clear understanding of the role and function of CLAs among communities in Jonglei, Central Equatoria, and Western Equatoria states;
- Inform and elicit support from Bor South and Terekeka county communities about the details of the land use planning pilot activity; and
- Conduct a campaign targeting Yambio payam and neighboring communities in Western Equatoria to inform communities about the property rights inventory and expected pilot outcomes, and how they will be affected.

In all PIA activities, SRLG will work in close consultation with the SSLC and USAID.

6.3.2 PIA Approach

While PIA activities will be a mix of proactive and reactive outputs, SRLG's strategy envisages a predominantly proactive role. The overall approach will be to build citizens' trust in land authorities and processes being aided by SRLG, and promote a push toward a stable environment for long-term tenure security.

The strategy acknowledges the on-the-ground realities in Sudan of high illiteracy and poverty and lack of accessibility in many areas of the regions of operation. However, these problems, instead of being a hindrance, provide room for creativity in delivering messages and building capacity through the use of traditional wisdom and methods, where appropriate.

In all its activities, the project will strive to give credit and ownership of its activities to the land authorities or local communities, thus putting a Sudanese face on all achievements. To do this, SRLG will involve local groups to the largest extent possible through consultations on activity development, and where possible, engagement during implementation. The project's objective will be to give credit to the GOSS, thus building trust and hope in the nascent land authorities.

Almost all outreach activities will be preceded by quick assessment and followed by impact assessment. Where required, the activities will be reinforced with appropriate follow-up to ensure successful and persistent delivery of messages. During assessments or evaluations, the project will consult with local partners, involved local authorities/communities, and in case of bigger or national campaigns, USAID. Where

required, SRLG will use focus groups or other structured methodologies. Prior to any campaign or standalone or multimedia roll-out, the project will establish justification for the medium and message.

Impact assessments will also follow similar methods, and will dictate modification, strengthening, or re-enforcement of the campaign(s). This will also serve to gauge the reactions of the targeted groups, and could serve to draw out lessons learned.

6.3.3 Medium of Delivery

At least one of the following three goals will be at the core of every activity: inform, educate, and motivate. Advocacy, social mobilization, encouragement of behavioral changes, and promotion of SRLG activities will be the thrust of outreach and external communications across all components.

The SRLG project target groups will include, but will not be limited to: beneficiaries in local communities and local administration; opinion makers, including village elders and traditional authorities; defined demographic groups like youth, women, IDPs, and other vulnerable groups; senior government officials at the national and state levels; development workers; and broader national audience.

Depending on the target audience, region, activity, and aim, SRLG will use the following media and methods of dissemination. This list is indicative, and new, innovative methods might be improvised as the project progresses.

- **Radio.** In addition to PSAs, advertisements, and sponsored programming, avenues of infotainment like radio drama and thematic shows can be employed. Development projects in South Sudan have successfully used the UN's Radio Miraya.
- **Mobile theatre/video and audio vans.** These activities have been successfully used in the country by various international NGOs and projects. SRLG will incorporate these media in multi-faceted campaigns, or use them as a standalone, depending on need.
- **Traditional methods of dissemination.** Word-of-mouth plays a very important role in South Sudan. An effort will be made to impress the importance and scope of SRLG on opinion makers in areas of operation. Cultural expressions—poetry, story-telling, and music—will be used as necessary.
- **Face-to-face dissemination.** This mode can be used in awareness campaigns through the deployment of outreach workers and can translate into direct access to administration for communities through facilitated fora, events and public functions, etc.
- **Celebrations.** Commencement or completion of bigger sub-projects can inculcate a feeling of involvement among beneficiaries and give rise to a captive audience.
- **Illustrated material and publications.** Given the high rate of illiteracy, illustrated material has proved quite popular in South Sudan. Publications can target other local development workers, officials, and opinion makers.
- **Success Stories/Snapshots.** Separate from reporting and providing write-ups on success stories, these products can greatly help to spread awareness and motivate communities.
 - a. Apart from dissemination of success stories/snapshots through local/national news media, visits by local leaders/officials from other areas (where similar work could be useful) may further the aims of the project. Such facilitated visits would serve to motivate the visiting communities, while the beneficiary community would find more encouragement. These visits can further be extended to cover the entire country, including cross-county or state visits. These could help foster a stronger sense of national identity.
 - b. Lessons learned and best practices evolving from SRLG activities or those of local partners will also play an important role in activities related to promoting success stories.
- **VIP visits and organized public events.** These can serve to boost morale, highlight activities, and encourage local administration and communities.

- **News Media.** Through press releases and facilitated visits, the project will be promoted in, both, the local and national press.
- **Training and workshops.** As and where required, and/or mandated, outreach training will be delivered to local or state government bodies, departments, etc.

6.3.4 Working with the Component Teams

The SRLG Public Information and Communications (PIC) Specialist will develop PIA campaigns for project activities in collaboration with SRLG partners (SSLC, Working Groups, SLCs, and CLAs). Working through these local land institutions will strengthen their accountability to the public and improve transparency. Campaigns will be launched upon adoption of the new Land Act, with updates through the life of project (Component 1); to share draft state implementing regulations and model CLAs before county-level workshops and public consultations (Component 2); to inform the three counties of the functions and responsibilities of the newly formed CLAs (Component 3); to inform Bor South and Terekeka communities of the pilot land use planning (Component 4.1); and to provide information to the payam in Western Equatoria State on how the pilot property rights inventory will affect them (Component 4.2). In all cases, the team will meet with statutory and traditional authorities to enlist their support and reach out to women, IDPs, or other vulnerable populations.

Each component will have specific media and outreach activities to support and supplement their tasks, including those elaborated in the SOW and this Inception Report. In entirety, the outreach and external communication activities will build upon specifics in each to ensure synergy across the components. SRLG will develop a strategy of communicating sound environmental management to land administrators and other stakeholders from the GOSS to the county level for activities under all components. The activities across the components would primarily aim to build confidence in local government and institutions among communities.

COMPONENT 1: SUPPORT THE SOUTHERN SUDAN LAND COMMISSION TO REFINE THE LAND ACT 2009 AND RELATED LEGISLATION

The PIC Specialist will design a strategy for informing the public on purpose, steps, and timelines for legal reform. SRLG will conduct PIA campaigns to inform citizens of legal and policy change and coordinate with current NPA and NRC efforts:

- **Develop PIA Strategy.** Led by the PIC Specialist, the project will work with the SSLC and the Working Group to develop a PIA strategy that deals with issues of content, media methodology, and roles and responsibilities to institutionalize PIA within the SSLC.
- **Conduct PIA Campaign.** The campaign will be launched upon adoption of the new Land Act with updates through the life of project. PIA materials will disseminate information on property rights conferred by legislation.
- **Conduct Feedback Monitoring.** The PIC Specialist, working with field teams, will solicit feedback on the effectiveness of messages so that ongoing improvements can be made to PIA materials, themes, and techniques. Feedback will be collected from target clusters (women, farmers, pastoralists, IDPs, and others) to inform future legal reform.

COMPONENT 2: SUPPORT STATE-LEVEL AUTHORITIES TO DRAFT IMPLEMENTING REGULATIONS FOR THE LAND ACT 2009

The PIC Specialist will work with the SLCs or SWGs, the SRLG legal team, and the Land Administration Specialist to prepare clear, non-technical materials on the draft regulations and model CLAs to share with the public through county-level workshops and public consultations.

COMPONENT 3: SUPPORT THE OPERATIONALIZATION OF COUNTY LAND AUTHORITIES IN WESTERN EQUATORIA, CENTRAL EQUATORIA, AND JONGLEI STATES

The Land Administration Specialist and the PIC Specialist will facilitate introductions of the CLAs to communities to educate them on the associations' existence and responsibilities. To develop CLA capacity to deliver services and respond to the needs of citizens, it is crucial that communities are aware of their functions and responsibilities.

Closely working with this component team, the PIC Specialist will develop media outreach programs tailored to the specific region to:

- Inform the citizens of CLA activities and services;
- Inform citizens as to how they can access services;
- Highlight accomplishments of CLAs;
- Provide SRLG activity ownership by cooperating CLAs;
- Build confidence of the community in local government and administration; and
- Profile success stories.

The activities will be designed to ensure sustainability. Information and education activities/campaigns will seek to leave behind processes that can be re-used and adapted by local administration even after SRLG is over.

COMPONENT 4.1: LAND USE PLANNING IN THE SUDD OF BOR SOUTH AND TEREKEKA COUNTIES

The PIC Specialist will work with stakeholders to craft a communication strategy and campaign specific to the land use planning pilot activity. SRLG will revisit the campaign after six months to evaluate its impact, and will revise it as necessary. The team will meet with statutory and traditional authorities to enlist their support and reach out to women, IDPs, and other vulnerable populations.

Using various media of delivery, as required in specific regions, the public outreach activities will:

- Help identify conflict intervention priorities;
- Help identify the core theme messages, based on mapping results, and consult with USAID and key local actors;
- Devise a local media campaign strategy that:
 - a. Incorporates any relevant existing material;
 - b. Identifies appropriate media (radio, PSAs, mobile theater, etc.);
 - c. Involves state and local opinion-makers to maximize traditional dissemination; and
 - d. Works with other donor-supported organizations to develop or reinforce existing critical messages and results;
- Reinforce any progress made, objectives achieved, and pilot prototypes;
- Assess impact of media campaigns to draw out lessons learned; and
- Profile success stories.

COMPONENT 4.2: SECURE LAND TENURE WITHIN SELECT PAYAM OF WESTERN EQUATORIA

Before the pilot activity begins, the PIC Specialist will conduct a campaign targeting the selected *payam* and neighboring communities to inform citizens about the property rights inventory, expected pilot outcomes, and how they will be affected. The PIC Specialist will also work with the field team to deliver simple, clear messages on objectives, timelines, and procedures for claim registration and dispute resolution prior to the pilot registration. Public forums will be held to inform communities of the pilot process; explain community member, boundary committee, and field team roles; and outline procedures for registering claims, lodging conflicts, and resolving disputes.

6.3.5 Areas of Collaboration

As other organizations are already utilizing PIA strategies to inform people throughout South Sudan of their land rights, the contents of the Land Law 2009, and conflict resolution methods, SRLG will collaborate with other organizations and players (e.g., international and local NGOs such as NRC, UN-HABITAT, and NPA, UN, line ministries, and elected and unelected bodies) to leverage existing outreach and media activities. Discussions have already begun with NRC and others on collaborating on common land training modules.

6.3.6 Outreach Tools

Table 6.7 Success Stories/Snapshots	
Due dates	Ongoing, at least two annually
Submitted to	USAID
SRLG coordinator	Public Information and Communications Specialist
Content	One format option:
	• Title
	• Narrative
	• Quote
	• Picture, picture caption, photographer's name
	<i>Note: Success stories can be prepared in any of the USAID standard formats for public outreach. See USAID web site (www.usaid.gov/branding/branding.html) for format and content variations.</i>
Internal SRLG process	• Activity leaders recommend best practices and lessons learned when providing inputs for each Annual Report.
	• COP reviews and recommends those that should be expanded as standalone documents.
	• Technical writer works with activity leader to develop a standalone success story document.
	• Information specialist ensures that the success story is in proper USAID format.
	• COP submits to USAID.

Table 6.8 Media Events	
SRLG coordinator	Public Information and Communications Specialist
Internal SRLG process	• COP seeks approval from USAID and SSLC to organize a media event.
	• COP contacts the USAID Media/Public Relations (PR) Specialist on an as-needed basis.
	• USAID seeks approval from the Public Affairs Officer (PAO).
	• Media/PR Specialist organizes media event.

Table 6.9 Press Releases	
SRLG coordinator	Public Information and Communications Specialist
Internal SRLG process	<ul style="list-style-type: none"> • PIC Specialist forwards press release to COTR for clearance, ensuring attribution to USAID. At the time of forwarding, SRLG indicates whether the project is requesting the PAO to issue the release, or simply to approve the release.
	<ul style="list-style-type: none"> • PAO approves release
	<ul style="list-style-type: none"> • PAO (or TBD) issues the release.

Table 6.10 Brochures, Posters, or Other Printed Materials	
Submitted to	Public as appropriate
SRLG coordinator	Public Information and Communications Specialist
Content	Clear and accurate summaries of vision, context, activities, etc., as appropriate
Internal SRLG process	<ul style="list-style-type: none"> • Develop project brochures or posters.
	<ul style="list-style-type: none"> • Obtain USAID approval before release to the public.
	<ul style="list-style-type: none"> • PIC Specialist ensures that appropriate materials are available for public to acquire an overview of the USAID project whenever there are significant project-related events and stakeholder gatherings.

7.0 M&E PLAN

7.1 INTRODUCTION

Based on the causal and logical linkages detailed in the project’s Results Framework, this Performance Monitoring Plan (PMP) provides the guidance, instruction, and direction needed to develop and maintain sustainable and rigorous M&E systems. Not only does the PMP outline the necessary internal protocols, systems, and methodologies to monitor, evaluate, analyze, and report on project results, it is a vital part of the project management function, by providing a framework for:

1. Effective management decision-making and problem-solving;
2. Ensured accountability for meeting indicator targets;
3. Learning (what activities are generating high results? What is our impact on women and vulnerable groups?); and
4. Documented and disseminated success.

This PMP, submitted as part of the project’s Inception Report, is a living document and should be updated, at least annually, to correspond with the project’s Annual Work Plan. The PMP is based on a series of assumptions around project actors (stakeholders, beneficiaries, etc.), systems, practices, and institutions; as these relationships change, the PMP must also adapt to ensure systematic, consistent, reliable, and accurate data collection, analysis, and reporting. All versions of the PMP, like this one, will be developed in a participatory process that brings stakeholders together to discuss anticipated results and solicits buy-in and collective understanding. The development of this PMP occurred over a two-week period in early April 2011. During the construction of the PMP, USAID/Sudan staff (including their M&E Officer and the SRLG CO/TR) were consulted to clarify technical aspects of the document including expectations, roles, reporting frequency, and terminology. Tetra Tech ARD will continue to consult and work with USAID/Sudan and other stakeholders such as the SSLC to ensure the project’s PMP is accurate, reflects current realities, and is participatory in nature.

As mentioned above, the foundation of this PMP is the project’s Results Framework (see Figure 7.1). The Results Framework graphically illustrates the logical and causal relationships between the project’s Assistance Objective, Intermediate Results (IRs), and Sub-Intermediate Results (Sub-IRs).

7.2 RESULTS FRAMEWORK

The goal of SRLG is to establish and strengthen “*a well-tested and proven set of systems and processes for transparent land administration in place, ready for replication, continued adaptation, and scaling up.*”

To accomplish this goal, SRLG will work through four IRs and two Sub-IRs:

- IR 1 (Component C.4.1): Land Act Appropriately Amended (based on policy analysis, public vetting, and learning from lower level initiatives)
- IR 2 (Component C4.2): State-Level Implementing Regulations in Place (including human and institutional capacity)
- IR 3 (Component C4.3): Country-Level Structures and Systems in Place
- IR 4 (Component C4.4): State and County Level Mechanisms for Land Use Planning and Secured Land Tenure in Place

- Sub IR 4.a: (Component C.4.4.1) Land Use Planning in the Sudd of Bor South and Terekeka Counties
- Sub IR 4.b: (Component C.4.4.2) Secure Land Tenure within Select Payam of Western Equatoria.

The Results Framework demonstrates the anticipated causal effects of the project; each lower layer of the framework contributes to the success of the next higher layer. For example, as both Sub-IR4a and 4b are achieved, their collective and individuals results will contribute to meeting IR 4. As IRs 1, 2, 3, and 4 are achieved, those results will contribute to meeting the project goal. The Results Framework is the foundation of the PMP, and the project indicators are the building blocks.

Detailed in Table 7.3, the SRLG project indicators represents a balance of outputs (what we do) and outcomes (what we achieve). When a unit of measure for an indicator is individual, the project will always, capture sex (male/female) and location. Age group will be captured when feasible so that the project can assess the impact on youth. SRLG understands that collecting data on an individual’s identified ethnicity can be sensitive; the project also understands the role ethnicity and disadvantaged groups play within the conflict dynamics. The project will make a case-by-case decision on when and how ethnicity and disadvantages groups data will be collected.

Table 7.3 outlines the project’s indicators at the Assistance Objective (AO), IR, and Sub-IR levels. The four AO indicators are metrics that straddle more than one IR. These indicators are placed at the AO level of Table 7.3 to illustrate their cross-cutting nature within the project. Indicators under IR 4 contribute to both of the Sub-IRs, where Sub-IR indicators 4.1a and 4.2a contribute specifically to those activities within each Sub-IR.

Tetra Tech ARD has tried to align contributing frameworks (USAID/Sudan, and the Foreign Assistance Framework) into the design of project’s indicators. SRLG will report on indicators that contribute to the Foreign Assistance Coordinating Tracking System (FACTS) indicators under Project Areas Economic Growth as well as a number of USAID/Sudan-specific indicators as provided in the SRLG contract (see Table 7.1).

TABLE 7.1: INDICATOR SOURCE		
Indicator Type	Indicator	Indicator #
FACTS	Number of proposed improvements in laws and regulations affecting property rights of the urban and rural poor drafted with USG assistance	1.1
USAID/Sudan SRLG Contract Indicator	Number of stakeholder consultation workshops and public vetting events implemented (IRs 1 and 2, cross-cutting)	AO1
	Number of attendees at workshops (IRs 1 and 2, cross-cutting)	
	Number of CLAs that are operational (at least 50% of office material procured; staff received training; and management plans, budgets, and codes of ethics developed)	AO2
	Number of CLA representatives/staff trained to improve technical and management capacity pertaining to land administration and adjudication	3.1
	Area in kilometers (of the Sudd) covered by land use planning	3.2
	Number of communities and individual land rights holders inventoried and registered within the pilot payam	4.1a 4.1b

TABLE 7.1: INDICATOR SOURCE		
Indicator Type	Indicator	Indicator #
Custom Indicator	Number of people at the national and state levels who successfully complete project-supported Trainer of Trainer (TOT) (IRs 1 and 2, cross-cutting)	AO3
	Number of people trained by project-supported national and state level TOTs (IRs 1 and 2, cross-cutting)	
	Number of suggestions from consultative workshops adopted for inclusion in state-level implementing regulations	AO4 2.1
	Number of individuals trained in implementing regulations	2.2
	Number of people (CLA members, SSLC, etc.) participating in international study tours	3.3
	Number of disputes identified and addressed during the course of land use planning and land inventory	4.1
	Number of awareness raising and information campaigns conducted	4.2
	Number of field-based participants who receive training/mentoring in land use and inventory methodology design and planning sessions	4.3

Although SRLG will be reporting annually on the FACTS and USAID/Sudan indicators beginning in September 30, 2011, all success and achievements against indicators will also be reported on a quarterly basis to coincide with the project's quarterly reporting schedule.

TABLE 7.2: INDICATOR REPORTING FREQUENCY		
Results Reported on Every Indicator	Results Reported for USAID/Sudan SRLG Contract Indicators	Results Reporting on USG FACTS Indicators
February–April, 1 st Quarter (Annually)	February–July (Annually)	September 30–October 1 (Annually)
May–July, 2 nd Quarter (Annually)	August–January (Annually)	
August–October, 3 rd Quarter (Annually)		
November–January, 4 th Quarter (Annually)		

FIGURE 7.1: RESULTS FRAMEWORK

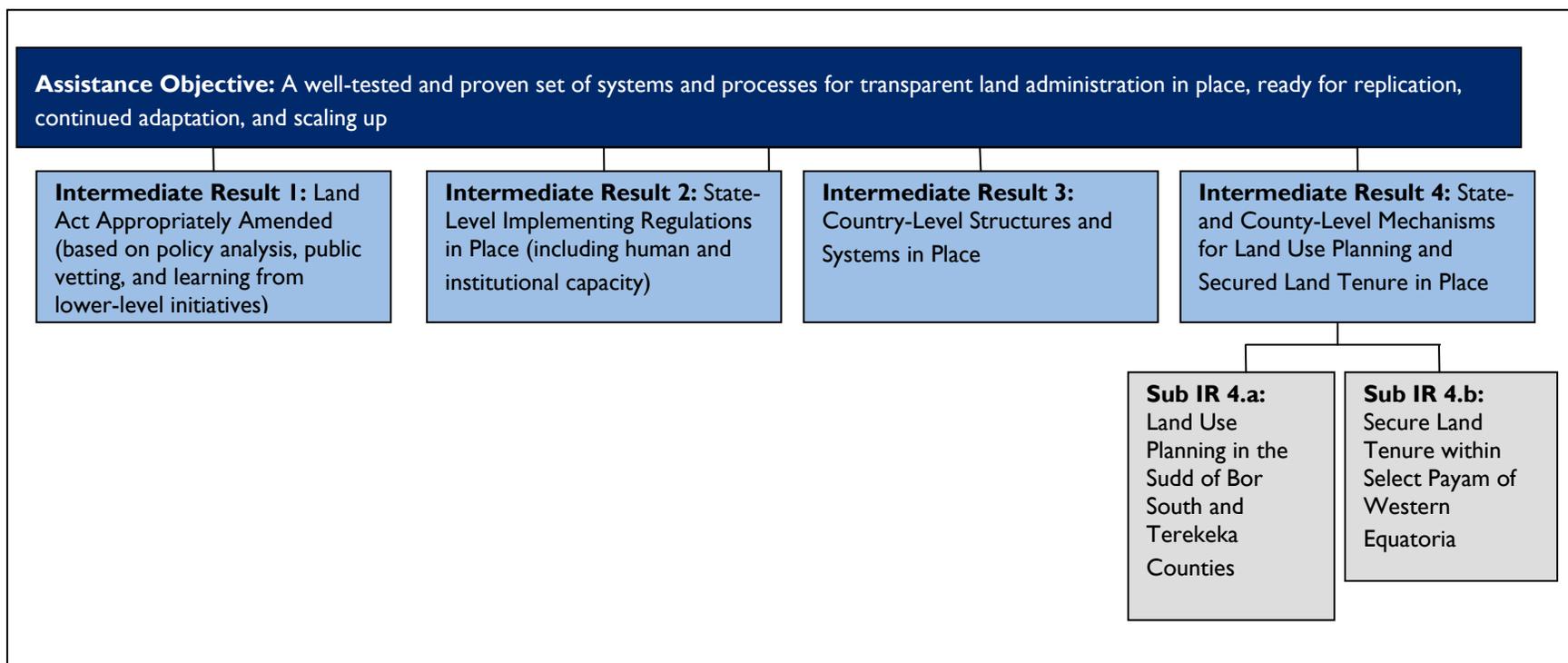


TABLE 7.3: SRLG PERFORMANCE INDICATORS

#	Indicator	Disaggregation	Baseline	Target Y1 Feb-Sept 2010	Achieved Yr 1	Target Y2 Oct 2011- Sept 2012	Achieved Yr 2	Target Y3 Oct 2012- Sept 2013	Achieved Yr 3	Target Y4 Oct 2013- Feb 2014	Achieved Yr 4	LOP Target	LOP Achieved
AO: A well-tested and proven set of systems and processes for transparent land administration in place, ready for replication, continued adaptation, and scaling up													
AO1	Number of stakeholder consultation workshops and public vetting events implemented (IR 1s and 2, cross-cutting)	Location	0	1		30		1		2		35	
AO2	Number of attendees at workshops (IRs 1 and 2, cross-cutting)	Sex, female-headed household, IDPs, age, ethnicity, location, affiliation (NGO, GOSS, etc.), CLA member	0	50		750		900		50		1,750, of which 25% will be women	
AO3	Number of people at the national and state level who successfully complete project-supported TOT (IRs 1 and 2, cross-cutting)	Sex, female-headed household, age, ethnicity, location, state or national level	0	10		15				0		25	
AO4	Number of people trained by project-supported national- and state-level TOTs (IRs 1 and 2, cross-cutting)	Sex, female-headed household, IDP, age, ethnicity, location, affiliation (NGO, GOSS, etc.), state or national level personnel conducting training, CLA member	0	0		70		10		0		80	
IR 1 (Component C.4.1): Land Act Appropriately Amended (based on policy analysis, public vetting, and learning from lower level initiatives)													
1.1	Number of proposed improvements in laws and regulations affecting property rights of the urban and rural poor drafted with USG assistance ²	Rural/Urban Poor	0	0		10		0		0		10	
#	Deliverable												
1.1.1	Number of summary legal briefs produced and submitted to SSLC			0		5		0		0		5	
1.1.2	Legal strategy plan developed			0		1		0		0		1	

² This FACTS indicator also contributes to contract indicator “Final State-Level Implementing Regulations (or set of regulations) Drafted.”

TABLE 7.3: SRLG PERFORMANCE INDICATORS

#	Indicator	Disaggregation	Baseline	Target Y1 Feb-Sept 2010	Achieved Yr 1	Target Y2 Oct 2011- Sept 2012	Achieved Yr 2	Target Y3 Oct 2012- Sept 2013	Achieved Yr 3	Target Y4 Oct 2013- Feb 2014	Achieved Yr 4	LOP Target	LOP Achieved
IR 2 (Component C4.2): State-Level Implementing Regulations in Place (including human and institutional capacity)													
2.1	Number of suggestions from consultative workshops adopted for inclusion in state-level implementing regulations	N/A	0	0		3		2		0		5	
2.2	Number of individuals trained in implementing regulations	Sex, female-headed households, IDPs, age, ethnicity, location, government officials, local leaders, CLA member	0	0		30		75		0		105	
#	Deliverables												
2.1.1	Number of state inter-ministerial working groups formed			0		3		0		0		3	
2.1.2	Number of state-level action plans			0		3		0		0		3	
2.1.3	Report and final national workshop summarizing stakeholder views on state-level implementing regulations and pilots			0		0		1		0		1	
IR 3 (Component C4.3): Country-Level Structures and Systems in Place													
3.1	Number of CLAs with that are operational (at least 50% of office material procured, staff received training, and management plans, budgets and codes of ethics developed) ³	Location/CLA	0	0		0		1		2		3	
3.2	Number of CLA representatives/staff trained to improve technical and management capacity pertaining to land administration and adjudication	Sex, female-headed households, IDPs, age, ethnicity, location, CLA	0	0		30		0		0		30	
3.3	Number of people (CLA members, SSLC, etc.) participating in international study tours	Sex, female-headed households, IDPs, age, ethnicity, location, CLA	0	0		0		26		0		26	
IR 4 (Component C4.4): State and County-Level Mechanisms for Land Use Planning and Secured Land Tenure in Place													
4.1	Number of disputes identified and addressed ⁴ during the course of land use planning, and land inventory	Location	0	0		5		15		0		20	
4.2	Number of awareness raising and information campaigns conducted	Location implemented	0	0		0		2		0		2	

³ Must meet all three conditions before being counted against this indicator.

⁴ Must meet the condition of being identified and then addressed to meet this indicator.

TABLE 7.3: SRLG PERFORMANCE INDICATORS

#	Indicator	Disaggregation	Baseline	Target Y1 Feb-Sept 2010	Achieved Yr 1	Target Y2 Oct 2011- Sept 2012	Achieved Yr 2	Target Y3 Oct 2012- Sept 2013	Achieved Yr 3	Target Y4 Oct 2013- Feb 2014	Achieved Yr 4	LOP Target	LOP Achieved
4.3	Number of field-based participants who receive training/mentoring in land use and inventory methodology design and planning sessions	Sex, female-headed households, IDPs, age, ethnicity, location, CLA member	0	0		0		30		0		30	
Sub IR 4.a: Land Use Planning in the Sudd of Bor South and Terekeka Counties													
4.1.a	Area in kilometers (of the Sudd) covered by land use planning	N/A	TBD	0		0		0		25% above baseline		25% above baseline	
#	Deliverables												
4.1.1.a	Completed land use map and agreed rules for governing access and use in the Sudd in the two target counties (Terekeka and Bor South)			0		0		1		0		1	
4.1.2.a	Methodology for landscape-scale land use planning in the Sudd area			0		1		0		0		1	
4.1.3.a	Methodology for inventorying			0		1		0		0		1	
Sub IR 4.b: Secure Land Tenure within Select Payam of Western Equatoria													
4.1.b	Number of communities and individual land rights holders inventoried and registered within the pilot payam	Communities/ Individuals	TBD ⁵	TBD		TBD		TBD		TBD		TBD	
#	Deliverables												
4.1.1.b	Completed land inventory and registration of rights for one entire payam within the selected target county in Western Equatoria			0		0		1		0		1	

⁵ The targets for this indicator cannot be determined at the time the PMP was submitted; targets can only be determined after site selection.

7.3 DATA SYSTEMS

7.3.1 Quantitative Data Collection

Quantitative data will be collected routinely and continuously throughout the life of the project. Although the performance indicators presented in Table 7.3 are the best metric to measure the success of the project, other quantitative data will also be collected and reported throughout the project such as the number of studies, assessments, concept and white papers, media messages, and other work products and deliverables. Table 7.3 illustrates the number and timing of anticipated results against deliverables.

Each indicator has specific data collection methodologies that may involve the assistance and participation of stakeholders and beneficiaries. For more information on data collection as it relates to a specific indicator, see Annex B, Performance Indicator Reference Sheet (PIRS). The PIRS are critical to this document as they outline the definition of the indicator, how it will be measured, with what methodology, by whom, when, where, and why. They also detail data limitations, data storage, data acquisition, and individuals responsible for ensuring sound and rigorous data quality.

The contract has stipulated a number of “deliverables” or milestones. Tetra Tech ARD proposes a quality assurance mechanism by which the quality of deliverables is assessed by the CO/TR. This will be done using a scoring system: 0 = deliverable not delivered; 1 = deliverable delivered on time; 2 = deliverable meets minimum quality standards (but requires revision); 3 = deliverable exceeds quality standards.

With an eye to monitoring and evaluation, the SRLG project will take the following steps:

- Conduct follow-up observation of training participants to determine if they are using the training and how well (this will inform SRLG on steps to take in regards to training, mentoring, practice, or whether to move to the next level of sophistication).
- Track changes or amendments to the Land Act 2009 (from the national level) or Implementing Regulations (state level) to establish whether county-level officials and staff can adapt to these changes (and what training needs may arise from changes).
- Constant tracking of feedback gathered through consultative forums (state level) and actual implementation (county level). In this way, SRLG and land officials can learn what is working (or not) in regards to regulations, law, and policy; this feedback is necessary to achieve the right balance.

This type of process monitoring is generally done outside of the quantitative PMP. However, the result of this type of monitoring and learning will help the project decision maker better assess the effectiveness of the project during implementation to adjust and project activities that have the greatest impacts.

7.3.2 Qualitative Data Collection

SRLG will continuously collect qualitative data to produce “Snapshots” (previously referred to by USAID as Success Stories), Case Studies, Before and After, and First Person using USAID standard templates, and procedures (<http://usaid.gov/branding/templates.html>). At a minimum, each quarterly report will include at least one qualitative piece that supports SRLG’s work. The M&E Specialist, as well as all other SRLG staff, will be responsible for collecting qualitative data throughout the life of the project. This information will then be branded and marked in standardized templates for USAID. During weekly staff meetings, technical staff will discuss upcoming work and, with the COP, determine what pending activities will be a priority “focus” for qualitative data collection.

SRLG will collect and disseminate a wealth of qualitative data. If quantitative data are the engine light on a car’s dashboard, then qualitative data is what one finds under the hood. Qualitative data are critical because they provide the story behind the numbers provided by the performance indicators. SRLG judiciously

selected the indicators found in Table 7.3. The project team modified a rather expansive list to what is now found in the final set. Illustrative qualitative indicators include:

- Number of documents, lessons learned, and best practices discovered over the course of SRLG at state and county levels, submitted to SLCC;
- Effectiveness of awareness campaigns;
- Increased agricultural and/or private investment in pilot areas; and
- Effective conflict mitigation and resolution tools and methodologies (what was type if mitigation and resolution techniques have the highest success rate, and why)?

This list is by no means exhaustive; more will be added as the project gains traction. These achievements will be part of the project record, but in the interest of a “lean” and targeted set of indicators, they are not included in Table 7.3.

7.3.3 M&E Responsibilities

Although not hired at the time of this report, the project intends on having a full-time, locally based M&E Specialist. The M&E Specialist will provide guidance to staff on how indicators are to be tracked and what the data will be collected and reported for project-wide compilation, analysis, and quarterly, biannual, and annual reporting. Given the geographic spread and the number of concurrent to be conducted activities under SRLG, the M&E Specialist will not be the primary data collection for all project data. The M&E Specialist will train technical staff, including field representatives, on data collection methodology, frequency, best practices, and how to use the project’s standardized data collection forms and templates. Within the first month of joining the project, the M&E Specialist’s will ensure that data collection templates and procedures are standardized and that every project achievement is consistently and systematically captured. The M&E Specialist will spend significant time training the SRLG staff on how, when, and where to use these forms. Although the M&E Specialist will attend and audit consultative workshops, training, and other SRLG activities when available, she/he will rely heavily on other SRLG staff to collect these data. The primary responsibilities of the M&E Specialist will be to:

1. Train (on M&E systems, processes, methodologies and protocols);
2. Audit data and supporting documents from the field before input into the project’s management information system (MIS);
3. Follow up with training participants approximately three months post-training to discuss and assess their level of adoption as a result of training;
4. Monitor achievements against targets (for indicators, milestones, and deliverables); and
5. Develop (with technical staff) and finalize qualitative pieces (Snapshots, First Person, etc.).

All indicator data will be input into the project’s MIS Excel database after they have been verified with supporting hardcopy evidence. Discrepancies in data and delays in meeting projected deadlines will be provided to the COP monthly.

8.0 ENVIRONMENTAL MANAGEMENT PLAN

The Sudan Rural Land Governance (SRLG) project Initial Environmental Examination (IEE) was prepared by Lemi Lokosang, Private Sector Economic Policy Specialist, USAID/Sudan, and Harry Bottenberg, the Mission Environmental Officer (MEO), USAID/Sudan in September 2010. The IEE provides findings of Categorical Exclusions or Negative Determinations with Conditions for the project activities. Mitigation and monitoring measures for Negative Determinations with Conditions are suggested in the IEE and further explained in the Environmental Management Plan (EMP) below. The EMP details these mitigation actions and maintains a continuous M&E process for ensuring compliance with environmental guidelines for all ongoing and proposed program activities to ensure they remain as Categorical Exclusions or within the bounds of the Negative Determination with Conditions.

The SRLG project includes legislative drafting, technical assistance, and capacity building of state and county land authorities, all of which were given a determination of Categorical Exclusion. However, other activities, such as application and piloting of implementing regulations for land use planning in the Sudd, may have an adverse impact if sound environmental management principles are not incorporated. These activities therefore were given a Negative Determination with Conditions.

The activities that present opportunities to raise the awareness level of environmentally sustainable land use to a broad array of stakeholders were assigned a Negative Determination with Conditions in the IEE as per CFR216.3 (a) (2) (iii). It is critical that land administrators and prospective land owners understand the importance of responsible land stewardship so as to reduce the probability of environmental degradation as a result of unsustainable or harmful practices, e.g. overgrazing, overfishing, deforestation, etc. SRLG will develop for MEO approval a strategy for integrating environmental stewardship and environmentally sound development/management of land under Southern Sudanese law into the project implementation. This strategy will be reflected in the establishment of land administration offices and improving the capacity of the GOSS, Southern Sudan and State- and County-level land authorities. SRLG will implement this communications strategy on sound environmental management to land administrators and other stakeholders from the GOSS to the county level.

SRLG activities involving office rehabilitation or construction will follow guidance set forth in the USAID/Sudan environmental review procedures to ensure environmentally sound design by skilled professionals and actionable mitigation at every phase of construction, as provided in *Chapter 3: Small Scale Construction* of the USAID Africa Bureau *Environmental Guidelines for Small-Scale Activities in Africa* (EGSSAA). The EMP below sets out initial mitigation measures for the construction activities; however, a site-specific EMP with more specific mitigation and monitoring measures will be drafted for each construction activity when additional information is known.

As indicated in the SRLG IEE, the following oversight activities are set up to ensure that environmental mitigation and monitoring under the EMP are applied in conformity with the recommended environmental procedures:

- SRLG will take into consideration potential environmental impacts and their mitigation, including avoidance, and will design, implement and monitor their activities to achieve environmental sustainability.
- SRLG will take into account the *Environmental Guidelines for Small-Scale Activities in Africa* and other appropriate Bureau and environmental assessment sources to assist in determining what potential impacts

should be of concern for different types of development activities in various settings and which impacts to mitigate and monitor for a particular development activity.

- SRLG will ensure the implementation of agreed-upon mitigation measures and environmental impact monitoring.
- SRLG's quarterly and annual reports will contain a brief update on mitigation measures being implemented, results of environmental monitoring, and any major modifications/revisions to the activities, mitigation measures or monitoring procedures.

SRLG will revise the EMP as necessary and when additional details are known about the potential construction of the three CLA buildings. Updates to mitigation and monitoring measures will be done on a rolling basis and reflected in the SRLG quarterly reports.

USAID/Sudan Rural Land Governance Program

EMP Part 1 of 3: Environmental Verification Form

USAID/Sudan Award Name:

Sudan Rural Land Governance Program

Date of Screening: May 27, 2011

Name of Prime Implementing Organization:

Tetra Tech ARD

Funding Period for this award: FY 11–FY 14

Current FY Resource Levels: FY11 \$2,000,000

Name of Sub-awardee Organization (if this EMP is for a sub): N/A

This report prepared by:

Name: Megan Huth Date: June 1, 2011

Geographic location of USAID-funded activities (Province, District): Jonglei, Central Equatoria and Western Equatoria States, South Sudan

Date of Previous EMP for this organization: N/A

Indicate which activities your organization is implementing under this funding:

Key Elements of Program/Activities Implemented		Yes	No
1	<ul style="list-style-type: none"> • education, technical assistance or training programs • analyses, studies, academic or research workshops and meetings; • document and information transfers; • Studies, projects or programs intended to develop the capability of recipient countries to engage in development planning, except to the extent designed to result in activities directly affecting the environment (such as construction of facilities, etc.); 	X	
2	Development and dissemination of improved agricultural production technologies for selected crops and livestock		X
3	Increased agricultural production		X
4	Seeds, Germplasm, Exotic Species		X
5	Dissemination of biotechnology products		X
6	Small-scale construction or rehabilitation of buildings and water & sanitation infrastructure	X	
7	Sub-Grants		X

USAID/Sudan Rural Land Governance Program

EMP Part 2 of 3: Environmental Mitigation and Monitoring Plan

Category of Activity	Describe Specific Environmental Threats of Your Organization's Activities	Description of Mitigation Measures for These Activities	Who is Responsible for Monitoring	Monitoring Indicator	Monitoring Method	Frequency of Monitoring
I	Technical assistance, training and workshops to improve land use management	SRLG will develop and implement a strategy of communicating sound environmental management as it pertains to land use management to land administrators/authorities. The project will draft a communications strategy to incorporate sound environmental management practices in their training courses and mentoring to SSLC and GOSS, state and county land authorities. SRLG will raise awareness on potential effects of land use planning so that land authorities will consider implications in future planning.	COP	Number of participants who understand environmental management practices	Pre/post test to assess participants understanding of environmental management	Quarterly
I	Workshops for rural populations to increase awareness of land owner rights and environmentally sound land use	SRLG will develop and implement a strategy of communicating sound environmental management to the three pilot communities in the project as it pertains to land use. The project will draft a communications strategy to incorporate sound environmental management practices in their training courses to these rural populations and the land authorities working with them. SRLG will raise awareness on potential effects of land use planning so that communities will consider implications in future planning.	COP			Quarterly

Category of Activity	Describe Specific Environmental Threats of Your Organization's Activities	Description of Mitigation Measures for These Activities	Who is Responsible for Monitoring	Monitoring Indicator	Monitoring Method	Frequency of Monitoring
1	Workshops to promote broad-based participation in future land allocation, management, and investment decision	SRLG will develop and implement a strategy of communicating sound environmental management to land administrators/authorities. The project will draft a communications strategy to incorporate sound environmental management practices in their training courses to governmental and non-governmental organizations, land authorities and pilot communities in preparation for and implementation of the land use planning and inventory pilot activities. SRLG will raise awareness on potential effects of land use planning so that land authorities and pilot communities will consider implications in future planning.	COP			Quarterly
6	Limited construction and/or rehabilitation of land administration offices in Bor South, Terekeka and Yambio.	Mitigation against adverse environmental impacts from the construction and rehabilitation will be established within a construction plan that is environmentally responsible, socially beneficial and economically viable. We will draft a separate construction plan and EMP for each of the three sites. These plans will include, at a minimum, 1) justification for site selection, 2) the best available, site specific information on construction products, and 3) a plan to properly dispose of construction materials. During site selection ensure that the site does not: displace residents; have historical,	Field representatives	Construction plan includes mitigation measures Site selected does not negatively impact community	Review of plan; site visits and meetings Site visit; community meetings	Quarterly

Category of Activity	Describe Specific Environmental Threats of Your Organization's Activities	Description of Mitigation Measures for These Activities	Who is Responsible for Monitoring	Monitoring Indicator	Monitoring Method	Frequency of Monitoring
		<p>cultural or social importance; require road improvements; contain important habitat; harm wetlands; contain heavily wooded areas; contain steep slopes; reside in areas prone to flooding or landslides.</p> <p>During construction, the building may bother or endanger neighbors via noise, dust, and debris from construction, contaminating soil, groundwater or surface water from construction waste. Mitigation efforts will include: recovering all reusable material and if toxic materials are present, properly dispose of waste in lined landfill or reuse in areas where potential for contamination of surface and groundwater are minimized.</p> <p>In sourcing of construction materials, the SRLG program will identify the most environmentally sound source of materials within budget.</p> <p>Implementing partners will actively monitor and evaluate whether the conditions associated with these activities are being implemented effectively and whether there are new or unforeseen consequences arising during implementation that were not identified and reviewed in accordance with sound environmental management. SRLG, in collaboration with implementing</p>		<p>All construction waste disposed of properly</p> <p>Construction materials sourced through environmentally sound methods</p> <p>Monitoring plan developed and implemented by construction partners</p> <p>Monitoring measures are incorporated into any construction</p>	<p>Site visit</p> <p>Procurement tracker</p> <p>Review of subcontracts</p> <p>Review of subcontracts</p>	

Category of Activity	Describe Specific Environmental Threats of Your Organization's Activities	Description of Mitigation Measures for These Activities	Who is Responsible for Monitoring	Monitoring Indicator	Monitoring Method	Frequency of Monitoring
		partners, shall ensure that provisions of the IEE, including the conditions and monitoring set forth herein, are incorporated into all subcontracts as appropriate.		subcontracts		
I	Technical assistance, training and workshops to define state-level rules governing land use planning, land administration and adjudication	SRLG will develop and implement a strategy of communicating sound environmental management to land administrators. This will be reflected in the end product of the state-level rules and conveyed in the training activities. SRLG will raise awareness on potential effects of land use planning so that land authorities and pilot communities will consider implications in future planning.	COP	Number of participants who understand environmental management practices	Pre/post test to assess participants understanding of environmental management	Quarterly
I	Technical assistance to improve the capacity of State and County-level land authorities in three selected counties in land tenure and land use planning.	SRLG will develop and implement a strategy of communicating sound environmental management to land administrators. This will be conveyed in the training activities. SRLG will raise awareness on potential effects of land use planning so that land authorities and pilot communities will consider implications in future planning.	COP			Quarterly

USAID/Sudan, Rural Land Governance Program

EMP Part 3 of 3: Reporting Form

List each Mitigation Measure from Column 3 in the EMP Mitigation Plan (EMP Part 2 of 3)	Status of Mitigative Measures	List any Outstanding Issues Relating to Required Conditions	Remarks
<p>SRLG will develop and implement a strategy of communicating sound environmental management as it pertains to land use management to land administrators/authorities. The project will draft a communications strategy to incorporate sound environmental management practices in their training courses and mentoring to SSLC and GOSS, state and county land authorities. SRLG will raise awareness on potential effects of land use planning so that land authorities will consider implications in future planning.</p>	<p>Communications strategy, training, mentoring and public awareness strategy not yet started.</p>		
<p>SRLG will develop and implement a strategy of communicating sound environmental management to the three pilot communities in the project as it pertains to land use. The project will draft a communications strategy to incorporate sound environmental management practices in their training courses to these rural populations and the land authorities working with them. SRLG will raise awareness on potential effects of land use planning so that communities will consider implications in future planning.</p>	<p>Communications strategy, training, mentoring and public awareness strategy not yet started.</p>		
<p>SRLG will develop and implement a strategy of communicating sound environmental management to land administrators/authorities. The project will draft a communications strategy to</p>	<p>Communications strategy, training, mentoring and public awareness strategy not yet started.</p>		

List each Mitigation Measure from Column 3 in the EMP Mitigation Plan (EMP Part 2 of 3)	Status of Mitigative Measures	List any Outstanding Issues Relating to Required Conditions	Remarks
<p>incorporate sound environmental management practices in their training courses to governmental and non-governmental organizations, land authorities and pilot communities in preparation for and implementation of the land use planning and inventory pilot activities. SRLG will raise awareness on potential effects of land use planning so that land authorities and pilot communities will consider implications in future planning.</p>			
<p>Mitigation against adverse environmental impacts from the construction and rehabilitation will be established within a construction plan that is environmentally responsible, socially beneficial and economically viable. We will draft a separate construction plan and EMP for each of the three sites. These plans will include, at a minimum, 1) justification for site selection, 2) the best available, site specific information on construction products, and 3) a plan to properly dispose of construction materials.</p> <p>During site selection ensure that the site does not: displace residents; have historical, cultural or social importance; require road improvements; contain important habitat; harm wetlands; contain heavily wooded areas; contain steep slopes; reside in areas prone to flooding or landslides.</p> <p>During construction, the building may</p>	<p>Sites are not yet identified; therefore, construction or rehabilitation not yet started.</p>		

List each Mitigation Measure from Column 3 in the EMP Mitigation Plan (EMP Part 2 of 3)	Status of Mitigative Measures	List any Outstanding Issues Relating to Required Conditions	Remarks
<p>bother or endanger neighbors via noise, dust, and debris from construction, contaminating soil, groundwater or surface water from construction waste. Mitigation efforts will include: recovering all reusable material and if toxic materials are present, properly dispose of waste in lined landfill or reuse in areas where potential for contamination of surface and groundwater are minimized.</p> <p>In sourcing of construction materials, the SRLG program will identify the most environmentally sound source of materials within budget.</p> <p>Implementing partners will actively monitor and evaluate whether the conditions associated with these activities are being implemented effectively and whether there are new or unforeseen consequences arising during implementation that were not identified and reviewed in accordance with sound environmental management. SRLG, in collaboration with implementing partners, shall ensure that provisions of the IEE, including the conditions and monitoring set forth herein, are incorporated into all subcontracts as appropriate.</p>			
<p>SRLG will develop and implement a strategy of communicating sound environmental management to land administrators. This will be reflected in the end product of the state-level rules and</p>	<p>Communications strategy, training, mentoring and public awareness strategy not yet started.</p>		

List each Mitigation Measure from Column 3 in the EMP Mitigation Plan (EMP Part 2 of 3)	Status of Mitigative Measures	List any Outstanding Issues Relating to Required Conditions	Remarks
conveyed in the training activities. SRLG will raise awareness on potential effects of land use planning so that land authorities and pilot communities will consider implications in future planning.			
SRLG will develop and implement a strategy of communicating sound environmental management to land administrators. This will be conveyed in the training activities. SRLG will raise awareness on potential effects of land use planning so that land authorities and pilot communities will consider implications in future planning.	Communications strategy, training, mentoring and public awareness strategy not yet started.		

Certification

I certify the completeness and the accuracy of the mitigation and monitoring plan described above for which I am responsible and its compliance with the IEE:

Signature

Date

Print Name

Organization

BELOW THIS LINE FOR USAID USE ONLY

USAID/Sudan, Rural Land Governance Program, Clearance of EMP:

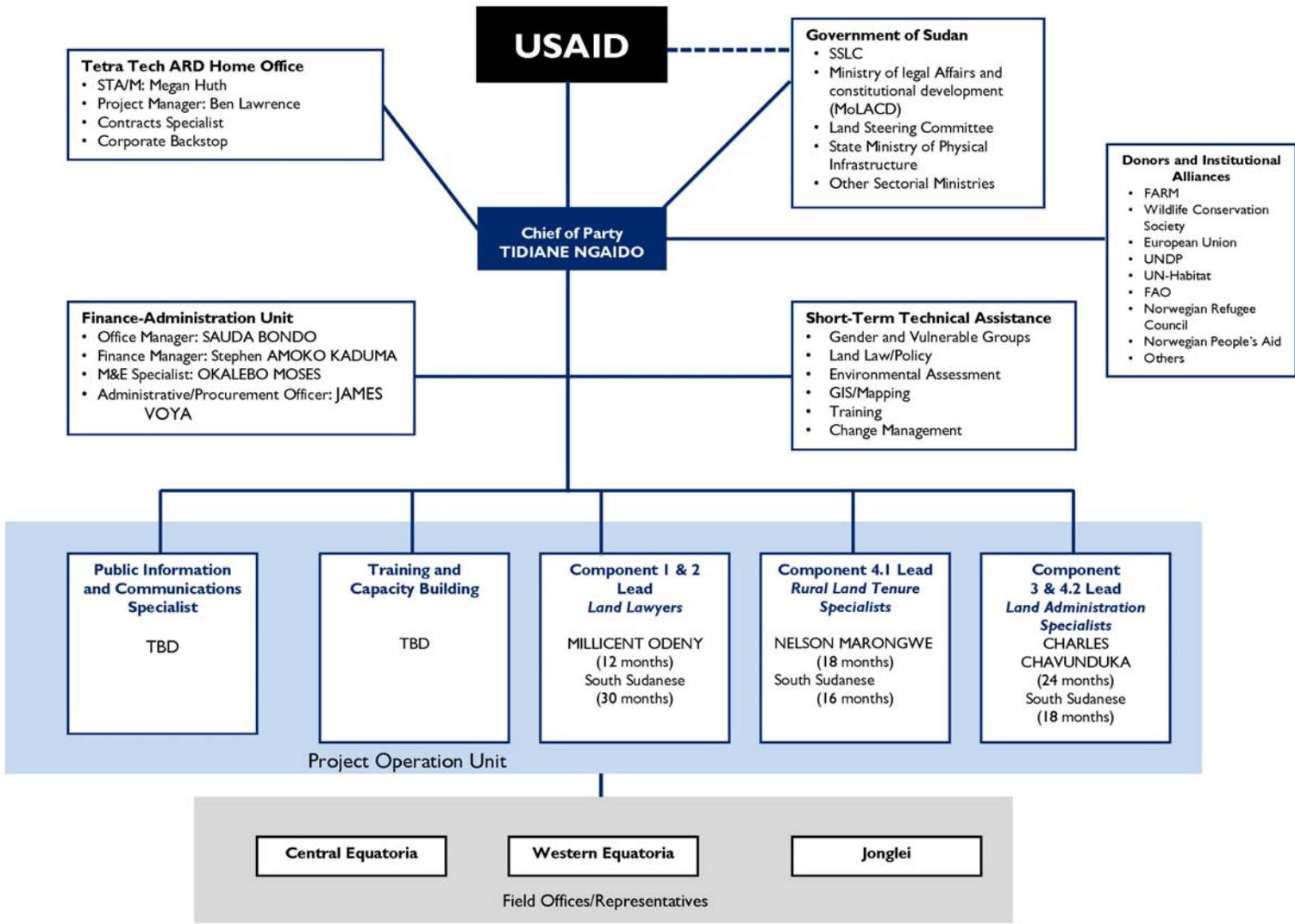
Cognizant Technical Officer: _____ Date: _____

Mission Environmental Officer: _____ Date: _____

As appropriate: REA, BEO [depending on nature of activity, which potentially may require an EA]

Note: if clearance is denied, comments must be provided to applicant

ANNEX A. SRLG STAFFING PLAN



ANNEX B: PERFORMANCE INDICATOR REFERENCE SHEETS

Objective: N/A

Area: N/A

Element: N/A

Indicator A.O I: Number of stakeholder consultation workshops and public vetting events implemented- **(IR 1 and 2 cross cutting)**

DESCRIPTION

Standard or Custom Indicator: Custom Indicator (indicator provided by USAID/Sudan in our contract but not a FACTS indicator)

Precise Definition(s): Stakeholders are the project's beneficiaries and include but are not limited to pastoralist, agriculturalist, IDPs, women, government officials, NGOs, local leaders, as well as local citizens within the communities we are working. Consultation workshops may be formal or informal. Consultation workshops and vetting events that occur under IR 1; will include stakeholders who the project will specifically invite to participate, where other types of consultation workshops and vetting events may be more informal and open to the entire public (under IR 2). Type of consultation workshops and vetting events include seminars, workshops, PRAs, focus groups, public meetings, and/or roundtables. Examples of workshop include but are not limited to the National Work Shop and Final Project Workshop.

What this means in the context of your project: This indicator illustrates the number of events where stakeholders are able to discuss in a public forum their views, opinions, and thoughts around project activities. It shows that the project aims to create "space" for people to interact, dialogue, ask questions, and provide input. It's hoped that stakeholders and beneficiaries will see the benefit of these events and will seek to have these independent of the project.

Unit of Measure: Number (Consultation Workshops/Vetting Events)

Disaggregated by: Location

Type: Output

Direction of change: Higher = better

Justification/Management Utility: Transparency as well as community and stakeholder buy-in are critical elements of this project. SRLG will, whenever possible include stakeholders in nearly every process around land reform to ensure their voices are incorporated into project assisted policy drafts.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: The project will photograph these events with cameras that will be able to provide the date and time, as well as GPS coordinates to verify location, time and place. Participants to these events will also be required to sign-in to verify their attendance, providing further supporting documentation. Meeting minute notes will be taken by an SRLG staff member for each of these events

Method of Acquisition by USAID: Quarterly Reports

Data Source(s): Photographs with GPS coordinate as well as date and time; sign-in sheets from participants.

Frequency/Timing of Data Acquisition: Rolling as events occur

Estimated Cost of Data Acquisition: N/A included in budget

Responsible Individual(s) at USAID: Lemi Lokosang (Contracting Officer's Technical Representative (COTR))

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: A formal DQA will be conducted by the USAID/Sudan Mission at some point during the life of the project; however, as part of SRLG's M&E policy; the project will conduct an internal DQA mid-point through the project (around month 18 to assess data quality to date) using the worksheet in Appendix 2.

Known Data Limitations and Significance (if any): N/A

Actions Taken or Planned to Address Data Limitations: N/A

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: See Appendix 2 of this document

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING REVIEW, & REPORTING

Data Analysis: Data will be disaggregated on location. The project's internal target of least 25% women participation will be assessed during the DQA to see how well the project is achieving that result. Qualitative data from these events will also be captured including quotes from participants and follow-up post interviews..

Presentation of Data: Tabular, with supporting qualitative data when available

Review of Data: Rolling as events are completed by M&E Specialist, quarterly by COP before input into Quarterly Report

Reporting of Data: Quarterly as well as biannually as specifically requested by USAID/Sudan in the SRLG contract.

OTHER NOTES

Notes Baselines/Targets: No baseline is required for this indicator. Target Year 1: 1; Target Year 2: 30; Target Year 3: 1; Target Year 4:2 Life of Project (LOP)= 35

Results achieved with USG assistance by 2/24/2014	9/30/11 target	9/30/11 actual	9/30/12 target	9/30/12 actual	9/30/13 target	9/30/13 Actual	2/24/14 target	Actual 2/24/2014	LOP target	LOP Actual
	1		30		1		2		35	

Location of Data Storage: Data will be stored in both electronically (using excel) and as a hardcopy in the project's office in Juba. The COP and M&E Specialist will have access to both the electron and hard copies of all documents supporting our results.

THIS SHEET LAST UPDATED ON: May 1st, 2011

Objective: N/A

Area: N/A

Element: N/A

Indicator A.O. 2: Number of attendees at workshops (**IR 1 and 2 cross cutting**)

DESCRIPTION

Standard or Custom Indicator: Custom Indicator (indicator provided by USAID/Sudan in our contract but not a FACTS indicator)

Precise Definition(s): Workshops refer to any activity undertaken under Indicator A.O.1. The results against this indicator contribute to both IR 1 and IR 2. Attendees are anyone who is present during the entire session of workshops. For workshops that are more than one day, a person must attend each day of the workshop to be counted against this indicator.

What this means in the context of your project: This process indicator seeks to demonstrate the level of participation at project sponsored workshops. The project will ensure that a diverse set of stakeholders are invited and present, as well as providing the necessary and required space for groups to express ideas, seeking information and provide input. The project realizes that some groups (i.e. women) may not feel comfortable expressing ideas in a group setting with men and village elders; therefore, we will ensure that each stakeholder/beneficiary groups is given the required and acceptable framework and structure to participate.

Unit of Measure: Number (Individuals)

Disaggregated by: Sex, female-headed household, IDPs age, ethnicity, location, affiliation (NGO, GOSS, etc), CLA member

Type: Process

Direction of change: Higher = better

Justification/Management Utility: Inclusion is a critical aspect of the project. The project will ensure that stakeholders and beneficiaries are active participants in the decision making process. The project will follow the process of 1) collecting information, 2) disseminating the information to stakeholder and beneficiaries in a participatory and inclusionary manner, 3) solicit feedback from stakeholders and beneficiaries, 4) ensure that all meeting minutes, decisions, processes and fees are publicly posted and available for viewing, 5) incorporate stakeholder and beneficiary feedback into work process, deliverable, product, and 6) bring stakeholder and beneficiaries together again to ensure the project has correctly captured their voice, opinion, knowledge and information correctly

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Attendee sign-in sheets and photographs of the event (with GPS cameras that provide GPS coordinates, date and time)

Method of Acquisition by USAID: Quarterly Reports

Data Source(s): Attendees

Frequency/Timing of Data Acquisition: Rolling as events are completed

Estimated Cost of Data Acquisition: N/A included in budget

Responsible Individual(s) at USAID: Lemi Lokosang (COTR)

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: A formal DQA will be conducted by the USAID/Sudan Mission at some point during the life of the project; however, as part of SRLG's M&E policy; the project will conduct an internal DQA mid-point through the project (around month 18 to assess data quality to date) using the worksheet in Appendix 2.

Known Data Limitations and Significance (if any): Double counting is a potential issue as there may be more than one workshop in a community during the same quarter. Some attendees may not be able to attend every day of a multi day workshop; however the project does recognize their participation for portion of the event.

Actions Taken or Planned to Address Data Limitations: To avoid double counting, the project will capture the number of times a person attends a project supported/sponsored workshop. The project will build a database (via excel) that tracks the attendees name, number of times they attended our workshops and where. Data will be available to show not only those that attended, but the frequency of their attendance. The project realizes that not everyone can attend every day of an event; therefore the project will also track those that were not able to attend all days (however they will not be counted against this indicator unless they are present for each day of the workshop), but did attend at least a portion of a workshop to show the total number of attendees for all days, and those that attended a portion of the event. These data will be an important aspect of the project assessment to determine what events and parts of events receive the most attendees.

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: See Appendix 2 of this document

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING REVIEW, & REPORTING

Data Analysis: Attendees as well as frequency of attendance (i.e. 40 people attended last quarter and 10% of have previously attended SRLG workshops). Number of attendees for the entire workshop verses those that attended a portion of the workshop (i.e. 40 people contributed to this indicator last quarter; however 46 other individuals attended a portion of the project supported workshops)

Presentation of Data: Tabular, with supporting qualitative data when available

Review of Data: Rolling as events are completed by M&E Specialist, quarterly by COP before input into Quarterly Report

Reporting of Data: Quarterly as well as biannually as specifically requested by USAID/Sudan in the SRLG contract.

OTHER NOTES

Notes Baselines/Targets: No baseline is required for this indicator. Target Year 1: 50; Target Year 2: 750; Target Year 3: 900; Target Year 4:50 Life of Project (LOP)= 1,750 of which at least 25% should be women.

Results achieved with USG assistance by 2/24/2014	9/30/11 target	9/30/11 actual	9/30/12 target	9/30/12 actual	9/30/13 target	9/30/13 Actual	2/24/14 target	Actual 2/24/2014	LOP target	LOP Actual
Total	50		750		900		50			1,750
Men	37		563		675		37			
Women	13		187		225		13			438

Location of Data Storage: Data will be stored in both electronically (using excel) and as a hardcopy in the project's office in Juba. The COP and M&E Specialist will have access to both the electron and hard copies of all documents supporting our results.

THIS SHEET LAST UPDATED ON: May 1st, 2011

Date of Initial Data Quality Assessment: A formal DQA will be conducted by the USAID/Sudan Mission at some point during the life of the project; however, as part of SRLG's M&E policy; the project will conduct an internal DQA mid-point through the project (around month 18 to assess data quality to date) using the worksheet in Appendix 2.

Known Data Limitations and Significance (if any): N/A

Actions Taken or Planned to Address Data Limitations: N/A

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: See Appendix 2 of this document

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING REVIEW, & REPORTING

Data Analysis: N/A

Presentation of Data: Tabular, with supporting qualitative data when available

Review of Data: Rolling as trainings are completed by M&E Specialist, quarterly by COP before input into Quarterly Report

Reporting of Data: Quarterly

OTHER NOTES

Notes Baselines/Targets: No baseline is required for this indicator. Target Year 1:10 ; Target Year 2: 15; Target Year 3: 0; Target Year 4:0 Life of Project (LOP)= 25

Results achieved with USG assistance by 2/24/2014	9/30/11 target	9/30/11 actual	9/30/12 target	9/30/12 actual	9/30/13 target	9/30/13 Actual	2/24/14 target	Actual 2/24/2014	LOP target	LOP Actual
Total	10		15		0		0		25	
Men	9		14		0		0		23	
Women	1		1		0		0		2	

Location of Data Storage: Data will be stored in both electronically (using excel) and as a hardcopy in the project's office in Juba. The COP and M&E Specialist will have access to both the electron and hard copies of all documents supporting our results.

THIS SHEET LAST UPDATED ON: May 1st, 2011

<p>Objective: N/A</p> <p>Area: N/A</p> <p>Element: N/A</p> <p>Indicator A.O.4: Number of people trained by project supported national and state level ToTs (IR 1 and 2 cross-cutting)</p>
<p>DESCRIPTION</p>
<p>Standard or Custom Indicator: Custom Indicator</p> <p>Precise Definition(s): This indicator measures the number of people who receive training from a project supported ToT (graduates) professional. From both the national and local level, the project will train 25 people (measured in indicator A.O.3); who will go on to a complete new set of people (measured by this indicator).</p> <p>What this means in the context of your project: The first step is to develop the graduates of the ToT project, this indicator measures the second step in the process; how many people are trained by SRLG ToT graduates. Supporting work the objective under indicator A.O.3; this indicator seeks to measure our progress as it relates to building a solid, sustainable, professional cadre of Sudanese professionals that are proficient in land issues/awareness/policies/etc.</p> <p>Unit of Measure: Number (Individuals)</p> <p>Disaggregated by: Sex, female-headed household, IDP, age, ethnicity, location, affiliation (NGO, GOSS, etc); by state or national level personnel conducting training , CLA member</p> <p>Type: Outcome Direction of change: Higher = better</p> <p>Justification/Management Utility: The first step to increase the capacity and capability of technical expertise in GOSS, is to develop a cadre of trainers with the skills and expertise to train groups and individuals. This indicator will measure the increase capacity as a result of the ToT activities of the project. This indicator aims to measure the increase technical capacity transferred to Sudanese professionals by Sudanese professionals. It is hoped that the people who are trained by the ToT will then go on to also train a completely new set of people.</p>
<p>PLAN FOR DATA ACQUISITION BY USAID</p>
<p>Data Collection Method: Sign-in sheets of participants who have successfully completed training; post training evaluation forms. Whenever possible, photographs of training</p> <p>Method of Acquisition by USAID: Quarterly Reports</p> <p>Data Source(s): Trainees</p> <p>Frequency/Timing of Data Acquisition: Rolling, as training is successful completed.</p> <p>Estimated Cost of Data Acquisition: N/A included in budget</p> <p>Responsible Individual(s) at USAID: Lemi Lokosang (COTR)</p>
<p>DATA QUALITY ISSUES</p>

Date of Initial Data Quality Assessment: A formal DQA will be conducted by the USAID/Sudan Mission at some point during the life of the project; however, as part of SRLG's M&E policy; the project will conduct an internal DQA mid-point through the project (around month 18 to assess data quality to date) using the worksheet in Appendix 2.

Known Data Limitations and Significance (if any): Double counting is a potential issue as one person may be trained by more than one trainer on various training modules using a ToT graduated instructor. Some attendees may not be able to attend every day of multi day training; however the project does recognize they were there and did participate in portion of the event.

Actions Taken or Planned to Address Data Limitations: To avoid double counting, the project will capture the number of times a person attends a training conducted by ToT graduated instructor. The project will build a database (via excel) that tracks the trainee name, number of times they attended a training done by a ToT instructor and where. Data will be available to show not only those who participated, but the frequency of their attendance. The project realizes that not everyone can attend every day of a training; therefore the project will also track those that were not able to attend all days (however they will not be counted against this indicator unless they are there every day of a training), but did attend at least a portion of a training to show the total number of participants for all days, and those who participated for a portion of the training. These data will be an important aspect of the project assessment to determine what training and parts of training receive the most participants.

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: See Appendix 2 of this document

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING REVIEW, & REPORTING

Data Analysis: Participants as well as frequency of participation (i.e., 40 people trained by a ToT graduated instructor last quarter of which 25% of have previously attended SRLG training by a ToT instructor). Number of participants for the entire training verses those that attended a portion of the training (i.e. 100 people contributed to this indicator last quarter; however 26 other individuals attended a portion of the ToT provided training)

Presentation of Data: Tabular, with supporting qualitative data when available

Review of Data: Rolling as trainings are completed by M&E Specialist, quarterly by COP before input into Quarterly Report

Reporting of Data: Quarterly

OTHER NOTES

Notes Baselines/Targets: No baseline is required for this indicator. Target Year 1: 0; Target Year 2: 70; Target Year 3: 10; Target Year 4:0 Life of Project (LOP)= 80 of which at least 15% should be women

Results achieved with USG assistance by 2/24/2014	9/30/11 target	9/30/11 actual	9/30/12 target	9/30/12 actual	9/30/13 target	9/30/13 Actual	2/24/14 target	Actual 2/24/2014	LOP target	LOP Actual
Total	0		70		10		0		80	
Men	0		59		9		0		68	
Women	0		11		1		0		12	

Location of Data Storage: Data will be stored in both electronically (using excel) and as a hardcopy in the project's office in Juba. The COP and M&E Specialist will have access to both the electron and hard copies of all documents supporting our results.

THIS SHEET LAST UPDATED ON: May 1st, 2011

Objective: Economic Growth

Area: Economic Opportunity

Element: Inclusive Economic Law and Property Rights

Indicator 1.1: Number of proposed improvements in laws and regulations affecting property rights of the urban and rural poor drafted with USG assistance

DESCRIPTION

Standard or Custom Indicator: Standard Indicator (also contributes to the SRLG contract indicator “Number of legislative reforms submitted for adoption” and “Number of implementing regulations drafted”)

Precise Definition(s): Number of improvements in laws and regulations affecting property rights of the urban and rural poor drafted as a result of USG assistance over the past year. A law is passed by the national or state assembly whereas a regulation is developed by a Minister or other administrative agency to carry out the intent of the law is the implement the provision of the law for a specific sector . A regulation provides a guide to employees in implementing the law. A regulation should ensure the implementation of the law while taking into consideration of special situations, For the Project, rural refers to all communities outside the designated urban areas of Juba, Yei, and Yambio. In developing implementing regulations the Project will be looking at both the urban and rural poor. The poverty line for South Sudan is \$32 per month (Southern Sudan Centre for Census, Statistics, and Evaluation, 2009). This indicator will also contribute to the contract requirement of “Final State-Level Implementing Regulations (or set of regulations) drafted” as well as “Number of legislative reforms (Land Act (2009)) submitted for adoption” as well as the legal policy brief that will be developed by the project. Changes to the Land Act will need to go through Parliament.

What this means in the context of your project: This FACTS indicator is an accrual of work that will be measured to demonstrate improvements in the enabling environment that specifically will assist poor in both urban and rural settings. The project will submit legislative reforms to both the Land Act (2009) as well as final State-Level implementing regulations for adoption. As noted below, although the project will work tirelessly to submit these reforms for adoption, the actual adoption of reforms is outside the control and attribution of the project.

Unit of Measure: Number (Proposed Improvements)

Disaggregated by: Urban/Rural Poor

Type: Outcome

Direction of change: Higher = better

Justification/Management Utility: This indicator measures progress towards improving property rights as they affect the poor. The urban and rural poor are most negatively affected by vague, absent, and weak land policies, laws, and regulations. SRLG will work with GOSS officials, stakeholders and citizens to address policies, laws and regulations, with a careful lens on how existing and new policies and regulations will potentially impact the most vulnerable (poor, youth, IDPs, women, etc). Proposed improvements will consider the demands and expectations of the various stakeholders by including these demands and expectations into the various legal and policy frameworks.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Review of project documents and final copy of document provided and housed in project office. If a project stakeholder is leading this process he/she must provided the project with the final, drafted and submitted version of the law, reform, regulation, and/or policy for our records

Method of Acquisition by USAID: Quarterly Reports

Data Source(s): Project Records

Frequency/Timing of Data Acquisition: Rolling, as reforms are submitted

Estimated Cost of Data Acquisition: N/A included in budget

Responsible Individual(s) at USAID: Lemi Lokosang (COTR)

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: A formal DQA will be conducted by the USAID/Sudan Mission at some point during the life of the project; however, as part of SRLG's M&E policy; the project will conduct an internal DQA mid-point through the project (around month 18 to assess data quality to date) using the worksheet in Appendix 2.

Known Data Limitations and Significance (if any): Reforms can be drafted and submitted, but given the flux of the current political situation in GOSS, there is uncertainty around the process, structures/framework, and even technical staff and local authorities to receive let alone act on recommendations from stakeholders and the project.

Actions Taken or Planned to Address Data Limitations: The project will move forward with the assumption that the government structures will be in place on/around July 2011 to receive and act on recommendations, reforms, policies, etc that are drafted and submitted by the project, with input from stakeholders. If governmental systems and frameworks are not in place, the project will continue to gather stakeholder/beneficiary input and feedback, to draft reforms. This will be done to the extent possible given uncertainty around new GOSS systems and processes that may be enacted after July 2011. The project will be ready (to the extent possible) with drafts of reforms, policies, etc that correspond with our targets below; realizing that the governmental structure may not be in place to receive them.

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: See Appendix 2 of this document

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING REVIEW, & REPORTING

Data Analysis: Although outside the manageable interest of the project, the project will also track project assisted legislative reforms we submitted which are actually adopted. The project will monitor the process and progress our reform makes as well as identify constraints within the legislative process

Presentation of Data: Tabular, with supporting qualitative data when available

Review of Data: Rolling as reforms are submitted by M&E Specialist, quarterly by COP before input into Quarterly Report

Reporting of Data: Quarterly

OTHER NOTES

Notes Baselines/Targets: No baseline is required for this indicator. Target Year 1: 0; Target Year 2: 10 (legal briefs= 5, state level implementing regulations =3 and legislative reforms to the land act= 2); Target Year 3: 0; Target Year 4:0 Life of Project (LOP)= 10

Results achieved with USG assistance by 2/24/2014	9/30/11 target	9/30/11 actual	9/30/12 target	9/30/12 actual	9/30/13 target	9/30/13 Actual	2/24/14 target	Actual 2/24/2014	LOP target	LOP Actual
Total	0		10		0		0		10	

Location of Data Storage: Data will be stored in both electronically (using excel) and as a hardcopy in the project's office in Juba. The COP and M&E Specialist will have access to both the electron and hard copies of all documents supporting our results.

THIS SHEET LAST UPDATED ON: May 1st, 2011

Objective: N/A

Area: N/A

Element: N/A

Indicator 2.1: Number of suggestions from consultative workshops adopted for inclusion in State-Level Implementing Regulations

DESCRIPTION

Standard or Custom Indicator: Custom Indicator

Precise Definition(s): For a definition on consultative workshop, see indicator A.O. 1. An illustrative range of suggestions include but are not limited to: 1) clarify statutory and customary land tenure systems; 2) recognize the ownership rights of people and communities by granting to individuals or households ownership in urban areas and vesting collective ownership of land to the clan in rural areas; 3) responsibility of traditional authority and use customary practices to administer, adjudicate, and mediate rural land rights and conflicts in rural areas; 4) provide land to IDPs if they respect the customary rules and practices in the host communities but in the long-term should be reintegrated in their ancestral communities; and 5) a systematic, open “takings” process that includes public notification, negotiation, and consultation is essential for a legitimate policy of compulsory acquisition by government.

What this means in the context of your project: As demonstrated in A.O.1 and 2; the project takes seriously the contribution and input from stakeholders and beneficiaries. This indicator will track those suggestions and see how they are further incorporated into State Level Implementing Regulations. The SRLG project is for the people and by the people of South Sudan, as illustrated by these activities, and quantitative measure.

Unit of Measure: Number (Suggestions)

Disaggregated by: N/A

Type: Outcome

Direction of change: Higher = better

Justification/Management Utility: Discussed in the Justification/Management Utility for indicator A.O.2; the project will follow these six sets throughout the project.

- 1) collecting information,
- 2) disseminating information to stakeholder and beneficiaries in a participatory and inclusionary manner (consultative workshops, etc)
- 3) solicit feedback from stakeholders and beneficiaries (also done in the consultative workshops),
- 4) ensure that all meeting minutes, decisions, processes and fees are publicly posted and available for viewing
- 5) incorporate stakeholder and beneficiary feedback into work process, deliverable, product
- 6) bring stakeholder and beneficiaries together again to ensure project has correctly captured their voice, opinion, knowledge and information correctly

This indicator carefully measures steps 3, 4, 5, and 6 ensuring that the project solicits and incorporate stakeholder, beneficiary, and community feedback into all processes whenever possible.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: SRLG staff will ensure that all meeting minutes and decisions are carefully documented for each consultative workshop. These meeting minutes, decisions, processes and fees will then be publicly posted and available for viewing. The second part of the data collection will be to review the final State Level Implementation Regulations Document to ensure that suggestions from a particular meeting are indeed incorporated.

Method of Acquisition by USAID: Quarterly Reports

Data Source(s): Attendees, participants, stakeholders, etc at consultative workshops. This will be reviewed against the final State Level Regulations to see if suggestions were indeed adopted

Frequency/Timing of Data Acquisition: Rolling as workshops occur

Estimated Cost of Data Acquisition: N/A included in budget

Responsible Individual(s) at USAID: Lemi Lokosang (COTR)

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: A formal DQA will be conducted by the USAID/Sudan Mission at some point during the life of the project; however, as part of SRLG's M&E policy; the project will conduct an internal DQA mid-point through the project (around month 18 to assess data quality to date) using the worksheet in Appendix 2.

Known Data Limitations and Significance (if any): To accurately and reliability collect this information the workshop **MUST** have a good note taker that is able to capture what will often be a very dynamic and fast paced event. It should be noted that indicator does not specific that we identify the person that makes the particular suggestion but rather the workshop where the suggestion was proposed. Lastly, the M&E systems must be well established to be able to take all of the qualitative data provided by the meeting minute notes, and carefully determine what suggestions can be, will be, and finally are incorporated into the Regulations.

Actions Taken or Planned to Address Data Limitations: Ensure excellent notes are taken during the workshop and proper analysis of meeting notes against final document.

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: See Appendix 2 of this document

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING REVIEW, & REPORTING

Data Analysis: The project will look carefully at who made the suggestions, was it a group of people, one person with a vision. Was the collective agreement around the suggestions when it was made, if not why? Most of these questions will be best expressed through qualitative data.

Presentation of Data: Tabular, with supporting qualitative data when available

Review of Data: Rolling as workshops are completed by M&E Specialist, quarterly by COP before input into Quarterly Report

Reporting of Data: Quarterly

OTHER NOTES

Notes Baselines/Targets: No baseline is required for this indicator. Target Year 1: 0; Target Year 2: 3; Target Year 3: 2 Target Year 4:0 Life of Project (LOP)= 5

Results achieved with USG assistance by 2/24/2014	9/30/11 target	9/30/11 actual	9/30/12 target	9/30/12 actual	9/30/13 target	9/30/13 Actual	2/24/14 target	Actual 2/24/2014	LOP target	LOP Actual
Total	0		3		2		0		5	

THIS SHEET LAST UPDATED ON: May 1st, 2011

Data Analysis: See A.O. 4; the project will also see how well regulations are being enforced and implemented as a triangulation to assess efficacy of the training provided

Presentation of Data: Tabular, with supporting qualitative data when available

Review of Data: Rolling as trainings are completed by M&E Specialist, quarterly by COP before input into Quarterly Report

Reporting of Data: Quarterly

OTHER NOTES

Notes Baselines/Targets: No baseline is required for this indicator. Target Year 1: 0; Target Year 2: 30; Target Year 3: 75; Target Year 4:0 Life of Project (LOP)= 105

Results achieved with USG assistance by 2/24/2014	9/30/11 target	9/30/11 actual	9/30/12 target	9/30/12 actual	9/30/13 target	9/30/13 Actual	2/24/14 target	Actual 2/24/2014	LOP target	LOP Actual
Total	0		30		75		0		105	
Male	0		27		65		0		92	
Female	0		3		10		0		13	

Location of Data Storage: Data will be stored in both electronically (using excel) and as a hardcopy in the project's office in Juba. The COP and M&E Specialist will have access to both the electron and hard copies of all documents supporting our results.

THIS SHEET LAST UPDATED ON: May 1st, 2011

<p>Objective: N/A</p> <p>Area: N/A</p> <p>Element: N/A</p> <p>Indicator 3.1: Number of CLAs with that are operational (at least 50% of office material procured, staff received training, and management plans, budgets and codes of ethics developed)</p>
<p>DESCRIPTION</p>
<p>Standard or Custom Indicator: Custom Indicator (also contributes to the SRLG contract indicators “Number of management plans, budgets and codes of ethic developed for County Land Authorities” and “Number of County Land Authority representatives trained”)</p> <p>Precise Definition(s): This indicator is only met after the following conditions are met: 1) the three tools (management plan, budgets, and codes of ethics developed); 2) procurement of the CLA is at least 50% completed, and 3) CLA staff have received at least two trainings. The three tools are considered “developed” when a draft of each tool is submitted and approved by SRLG. SRLG may make further changes and provide more assistance to the CLA to further refine and nuance these tools, however SRLG can sign off on the tool as a draft document that is considered “developed:”. 50% procurement is a flexible number, and is meant to act as a barometer that the office has enough material and equipment to sufficiently function. The COP will make the final determination whether the particular CLA has enough equipment and material to satisfy this part of the indicator.</p> <p>What this means in the context of your project: Land authorities at the local level do not currently exist in South Sudan. Given the fact that community level conflicts around land and resources (both shared and communal), as well as need for community education, enforcement, and planning cannot be adequately addressed by the state or national authorities due to resources constrains, it’s critical that local level resources which better understand the community and cultural nuances are implemented at the county level. SRLG will pilot CLAs in three counties within three separate states to address these issues at a local level. This indicator measures their ability to be prepared to help their communities within their counties.</p> <p>Unit of Measure: Number (CLA)</p> <p>Disaggregated by: Location/ CLA</p> <p>Type: Outcome Direction of change: Higher = better</p> <p>Justification/Management Utility: Functional CLA must have the organizational capacity to fulfill their mandate, which includes standard management plans, budgets and codes of ethics. These three tools allow the CLAs to plan, manage, recruit, and retain staff, as well as plan activities, allocate resources, and contribute to land tenure endeavors within their communities.</p>
<p>PLAN FOR DATA ACQUISITION BY USAID</p>
<p>Data Collection Method: For CLA training; sign in sheets from the training, post-evaluation forms post-training. For the three tools (management plan, budgets, and code of ethics) a draft copy must be submitted to the SRLG COP. A list of material the project will provide must be at least 50% complete so that the office and staff have the material and equipment to perform tasks, internal procurement documents will verify this has taken place</p> <p>Method of Acquisition by USAID: Quarterly Reports- however this result will occur towards the end of the project</p> <p>Data Source(s): CLA members (training); CLA documents (budgets, management plans, code of ethics) internal procurement documents</p> <p>Frequency/Timing of Data Acquisition: As milestones are met; these data will be reported in the following reporting cycle to USAID.</p> <p>Estimated Cost of Data Acquisition: N/A included in budget</p> <p>Responsible Individual(s) at USAID: Lemi Lokosang (COTR)</p>
<p>DATA QUALITY ISSUES</p>

Date of Initial Data Quality Assessment: A formal DQA will be conducted by the USAID/Sudan Mission at some point during the life of the project; however, as part of SRLG's M&E policy; the project will conduct an internal DQA mid-point through the project (around month 18 to assess data quality to date) using the worksheet in Appendix 2.

Known Data Limitations and Significance (if any): Procurement process may be longer than anticipated and difficult in the areas outside of Juba.

Actions Taken or Planned to Address Data Limitations: The project will work with the CLAs early to identify their need and find strategies to best address the development and procurement of their physical space.

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: See Appendix 2 of this document

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING REVIEW, & REPORTING

Data Analysis: The project will work with the CLAs to identify challenges that they encounter achieving these results and what particular part of the indicator may be difficult to accomplish (i.e. completing the management plan, etc). Also the project will map out the success of each CLA in meeting the different criteria for the indicator and report them out as they are achieved as milestones.

Presentation of Data: Tabular, with supporting qualitative data when available

Review of Data: Rolling as events are completed by M&E Specialist, quarterly by COP before input into Quarterly Report

Reporting of Data: Quarterly

OTHER NOTES

Notes Baselines/Targets: No baseline is required for this indicator. Target Year 1: 0; Target Year 2: 0; Target Year 3: 1; Target Year 4: 2 Life of Project (LOP)= 3

Results achieved with USG assistance by 2/24/2014	9/30/11 target	9/30/11 actual	9/30/12 target	9/30/12 actual	9/30/13 target	9/30/13 Actual	2/24/14 target	Actual 2/24/2014	LOP target	LOP Actual
Total	0		0		1		2		3	

Location of Data Storage: Data will be stored in both electronically (using excel) and as a hardcopy in the project's office in Juba. The COP and M&E Specialist will have access to both the electron and hard copies of all documents supporting our results.

THIS SHEET LAST UPDATED ON: May 1st, 2011

Data Analysis: Analysis on disaggregation will be presented when data available, as well as qualitative data around successful training and how trainees implemented the techniques and information learned at the training

Presentation of Data: Tabular, with supporting qualitative data when available

Review of Data: Rolling as trainings are completed by M&E Specialist, quarterly by COP before input into Quarterly Report

Reporting of Data: Quarterly

OTHER NOTES

Notes Baselines/Targets: No baseline is required for this indicator. Target Year 1: 0; Target Year 2: 30; Target Year 3: 0; Target Year 4:0 Life of Project (LOP)= 30

Results achieved with USG assistance by 2/24/2014	9/30/11 target	9/30/11 actual	9/30/12 target	9/30/12 actual	9/30/13 target	9/30/13 Actual	2/24/14 target	Actual 2/24/2014	LOP target	LOP Actual
Total	0		30		0		0		30	
Male	0		22		0		0		22	
Female	0		8		0		0		8	

Location of Data Storage: Data will be stored in both electronically (using excel) and as a hardcopy in the project's office in Juba. The COP and M&E Specialist will have access to both the electron and hard copies of all documents supporting our results.

THIS SHEET LAST UPDATED ON: May 1st, 2011

<p>Objective: N/A</p> <p>Area: N/A</p> <p>Element: N/A</p> <p>Indicator 3.3: Number of people (CLA members, SSLC, etc) participating in international study tours</p>
<p>DESCRIPTION</p>
<p>Standard or Custom Indicator: Custom Indicator</p> <p>Precise Definition(s): Participating is actively attending these study tours. Study tours will to Ethiopia and either Botswana or Namibia (specific southern African country TBD).</p> <p>What this means in the context of your project: This indicator seeks to measure the activities around participants who will visit other African (Ethiopia and Botswana or Namibia) countries with sustainable, strong, and operational local land authorities. It is important that Sudanese CLA members can access and learn from examples and processes being implemented by other African countries to better improve their own fledging systems.</p> <p>Unit of Measure: Number (Individuals)</p> <p>Type: Output Direction of change: Higher = better</p> <p>Disaggregated by: Sex, female-headed households, IDPs, age, ethnicity, location</p> <p>Justification/Management Utility: It is important that CLA members are able to see tangible examples of successes within the African context in the area of land administration and adjudication. The study tour will allow CLA members to ask questions, see real life, and in real time, examples of how other countries are addressing these important areas around management, administration, and adjudication.</p>
<p>PLAN FOR DATA ACQUISITION BY USAID</p>
<p>Data Collection Method: End of Study Tour Reports from each participant</p> <p>Method of Acquisition by USAID: Quarterly Reports</p> <p>Data Source(s): Study Tour Participants</p> <p>Frequency/Timing of Data Acquisition: Once, Post Study Tour</p> <p>Estimated Cost of Data Acquisition: N/A included in budget</p> <p>Responsible Individual(s) at USAID: Lemi Lokosang (COTR)</p>
<p>DATA QUALITY ISSUES</p>
<p>Date of Initial Data Quality Assessment: This is a onetime event and will therefore not facilitate a DQA as done with more rolling data.</p> <p>Known Data Limitations and Significance (if any): Final reports from participants can at times be difficult to get, post trip</p> <p>Actions Taken or Planned to Address Data Limitations: N /A will work with participants to discuss the necessity and importance of the report. Final expense report of participant will be paid with receipt of final report</p> <p>Date of Future Data Quality Assessments: N/A</p> <p>Procedures for Future Data Quality Assessments: N/A</p>
<p>PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING REVIEW, & REPORTING</p>

Data Analysis: Review of the experiences from the CLA members that went to different countries, from their reports where were the overall trends that participants experienced, what were unique to the specific country and what were the commonalities.

Presentation of Data: Tabular, with supporting qualitative data when available

Review of Data: Rolling as events are completed by M&E Specialist, quarterly by COP before input into Quarterly Report

Reporting of Data: Quarterly

OTHER NOTES

Notes Baselines/Targets: No baseline is required for this indicator. Target Year 1: 0; Target Year 2: 0; Target Year 3: 26; Target Year 4:0 Life of Project (LOP)= 26

Results achieved with USG assistance by 2/24/2014	9/30/11 target	9/30/11 actual	9/30/12 target	9/30/12 actual	9/30/13 target	9/30/13 Actual	2/24/14 target	Actual 2/24/2014	LOP target	LOP Actual
Total	0		0		26		0		26	
Male	0		0		20		0		20	
Female	0		0		6		0		6	

Location of Data Storage: Data will be stored in both electronically (using excel) and as a hardcopy in the project's office in Juba. The COP and M&E Specialist will have access to both the electron and hard copies of all documents supporting our results.

THIS SHEET LAST UPDATED ON: May 1st, 2011

Objective: N/A

Area: N/A

Element: N/A

Indicator 4.1: Number of disputes identified and addressed⁶ during the course of land use planning, and land inventory

DESCRIPTION

Standard or Custom Indicator: Custom Indicator

Precise Definition(s): Land use planning is the systematic assessment of land potential and constraints, alternatives for land use, economic and social conditions in order to select and adopt optimum land use options. In the process of involving communities in the mapping of existing land uses and proposals, conflicts will be identified. A land inventory is a record of various land rights and ownership/claims as identified and agreed by communities and individuals. In the process of identifying and adjudicating land rights/claims, conflicts will be identified. During the inventory, disputes may be identified between co-owners of the same family, boundaries between neighboring fields, long time fallowed lands, etc. When there is recognition and confirmation of land ownership rights, disputes may arise. "Addressed" in the context of this indicator means that CLA members have provide at least one course of action to mitigate this conflict. Course of action include but are not limited to: meeting with the parties in conflict, gathering supporting documentation from both a customary and statutory aspect to assess the situation, mediate the process, etc. Although the project will track and monitor those conflicts that are identified, only those addressed by CLA members will be counted against this indictor.

What this means in the context of your project: Conflict over resources is a significant problem in South Sudan as a result of shrinking and shifting resources, increasing and shifting populations and lack of recognized statutory and/or recognized land rights/titles. Identification of conflict is a necessary and important step necessary to address and eventually resolve conflicts. Given the time period of the SRLG contract and other exogenous variable, the project will first identify and then address these conflicts in targeted areas. With increase capacity to address and mitigate conflict, SRLG beneficiaries and stakeholders will be active participants in creating more secure and peaceful communities.

Unit of Measure: Number (Disputes)

Type: Outcome

Direction of change: Higher = better

Disaggregated by: Location

Justification/Management Utility: During land use planning conflicts may arise between the various stakeholders that have access, use, and control over the resource; specifically shared resources. For the planning of land use to be effective, there is a need to reach a consensus amongst stakeholders through negotiation and other conflict resolution means. Example, a farming community may decide to close a grazing corridor that allowed pastoralists to move from an area to another. This may cause conflicts, with a potential solution may be to identify the grazing corridor. Another example might be the boundaries between communities, clans, counties, states

PLAN FOR DATA ACQUISITION BY USAID

⁶ Must meet the condition of being identified and then addressed to meet this indicator

Data Collection Method: CLA member with the assistance of the project will first identify these conflicts and then address these. Identification of conflicts will be shown in the land inventory document. Data on the CLA members who addressed conflict will be provided in reports completed by the CLA members.

Method of Acquisition by USAID: Quarterly Reports

Data Source(s): CLA records; Land inventory document

Frequency/Timing of Data Acquisition: Identification will occur when the land inventory document is final; however, newer conflicts may be added on a rolling basis as they develop. Addressing conflict will occur on a rolling basis and will be reported as such.

Estimated Cost of Data Acquisition: N/A included in budget

Responsible Individual(s) at USAID: Lemi Lokosang (COTR)

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: A formal DQA will be conducted by the USAID/Sudan Mission at some point during the life of the project; however, as part of SRLG's M&E policy; the project will conduct an internal DQA mid-point through the project (around month 18 to assess data quality to date) using the worksheet in Appendix 2.

Known Data Limitations and Significance (if any): The project will provide technical assistance to the CLA member to increase their skill and ability to address conflict; however this is a long process requiring significant training and mentoring. Time is also a factor as this will take place toward the end of the project, and time limitations may impede the ability to meet targets.

Actions Taken or Planned to Address Data Limitations: As conflicts are identified the project will work with CLA member to carefully choose conflicts that can be addressed and methods and techniques for best addressing specific conflicts. With that information, the project can fine-tune the assistance to CLAs to ensure they have the ability to address these conflicts.

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: See Appendix 2 of this document

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING REVIEW, & REPORTING

Data Analysis: Data on the number of conflicts identified will be measured against the percent of which are addressed by CLA members. Qualitative data will also be incredibly important to give context to why, how, and where these conflicts exist.

Presentation of Data: Tabular, with supporting qualitative data when available

Review of Data: Rolling as events are completed by M&E Specialist, quarterly by COP before input into Quarterly Report

Reporting of Data: Quarterly

OTHER NOTES

Notes Baselines/Targets: No baseline is required for this indicator. Target Year 1: 1; Target Year 2: 20; Target Year 3: 7; Target Year 4:0 Life of Project (LOP)= 28

Results achieved with USG assistance by 2/24/2014	9/30/11 target	9/30/11 actual	9/30/12 target	9/30/12 actual	9/30/13 target	9/30/13 Actual	2/24/14 target	Actual 2/24/2014	LOP target	LOP Actual
Total	1		20		7		0		28	

Location of Data Storage: Data will be stored in both electronically (using excel) and as a hardcopy in the project's office in Juba. The COP and M&E Specialist will have access to both the electron and hard copies of all documents supporting our results.

THIS SHEET LAST UPDATED ON: May 1st, 2011

Objective: N/A

Area: N/A

Element: N/A

Indicator 4.2: Number of awareness raising and information campaigns conducted

DESCRIPTION

Standard or Custom Indicator: Custom Indicator

Precise Definition(s): Awareness campaigns are any formal messaging that is designed by the project to educate and inform the public. These will be in the form of, media, radio, print, theatre groups, Participatory Rural Assessments (PRA), and perhaps some forms of social networking.

What this means in the context of your project: This indicator measures the outreach and messaging conducted by the project to reach beneficiaries and stakeholders. The information campaigns will be designed to reach both the general as well as targeted audiences such as women, vulnerable groups and youth. This indicator is important as it reflects and measures the level and input of communication and information that is provided to the people to make informed decisions.

Unit of Measure: Number (Awareness Campaigns)

Type: Output

Direction of change: Higher = better

Disaggregated by: Location implemented

Justification/Management Utility: Citizens and stakeholders with greater information and awareness of their land and property rights will be better protected against land grabbing, and more empowered and equipped to follow established and recognized processes and procedures.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Material that was part of the awareness campaign and stakeholder and beneficiary feedback on the effectiveness

Method of Acquisition by USAID: Quarterly Reports

Data Source(s): Project Files

Frequency/Timing of Data Acquisition: Rolling as information awareness campaign is completed and rolled out.

Estimated Cost of Data Acquisition: N/A included in budget

Responsible Individual(s) at USAID: Lemi Lokosang (COTR)

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: A formal DQA will be conducted by the USAID/Sudan Mission at some point during the life of the project

Known Data Limitations and Significance (if any): N/A

Actions Taken or Planned to Address Data Limitations: N/A

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: See Appendix 2 of this document

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING REVIEW, & REPORTING

Data Analysis: Although not a part of this indicator, the project will also collect data on the effectiveness of the campaigns to assess what went well and what could be improved. These findings will be part of the quarterly report as these data are gathered and analyzed. Activities that contribute to this indicator also create important and useful qualitative data in the form of success stories and first-person accounts.

Presentation of Data: Tabular, with supporting qualitative data when available

Review of Data: When the public awareness campaign rolled out M&E Specialist, quarterly by COP before input into Quarterly Report

Reporting of Data: Quarterly

OTHER NOTES

Notes Baselines/Targets: No baseline is required for this indicator. Target Year 1: 0; Target Year 2: 0; Target Year 3: 2; Target Year 4: 0 Life of Project (LOP)= 2

Results achieved with USG assistance by 2/24/2014	9/30/11 target	9/30/11 actual	9/30/12 target	9/30/12 actual	9/30/13 target	9/30/13 Actual	2/24/14 target	Actual 2/24/2014	LOP target	LOP Actual
Total	0		0		2		0		2	

Location of Data Storage: Data will be stored in both electronically (using excel) and as a hardcopy in the project's office in Juba. The COP and M&E Specialist will have access to both the electron and hard copies of all documents supporting our results.

THIS SHEET LAST UPDATED ON: May 1st, 2011

<p>Objective: N/A</p> <p>Area: N/A</p> <p>Element: N/A</p> <p>Indicator 4.3: Number of field-based participants who receive training/mentoring in land-use and inventory methodology design and planning sessions</p>
<p>DESCRIPTION</p>
<p>Standard or Custom Indicator: Custom Indicator</p> <p>Precise Definition(s): Field based participants are those that live outside Juba. Land-use and inventory methodology is the proposed approach to devise a record of various land rights and ownership/claims as identified and agreed by communities and individuals in the pilot payam.</p> <p>What this means in the context of your project: As with the previous indicators that increase capacity, number of professionals, and sustainably around land issues; this indicator supports more, higher qualities land professionals with the skills in land-use and inventory methodology design and planning sessions.</p> <p>Unit of Measure: Number (Individuals)</p> <p>Type: Output Direction of change: Higher = better</p> <p>Disaggregated by: Sex, female-headed households, IDPs, age, ethnicity, location, CLA member</p> <p>Justification/Management Utility: This method will be piloted to provide GOSS deed/title/claim registration. This will provide local stakeholders with insight into the processes and methodologies for which they will be able to later implement on a larger scale. Using tested methodologies from other African countries this is a learning tool for stakeholders in GOSS.</p>
<p>PLAN FOR DATA ACQUISITION BY USAID</p>
<p>Data Collection Method: Sign-in sheets of participants who have successfully completed training; post training evaluation forms. Whenever possible, photographs of training. In the situation of mentoring that is more ad-hoc and less systematic, the mentor must write up a short report on the skills transfer, with the dates and time which will be signed by the trainee and mentor</p> <p>Method of Acquisition by USAID: Quarterly Reports</p> <p>Data Source(s): Trainees</p> <p>Frequency/Timing of Data Acquisition: Rolling, as training is successful completed. In the cases of mentoring, monthly</p> <p>Estimated Cost of Data Acquisition: N/A included in budget</p> <p>Responsible Individual(s) at USAID: Lemi Lokosang (COTR)</p>
<p>DATA QUALITY ISSUES</p>
<p>Date of Initial Data Quality Assessment: A formal DQA will be conducted by the USAID/Sudan Mission at some point during the life of the project; however, as part of SRLG's M&E policy; the project will conduct an internal DQA mid-point through the project (around month 18 to assess data quality to date) using the worksheet in Appendix 2.</p> <p>Known Data Limitations and Significance (if any): N/A</p> <p>Actions Taken or Planned to Address Data Limitations: N/A</p> <p>Date of Future Data Quality Assessments: N/A</p> <p>Procedures for Future Data Quality Assessments: See Appendix 2 of this document</p>

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING REVIEW, & REPORTING

Data Analysis: Disaggregation of the trainee, with follow up on their ability to adopt the skill they received training on .

Presentation of Data: Tabular, with supporting qualitative data when available

Review of Data: Rolling as trainings are completed by M&E Specialist, quarterly by COP before input into Quarterly Report

Reporting of Data: Quarterly

OTHER NOTES

Notes Baselines/Targets: No baseline is required for this indicator. Target Year 1: 0; Target Year 2: 0; Target Year 3: 30; Target Year 4:0 Life of Project (LOP)= 30

Results achieved with USG assistance by 2/24/2014	9/30/11 target	9/30/11 actual	9/30/12 target	9/30/12 actual	9/30/13 target	9/30/13 Actual	2/24/14 target	Actual 2/24/2014	LOP target	LOP Actual
Total	0		0		30		0		30	
Male	0		0		25		0		25	
Female	0		0		5		0		5	

Location of Data Storage: Data will be stored in both electronically (using excel) and as a hardcopy in the project's office in Juba. The COP and M&E Specialist will have access to both the electron and hard copies of all documents supporting our results.

THIS SHEET LAST UPDATED ON: May 1st, 2011

<p>Objective: N/A</p> <p>Area: N/A</p> <p>Element: N/A</p> <p>Indicator 4.1.A: Area in kilometers (of the Sudd) covered by land use planning</p>
<p>DESCRIPTION</p>
<p>Standard or Custom Indicator: Custom Indicator (also contributes to the SRLG contract indicator “Number of linear kilometers of the Sudd covered by land use planning”)</p> <p>Precise Definition(s): Area of the Bahr el Jebel flood plain in the Sudd that is also located in the Bor South county (Jonglei) and Terekeka county in CES.</p> <p>What this means in the context of your project: The greater area of the Sudd that is covered by land use planning the more information stakeholders, citizen and beneficiaries living in these areas, as well as the project will have to identify and address conflicts and resources as well as customary and statutory recognized land titles/rights. This indicator illustrates the effort to conduct and illustrate land use planning in our target areas.</p> <p>Unit of Measure: Number (Square Kilometers)</p> <p>Type: Outcome Direction of change: Higher = better</p> <p>Disaggregated by: N/A</p> <p>Justification/Management Utility: There are existing conflicts over resources in the flood plain. The project will work with these communities to develop a land use plan that will allow stakeholders to better understand boundary disagreements and access to shared resources. Mapping the area under this conflict area will allow people to better identify and address conflicts over resources which in turn will facilitate discussion over shared resources with the goal of mitigated and resolved resource driven conflicts.</p>
<p>PLAN FOR DATA ACQUISITION BY USAID</p>
<p>Data Collection Method: Calculation of area covered by adopted land use plans using GIS software tools or using manual methods based on relevant map scale</p> <p>Method of Acquisition by USAID: Quarterly Report; Land Use Plan</p> <p>Data Source(s): Secondary data from satellite imagery and maps from WCS triangulated with project data. Land Use Plan (document)</p> <p>Frequency/Timing of Data Acquisition: Rolling, as data are available</p> <p>Estimated Cost of Data Acquisition: N/A included in budget</p> <p>Responsible Individual(s) at USAID: Lemi Lokosang (COTR)</p>
<p>DATA QUALITY ISSUES</p>

Date of Initial Data Quality Assessment: A formal DQA will be conducted by the USAID/Sudan Mission at some point during the life of the project;

Known Data Limitations and Significance (if any): Community mapping of land use issues and potential based on perception, land claims, and memory

Actions Taken or Planned to Address Data Limitations: Training of community representatives in the purpose of land use planning, data standards, accurate, correct, relevant, and complete recording of data. Additionally, collected data to be verified against other sources.

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: See Appendix 2 of this document

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING REVIEW, & REPORTING

Data Analysis: Data will be analyzed in terms of types of land use, and resources within that square area (i.e. customary verses private, agricultural, NRM, rivers, etc)

Presentation of Data: Tabular, with supporting qualitative data when available

Review of Data: Rolling as data are available by M&E Specialist, quarterly by COP before input into Quarterly Report

Reporting of Data: Quarterly

OTHER NOTES

Notes Baselines/Targets: No baseline is required for this indicator. Target Year 1: 0; Target Year 2: 0; Target Year 3: TBD; Target Year 4:TBD Life of Project (LOP)= TBD; Baseline data of project area sites needs to be completed however the project anticipates to meet a target at least 25% above baseline .

Results achieved with USG assistance by 2/24/2014	9/30/11 target	9/30/11 actual	9/30/12 target	9/30/12 actual	9/30/13 target	9/30/13 Actual	2/24/14 target	Actual 2/24/2014	LOP target	LOP Actual
Total	0		0		TBD		TBD		25% above baseline	

Location of Data Storage: Data will be stored in both electronically (using excel) and as a hardcopy in the project's office in Juba. The COP and M&E Specialist will have access to both the electron and hard copies of all documents supporting our results.

THIS SHEET LAST UPDATED ON: May 1st, 2011

<p>Objective: N/A</p> <p>Area: N/A</p> <p>Element: N/A</p> <p>Indicator 4.1.B: Number of communities and individual land rights holders inventoried and registered within the pilot payam.</p>
<p>DESCRIPTION</p>
<p>Standard or Custom Indicator: Custom Indicator (also contributes to the SRLG contract indicator “Number of communities and individual land rights holders inventoried and registered within the pilot payam”)</p> <p>Precise Definition(s): Community and individual land right holders are those with customary or statutory rights to the land in the pilot areas by head of household. The project will also be looking at secondary rights; people who have access and use to land but are not legal deed holders. Registered will be defined during the project first year to determine what level claims will be registered (i.e. payam, country, state, national, customary, statutory, etc)</p> <p>What this means in the context of your project: This indicator seeks to measure the efforts made to inventory and register both individuals and community lands within the pilot payam. When more communities and people within those communities have recognized inventoried and registered land, conflicts can be more clearly and accurately identified at which point mitigation and resolution of conflicts can take place. Another added benefit is increases land security for many.</p> <p>Unit of Measure: Number (Communities and Individuals)</p> <p>Disaggregated by: Communities/individuals - Sex, female-headed households, IDPs, age, ethnicity, location,</p> <p>Type: Outcome Direction of change: Higher = better</p> <p>Justification/Management Utility: Provides security of tenure and reduce conflicts and foster better management, investments and livelihoods</p>
<p>PLAN FOR DATA ACQUISITION BY USAID</p>
<p>Data Collection Method: Informal surveys (using land surveying techniques) with local individuals that are triangulated against secondary data (satellite images, maps, etc). However, it’s likely that project staff will walk the boundary of parcels with individuals that feel/have ownership over the particular parcel to determine boundaries.</p> <p>Method of Acquisition by USAID: Quarterly Report</p> <p>Data Source(s): Landowners, customary authorities, or those that perceived ownership of the land.</p> <p>Frequency/Timing of Data Acquisition: During the inventory pilot phase.</p> <p>Estimated Cost of Data Acquisition: N/A included in budget</p> <p>Responsible Individual(s) at USAID: Lemi Lokosang (COTR)</p>
<p>DATA QUALITY ISSUES</p>
<p>Date of Initial Data Quality Assessment: A formal DQA will be conducted by the USAID/Sudan Mission at some point during the life of the project;</p> <p>Known Data Limitations and Significance (if any): Conflicts may not allow the project to conduct this activity (i.e. walk the parcels). Given the nature of a conflict the project may not be able to assign ownership to a particular parcel. May be difficult to assess land that is considered communal versus land that may attribute to one family or individual.</p> <p>Actions Taken or Planned to Address Data Limitations: It will be noted in the inventory that the parcel is in “conflict” and will detail why an owner could not be assigned.</p> <p>Date of Future Data Quality Assessments: N/A</p> <p>Procedures for Future Data Quality Assessments: See Appendix 2 of this document</p>

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING REVIEW, & REPORTING

Data Analysis: we will identify those parcels where conflict either hinders the ability to meet this indicator or provide contradictory information.

Presentation of Data: Tabular, with supporting qualitative data when available

Review of Data: Conducted during the inventory piloting phase, and quickly thereafter reviewed by the M&E Specialist, quarterly by COP before input into Quarterly Report

Reporting of Data: Quarterly

OTHER NOTES

Notes Baselines/Targets: No baseline is required for this indicator. Target Year 1: 0; Target Year 2: 0; Target Year 3: TBD; Target Year 4:TBD Life of Project (LOP)= TBD; The target for this indicator can only be determined after the site selection has taken place after year two of the project

Results achieved with USG assistance by 2/24/2014	9/30/11 target	9/30/11 actual	9/30/12 target	9/30/12 actual	9/30/13 target	9/30/13 Actual	2/24/14 target	Actual 2/24/2014	LOP target	LOP Actual
Total	0		0		TBD		TBD		TBD	

Location of Data Storage: Data will be stored in both electronically (using excel) and as a hardcopy in the project’s office in Juba. The COP and M&E Specialist will have access to both the electron and hard copies of all documents supporting our results.

THIS SHEET LAST UPDATED ON: May 1st, 2011

ANNEX C: DATA QUALITY WORKSHEET (PMP TOOL KIT)

Data Quality Assessment Checklist

Data Quality Assessment Form	
Objective:	
Area:	
Element:	
Indicator Title:	
Is this a Standard or Custom Indicator? If standard make sure the title matches the title in the Indicator Handbooks.	<input type="checkbox"/> Standard <input type="checkbox"/> Custom
Data Source(s):	<input type="checkbox"/> Survey <input type="checkbox"/> Implementing partner reports <input type="checkbox"/> Other (Be Specific)
SRLG Control over Data:	<input type="checkbox"/> High (SRLG is source and/or funds data collection) <input type="checkbox"/> Medium (Implementing partner is data source) <input type="checkbox"/> Low (Data are from a secondary source)
Staff member, stakeholder Who Provided the Data (if applicable)	
Year or Period for Which the Data Are Being Reported	
Data Assessment methodology	Describe in detail and attach to the checklist**
Date(s) of Assessment:	
Assessment Team Members:	
<i>For Office Use Only</i>	
M&E Specialist approval	
COP approval	

CATEGORY	YES	NO	COMMENTS
VALIDITY			
Is there a direct relationship between the project activity and what is being measured? If not explain connection the result.			
Can the result be plausibly attributed to USG assistance?			
Are the people collecting data qualified and properly supervised?			
Are steps taken to correct known data errors?			
Were known data collection problems appropriately assessed?			

Are steps being taken to limit transcription error?			
Are data quality problems clearly described in final reports?			
RELIABILITY			
Is a consistent data collection process used from year to year, location to location, data source to data source?			
Are there procedures in place for periodic review of data collection, maintenance, and documented in writing?			
Are data quality problems clearly described in final reports?			
TIMELINESS			
Is a regularized schedule of data collection in place to meet project management needs?			
Is data properly stored and readily available?			
PRECISION			
Is there a method for detecting duplicate data?			
Is there a method for detecting missing data?			
INTEGRITY			
Are there proper safeguards in place to prevent unauthorized changes to the data?			
Is there a need for an independent review of results reported?			
IF NO RELEVANT DATA WERE AVAILABLE	COMMENTS		
If no recent relevant data are available for this indicator, why not?			
What concrete actions are now being undertaken to collect and report these data as soon as possible?			
When will data be reported?			
SUMMARY	COMMENTS		
Based on the assessment relative to the five standards, what is the overall conclusion regarding the quality of the data?			
Significance of limitations (if any):			
Actions needed to address limitations (given level of USAID control over data):			

Recommendations for Conducting Data Quality Assessments (DQA)

1. Individual (s) conducting the DQA should describe in detail the methodology that will be used to conduct the DQA. This is required for each indicator. This information should be approved before the DQA is conducted.
2. DQ assessor should make sure that they understand the precise definition of the indicator. Please address any issues of ambiguity before the DQA is conducted.
3. DQ assessor should have a copy of the methodology for data collection in hand before assessing the indicator. This information should be in the PMP file for each indicator. Each indicator should have a written description of how the data being assessed is collected.
4. Each implementing partner should have a copy of the method of data collection in their files and documented evidence that they are collecting the data according to the methodology.
5. Assessor should record the names and titles of all individuals involved in the assessment.

6. Does the SRLG have documented evidence that they have verified the data that has been reported to USAID? SRLG should be able to provide USAID with documents (process/person conducting the verification/field visit dates/persons met/activities visited, etc.) which demonstrate that we have verified the data that was reported to USAID. Note: Verification by the project should be an ongoing process.
7. The DQA assessor should be able to review the implementing partner files/records against the methodology for data collection laid out in the PMP. Any data quality concerns should be documented.
8. The assessor should verify the partner data at the field level using the PMP methodology. Any data quality concerns should be documented.
9. Storage of data is critical to this process. The assessor should document any and all weakness in the files/record keeping associated with the indicator being reviewed.
10. The DQA should include a summary of all weaknesses found; the significance of the weaknesses and recommendations for addressing the findings. A plan of action for addressing the weaknesses should be made as well as a follow-up date for reassessment.

U.S. Agency for International Development/Sudan
Juba, South Sudan
<http://sudan.usaid.gov>