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EVALUATION, RESEARCH AND COMMUNICATION (ERC)

Performance Monitoring Plan

December 2013

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ACRONYMS AND ABBREVIATIONS

AO	Assistance Objective
CO	Contracts Officer
COP	Chief of Party
COR	Contracting Officer's Representative
CSO	Civil Society Organization
ERC	Evaluation, Research, and Communication
IDIQ	Indefinite Delivery Indefinite Quantity Contract
IE	Impact Evaluation
LOE	Level of Effort
LTD	Land Tenure Division
LTPR	Land Tenure and Property Rights
MSI	Management Systems International
NRM	Natural Resources Management
PMP	Performance Monitoring Plan
STARR	Strengthening Tenure and Resource Rights
TO	Task Order
USAID	United States Agency for International Development
USG	United States Government
WB	World Bank

I.0 INTRODUCTION AND BACKGROUND

The Evaluation Research and Communication (ERC) Task Order (TO) is an integrative and multi-disciplinary program designed to “create, expand, and communicate the results of evidence-based knowledge around best land tenure and property rights practices in order to enhance internal USAID and external USG learning, guide program design and implementation, and make the most effective use of limited development resources to accomplish key USG development objectives.” This five-year Performance Monitoring Plan (PMP) describes how The Cloudburst Group (Cloudburst) will measure its progress toward this goal. The PMP is intended to be broad enough to capture new activities that will inevitably develop over the next five years. In compliance with USAID’s Project Design and Evaluation Policy, the PMP helps ensure alignment between the ERC project and USAID’s Land Tenure Division (LTD).

For the purpose of monitoring ERC’s progress toward its goal, Cloudburst has divided the ERC goal into three strategic objectives: expanded evidence-based knowledge in Land Tenure and Property Rights (LTPR), best LTPR practices communicated to influence USG and global policies and practices, and greater stakeholder capacity in LTPR. This PMP presents outcome level indicators to monitor ERC’s progress against the three strategic objectives. It also presents indicators for each of the five tasks and associated subtasks (outputs) of the ERC Contract and Work Plan and specifies which strategic objective is advanced by those outputs. Cloudburst defined a few additional outputs where the links between workplan deliverables, contract tasks, and the strategic objectives were implied, but not clearly stated.

Strategic Objectives of Evaluation, Research, and Communication Task Order
1. Expanded evidence-based knowledge in LTPR
2. Best LTPR practices communicated to influence USG and global policies and practices Greater stakeholder capacity in LTPR
3. Greater USAID and USG capacity in LTPR

Included as *Appendix A. ERC Performance Indicator Matrix* is a table of outcome indicators, followed by task-level output indicators. This will provide the framework for the necessary, regularly updated information for USAID-required reporting and will also support Cloudburst’s internal management of the ERC Task Order and quality across tasks and activities.

2.0 ERC PERFORMANCE MONITORING PLAN

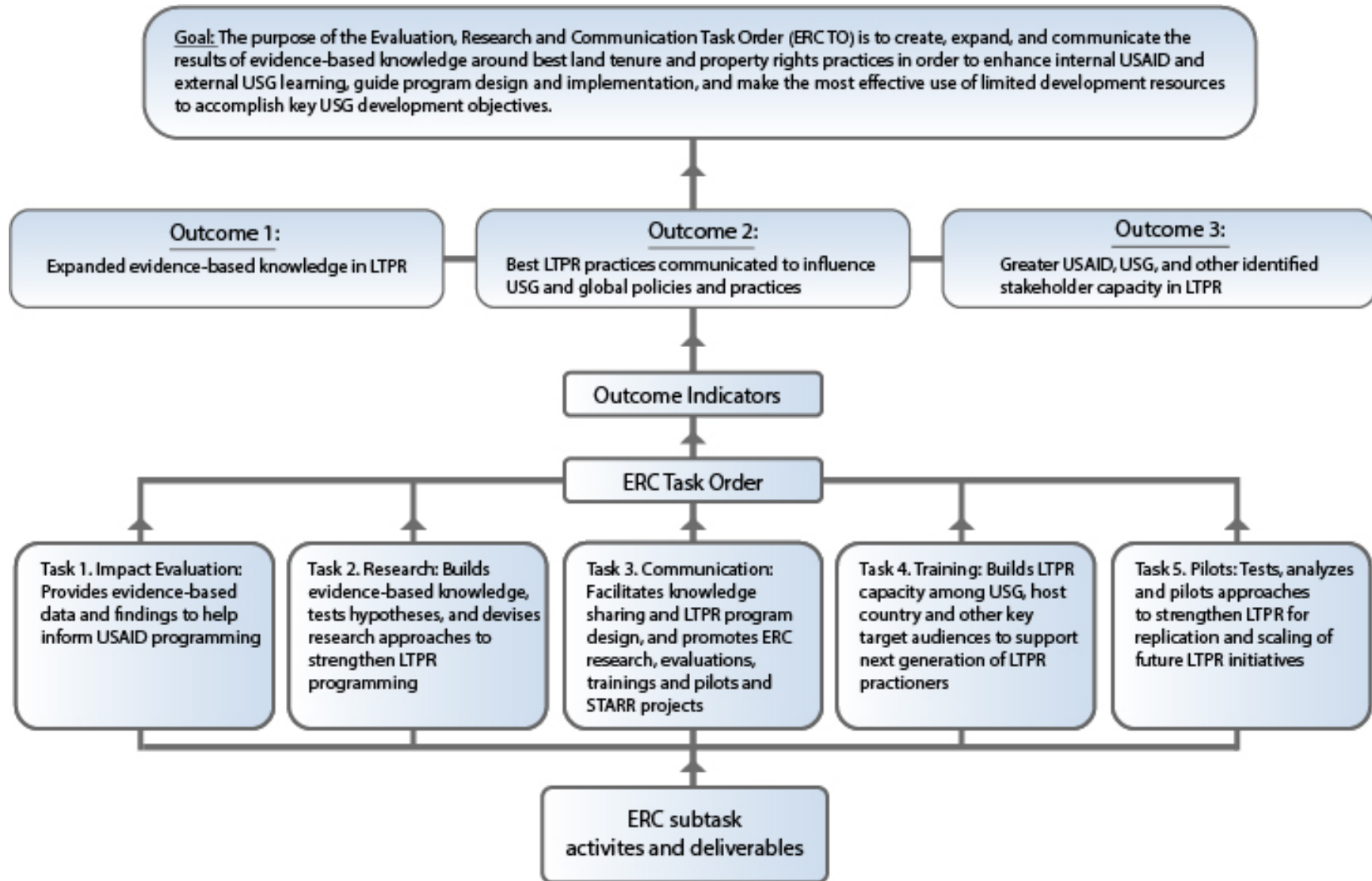
The following provides a description of ERC's results framework, key performance indicators, data quality assessment, monitoring plan, and critical assumptions.

2.1 ERC Results Framework

Based on the ERC Task Order, the following results framework shows the relationship between the goal of ERC, its strategic objectives, the indicators that measure progress toward the strategic objectives, the five main ERC tasks, and the subtask deliverables.

In order for ERC to fulfill its goal, the outputs of each task must be designed in accordance with the three strategic objectives, the five tasks must build on and complement one another, and the deliverables of ERC subtasks must support the contractual obligations of each task.

ERC Results Framework



2.2 Performance Indicators

The five-year indicators for ERC progress and success can be found in Appendix A. The first table presents outcome indicators that measure effectiveness against ERC's three strategic objectives, described above. The indicators are broad enough to cover the main outcomes of each task and new subtasks that are expected to develop over the life of the project. They are narrow enough to be within the scope of the ERC TO and reasonably linked to its outputs. Nearly all of the outcome indicators will be disaggregated to provide more detail on ERC's effectiveness or clues for improvement. Those details are available in the third column of the ERC Performance Indicator Matrix.

The strategic objectives demonstrate the interconnectedness of the ERC TO. Tasks 1, 2 and 5 will create all of the knowledge that leads to the first strategic objective (expanded evidence-based knowledge). However, it is the promotion of that knowledge under Tasks 3 and 4 that contribute to an expanded evidence base. Therefore, the first outcome indicator in Appendix A—the number of promotions of completed projects—is also an output of Task 3.

Appendix A also includes a table for each of the five ERC tasks to highlight the output indicators that measure the progress of ERC. Each task is further divided into subtasks and there are a few indicators for each. The third column indicates which ERC Strategic Objective is advanced by the corresponding subtask. The fourth column indicates the data source for each indicator. The last column indicates the risks that may interfere with each subtask.

As of the writing of this PMP, there has only been one pilot project defined under Task 5. The first set of indicators are specific to that project. The second set of indicators are intentionally broad so that Cloudburst can measure the progress of Task 5. However, as subsequent pilots are defined, additional indicators will be developed to measure progress of those as well.

ERC's evaluation, research and pilot tasks will be designed with a focus on improving equality for women and vulnerable groups and data gathered will be gender-disaggregated. Insights and knowledge gained from research and pilot activities will be made available to USAID and other donors to facilitate the informing of land administration processes and policy to clarify rights to land and resources in ways that re-balance relationships of power within the household, the village, or the community. Gender and associated social biases undermine LTPR dynamics within families and across entire regions, influencing titling, inheritance, and other crucial property rights issues.

2.3 Data Quality Assessment

Design of data sets and specific measures of performance monitoring for a program that emphasizes research, evaluation, training and communications requires nuance and a balance between quantitative and qualitative data. Cloudburst will endeavor to ensure all data collected as part of performance monitoring adheres to the highest standards of quality, including consistency of methods applied and timely reporting. The first key element to ensuring data quality in performance monitoring is to design concrete performance measures consisting of indicators with validity and reliability for the Government's objectives for our performance on this contract. This will mean creating appropriate measures for different kinds of activities (such as communications, meetings, written research output,

documented analytical methods, data, etc.). The second element of data quality is to apply those performance measures consistently within each area of contract performance. The third element of ensuring data quality is to actively use and internally manage to those measures, gathering and reviewing and analyzing and reporting the data, and communicating to project staff and partners/subcontractors alike that their individual or organizational performance assessments will be constructed from these measures.

2.4 Monitoring Plan

Quarterly reports to LTD will measure all relevant TO activities through the lens of the approved ERC Work Plan. The quarterly reports will utilize the results framework and indicators described in Appendix A., ERC Performance Indicator Matrix. In addition, each annual report will provide a concise and clear summary of cumulative ERC results. Finally, each annual work plan provides an opportunity for Cloudburst and LTD to review ERC's progress, direction and performance and make changes as necessary.

Internally, Cloudburst holds weekly ERC management meetings to review administrative and operational progress including an overview of resource needs and/or challenges faced. Cloudburst conducts monthly senior management meetings to review contracts' monthly and quarterly benchmarks and progress. Cloudburst's Chief Ethics and Compliance Officer and Sr. Contracts Manager are active participants in these meetings and in the oversight of ERC.

Together, ERC task managers and the LTD task leads have developed a mini-scope of work approval system for subtask level activities. The scopes of work serve as a management tool to develop mutually agreeable deliverable schedules based on the annual work plan. Cloudburst uses an internal web-based project tracking system for day-to-day activity and performance management. Future mini-scopes will also identify outputs/outcomes that can be measured.

The STARR Document Approval Tracking System (DATS) is also a dynamic tool for monitoring project performance in addition to weekly check-ins between the Cloudburst ERC Task managers and the LTD Task Leads. The ERC CoP and operations manager speak regularly on the phone with the Division's CoR as well as alternate CoR, as appropriate, to discuss upcoming activities and review any Contract or program related issues. These regularly scheduled and ad-hoc meetings provide an opportunity to strengthen alignment in the dispensation of multiple tasks under the TO, assisting LTD and the ERC team to clarify, agree on and achieve the most appropriate and useful results and measurements of progress.

2.5 Critical Assumptions

Critical assumptions are outside of the control or direct influence of USAID or implementing partners, yet reflect conditions likely to affect results achieved during the course of the project. ERC's overall critical assumption is that there will be no major changes in strategy as Cloudburst continues to develop the systems and capacity to fully execute the Task Order. If there are changes, we assume that LTD will communicate them (regarding project direction, Agency priorities, time lapses, etc.). Cloudburst expects that increasing needs can be met with additional funding or an approval to adjust budget allocations.

Cloudburst assumes that its capacity is sufficient and corresponds to the most pressing tasks. In particular, Task 2 has the potential to grow substantially as new projects are launched and impact evaluations need to be designed. The critical assumption is that ERC will be able to recruit and hire staff with the skills and expertise that are required, whether candidates are local, full-time, or consultants. The success of Task 2 also assumes there will be no major changes in political leadership or security in host countries. Likewise, Task 5 assumes that political will supports the development of pilots, both in-country and from an Agency and donor perspective.

Tasks 3 and 4 largely rely on the completeness of the other tasks for their success. Research and evaluation results must be complete and clear in order to communicate results and train people in new approaches or lessons learned. Cloudburst must also have access to the target audiences in order to communicate effectively. In some cases, that requires the cooperation of STARR partners and Mission staff to share information with ERC or forward information to others. Tracking the success of communication efforts will in some cases require LTD to share information regarding TDY requests. This may create procurement sensitivities, so Cloudburst understands that such information may be incomplete or delayed.

APPENDIX A. ERC PERFORMANCE INDICATOR MATRIX

Outcome Indicators			
ERC Strategic Objective	Indicators	Units of Disaggregation	Data source
1. Expanded evidence-based knowledge	<ol style="list-style-type: none"> 1. # Promotions of completed products 2. # Donors/Agencies that express interest in replication or scaling up a pilot 3. # Attendees or registrants of ERC content presentations 4. # New USAID project awards that incorporate LTPR lessons learned 5. # Pilot replication sites 	<ol style="list-style-type: none"> 1. STARR project, name of product, and type of promotion (presentation, journal article, post on LTPR portal, guest blog, training) 2. Pilot name, agency 3. Employer, country 	Self-tracking
2. Best LTPR practices communicated to influence USG and global policies and practices	<ol style="list-style-type: none"> 1. # Downloads of uploaded products 2. # Mentions in Media scan 3. # (Re)tweets 4. # Shares in LinkedIn 5. # Times USG requests data or LTPR info 6. # Requests for more information, meetings 7. Google, Twitter, Klout analytics 8. # Wiki contributors 	<ol style="list-style-type: none"> 1. Country, product name 2. Publication, date, journalist, product or project 3. Agency, bureau 4. None 5. Quarter, Agency 6. Quarter, Agency, bureau, country 7. Page views, downloads, tweets, Klout scores, referrals, etc. 	<ul style="list-style-type: none"> • LTPR Portal Analytics • Self-tracking
3. Greater USAID and USG capacity in LTPR	<ol style="list-style-type: none"> 1. % Increase between pre-and post-training evaluation scores 2. % Training course participants from outside USAID 3. # Portal users from countries of recent TDYs 4. # Requests for TDYs from recent training attendees 5. # Downloads of tools 6. # Active members of portal-hosted Communities of Practice 7. # Comments, decisions by Communities of Practice 	<ol style="list-style-type: none"> 1. Course type, date, employer 2. Course type, date 3. Country, quarter 	<ul style="list-style-type: none"> • Training evaluations • Course registration • LTPR Portal Analytics • Pre and post-course evaluations use Kirkpatrick Method • LTD reporting

Output Indicators**Task 1. Impact Evaluation: Provides evidence-based social & economic findings to inform USAID programming**

Activities	Output Indicators	ERC Objective Advanced	Data source	Risks
1. IE Designs	<ul style="list-style-type: none">· # IE data collection instruments completed and approved· # IE evaluation methodologies completed and approved	I	Document review	<ul style="list-style-type: none">· Data Availability· Failure to achieve Mission approval
2. IE Completed	<ul style="list-style-type: none">· # IE reports completed· # baseline & endline datasets· # Datasets available online· # Households surveyed	I	Document review	Integrity of data collected

Output Indicators

Task 2. Research: Builds knowledge, tests hypotheses, and devises innovative research methodologies & approaches to strengthen LTPR programming

Activities	Indicator of Outputs	ERC Objective Advanced	Data source	Risks
1. Research Designs	<ul style="list-style-type: none"> · # Research concept notes completed and approved · # Research work plans completed and approved 	I	Document review	<ul style="list-style-type: none"> · Data availability · Mission buy-in/mission approval · Political instability · Targeted respondents do not fully participate
2. Research Reports	<ul style="list-style-type: none"> · # Research papers/reports completed and approved · # Research reports completed · # Baseline and endline data sets · # Working papers available · # Datasets available online 	I	Document review	Time lag for Journal review process
3. IE Designs	<ul style="list-style-type: none"> · # IE data collection instruments completed and approved · # IE evaluation methodologies completed and approved 	I	Document review	<ul style="list-style-type: none"> · Data Availability · Failure to achieve Mission approval
4. IE Completed	<ul style="list-style-type: none"> · # program IE completed and approved · # IE reports completed · # baseline & endline datasets · # Datasets available online · # Households surveyed 	I	Document review	Integrity of data collected

Output Indicators

Task 3. Communication: Educates key audiences, facilitates knowledge sharing and LTPR program design, and promotes ERC research, evaluations, trainings and pilots and STARR projects

Activities	Indicator of Outputs	ERC Objective Advanced	Data source	Risks
1. PORTAL: Enhancements, upgrades, new features	<ul style="list-style-type: none"> · % Recommended enhancements completed · % response to portal user surveys 	2	<ul style="list-style-type: none"> · User surveys · Self-tracking 	Staff competing priorities
2. PRODUCTS: Promote evaluation, research, communication products, tools or pilots through events, publications	<ul style="list-style-type: none"> · # Communications products developed (disaggregate by type, # times/variety of ways, frequency) · # ERC product presentations · # of issue briefs 	1, 2	Self-tracking	Staff time
3. Outreach to USG, other donors, CSOs, private sector	<ul style="list-style-type: none"> · # Communications products developed (disag: type, #times/variety of ways, frequency) 	2	Self-tracking	LTD as intermediary
4. Create technology platforms to facilitate knowledge sharing through portal, Wikis, Communities of Practice	<ul style="list-style-type: none"> · # Wiki topics · # Communities of Practice facilitated · # of participants engaged in Community of Practice · % STARR partners that contribute 	2, 3	Self-tracking	<ul style="list-style-type: none"> · Budget to create Wikis/CoPs · Insufficient or inadequate content provided by outside entities
5. Tools	<ul style="list-style-type: none"> · # of tools developed or repackaged 	3	Self-tracking	Content provided by outside entities

Output Indicators**Task 4. Training: Builds LTPR capacity among USG, host country & other key target audiences to support next generation of LTPR practitioners**

Activities	Indicator of Outputs	ERC Objective Advanced	Data source	Risks
1. Produce training materials	<ul style="list-style-type: none">· # Training materials developed	3	<ul style="list-style-type: none">· Self-tracking	<ul style="list-style-type: none">· Needs assessment may reveal need to produce significantly different training materials for different target audiences
2. Develop and conduct trainings	<ul style="list-style-type: none">· # People trained· # of trainings conducted	3	<ul style="list-style-type: none">· Self-tracking	<ul style="list-style-type: none">· High cost of conducting DC-based trainings· Transportation, connectivity issues· Logistical challenges in field settings
3. Develop and conduct online courses	<ul style="list-style-type: none">· # Online courses developed· # Participants trained through online courses	3	<ul style="list-style-type: none">· Self-tracking	<ul style="list-style-type: none">· Insufficient demand for online LTPR training

Output Indicators

Task 5. Pilots: Tests, analyzes and pilots approaches to strengthen LTPR for replication and scaling of future LTPR initiatives

Activity	Indicator of Outputs	ERC Objective Advanced	Data Source	Risks
I. Mobile Pilot: Test crowd-sourced hypothesis, pilot designed, conducted and evaluated	<ul style="list-style-type: none"> · # Plots surveyed and property rights recorded by pilot intervention · % households participating & recording their land rights · % household land rights disputed in a community · % households with increased perception of tenure security at the end of the pilot from different demographic perspectives, especially gender disaggregated · % of crowdsourced land rights formalised · % of households requesting an upgrade in the information required to define their land rights during the pilot projects · Time, cost & ease of use in recording land rights information on mobile technology 	I	<ul style="list-style-type: none"> · Program documentation · Household level survey data · Field report (use of trusted intermediaries to implement) 	<ul style="list-style-type: none"> · Government buy-in · Community cooperation · Technology package feasibility · Initial funding in place

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