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HAITI JUSTICE SECTOR STRENGTHENING PROGRAM

MONITORING, EVALUATION, AND LEARNING PLAN

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HAITI JUSTICE SECTOR STRENGTHENING PROGRAM (JSSP)

DRAFT MONITORING, EVALUATION, AND LEARNING PLAN
OCTOBER 1, 2016- SEPTEMBER 30, 2017

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December 13, 2016

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ACRONYMS

CMIS	Case Management Information System
COP	Chief of Party
COR	Contract Officer's Representative
CSPJ	<i>Conseil Supérieur du Pouvoir Judiciaire</i> – High Judicial Council
DCOP	Deputy Chief of Party
DQA	Data Quality Assessment
GOH	Government of Haiti
JIU	Judicial Inspection Unit
JSSP	Justice Sector Strengthening Program
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
PIRS	Performance Indicator Reference Sheets
PITT	Performance Indicator Tracking Table
PMU	Project management unit
TOCOR	Task Order Contracting Officer's Representative
USG	United States government

I. PROJECT DESCRIPTION

USAID’s Justice Sector Strengthening Program’s (JSSP) goal is to support the Government of Haiti (GOH) and civil society to expand access to quality justice for Haitian citizens. The project will help support the professionalization, independence, and efficiency of the Haitian justice sector, advancing core justice system strengthening while building the foundations of judicial reform, fostering political support, and addressing relevant justice issues in the short to medium term. To accomplish this, JSSP has four overarching objectives: (1) improving the legal, policy, and regulatory framework, (2) strengthening the judiciary as an independent, credible, and effective authority, (3) improving access to justice and protection of rights, and (4) strengthening civil society constituencies for reform.

II. PROJECT LOGIC

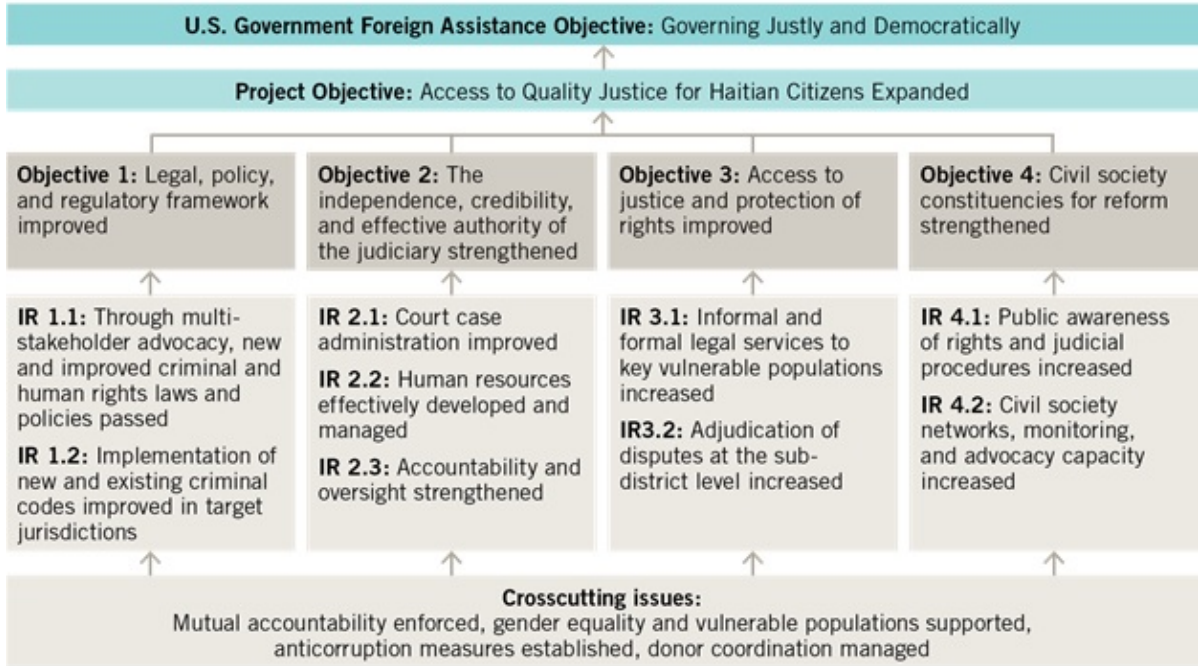
JSSP will contribute to the achievement of the “Post-Earthquake USG Haiti Strategy Toward Renewal and Economic Opportunity,” under Pillar D, Governance and Rule of Law. Pillar D’s specific objectives include Intermediate Result 2, Rule of Law and Human Rights strengthened, with its sub-intermediate results 2.1 “Improve access to and delivery of justice services,” as well as 2.2 “Improve security and strengthen the protection of human rights.” The project contributes to the second objective of the 2015 U.S. government’s (USG) Quadrennial Diplomacy and Development Review by promoting the rule of law, enhancing access to justice, and defending human rights and the inclusion of marginalized and vulnerable groups. It also contributes to the 2016-2019 USG Integrated Country Strategy for Haiti by supporting the draft objective “Efforts to comprehensively modernize the justice system, the civil service, and local governance are increased, so that public institutions can better perform their legally mandated functions and promote civil freedoms and internationally recognized human rights.”

The project’s development hypothesis will be confirmed after completion of baseline data collection and assessments. In the meantime, the draft development hypothesis is that if the enabling environment for justice is modernized and improved, justice sector institutions are strengthened, pathways to justice services for protection of human rights are expanded, and civil society groups’ can mobilize constituencies for reform, then Haitian citizens will be more able to access quality justice services. The project’s theory of change is that by engaging project counterparts in planning and having them identify the resources and commitments they will bring to the effort, and providing phased assistance in stages based on counterpart demonstration of participation, project resources will be maximized and interventions sustained.

The project is targeting the following jurisdictions: Port-au-Prince, Croix-des-Bouquets, Saint-Marc, Cap-Haitien, and Fort-Liberte.

The project’s logic is demonstrated through its result framework, Exhibit 1 below. The project goal is directly linked with the USG’s foreign assistance objective of governing justly and democratically. The results framework demonstrates the logical, causal relationships between the different levels of anticipated results.

Exhibit 1. Results Framework



Objective 1: Legal, policy and regulatory framework improved: With substantial USAID support, a team of Haitian drafters have produced draft criminal and criminal procedure codes for which stakeholders have provided comments and support. JSSP code reform/passage path will identify champions, advocates, and potential spoilers, considering below-the-surface dynamics that could thwart passage of the codes. Once passed, the code reform/implementation path needs wide buy-in and extensive planning support.


Objective 2: The independence, credibility, and effective authority of the judiciary strengthened: Efforts to modernize the courts have had limited success. Although four courts have been equipped to automate their case management processes, only one court is currently using the system. Other technologies have not been tested or adopted, such as notification by mobile phone. Successful adoption of automation requires behavior change by employees and strong leadership with a clear plan. JSSP will support development of a strategic plan that will identify the curricula necessary for initial and continued education of justice sector actors, and the steps needed for organizational development of the legal institutions and associations. We will support development of court rules and court budgeting that will be guided by written policies and procedures that reflect international standards, and training so that court staff will understand and follow these, resulting in courts that function more smoothly.

Objective 3: Access to justice and protection of rights improved: JSSP will support the adoption of a plan for sustainable legal aid and public defense that includes concurrent commitments by the GOH and incremental shifting of costs across JSSP duration. Local lawyers

will be trained in public defense and legal aid, and on the legal issues that vulnerable populations face. Our objective is that legal aid, mediation, and public defense provision reduces pretrial detention numbers.

Objective 4: Civil society constituencies for reform strengthened: Because of collected evidence, JSSP will develop effective, targeted, innovative methods of increasing citizen understanding of the justice system. Investigative journalism will contribute to citizens' understanding of below-the-surface issues and dynamics. At JSSP's end, there will be a core group of CSOs with functional operational and mission-specific skills. CSOs will collect and analyze data on justice sector issues, gaining credibility among government actors as sources of accurate and useful information. Local project counterparts and partners will incorporate accountability measures and thinking into their work routinely.

III. MONITORING SYSTEM DESCRIPTION

Effective monitoring, evaluation, and learning (MEL) requires that project results and indicators be set early and tracked and analyzed consistently to determine whether goals are being met and, if not, to provide sufficient information to understand why not and correct the course of action. The purpose of this MEL plan is therefore not to simply collect data, but to also accurately assess the impact of JSSP and its goal. The JSSP team will use data collected to determine whether the project is meeting its performance requirements, inform decision-making, and improve management and implementation. The MEL plan describes JSSP's methodology for monitoring and evaluation and will be used to plan and manage the collection of performance data and measure the success of the project in expanding Haitian citizens' access to quality justice services. The performance indicator tracking table (PITT) includes performance indicators, targets, data sources and collection methods, frequency of data collection, and disaggregations. The MEL plan results will be used to regularly update and collaborate with relevant stakeholders, including USAID, to analyze change and learn from our data and adapt future activities to ensure achievement of results. The PITT list of performance indicators 

1. Percent of USG-supported justice sector institutions that contribute to justice service delivery that demonstrate improvement in performance
2. Number of curricula created or modified to include focus on human rights with USG assistance (F)
3. Number of new penal code and criminal procedure code that are adopted
4. Percent of parliamentarian judicial committee members stating that project-supported stakeholder advocacy efforts have assisted their understanding of the codes
5. Number of judicial personnel trained with USG assistance (F)
6. Percent decrease in case processing time as a result of USG assistance
7. Number of USG-assisted courts with improved case management systems (F)
8. Number of courts operating in areas of low income populations with USG assistance (F)
9. Percent of USG trainees who report that the training has improved their job skills
10. Number of oversight missions conducted by the CPSJ JIU

11. Number of individuals from low income or marginalized communities who received legal aid or victim’s assistance with USG support (F)
12. Number of Legal aid groups and law clinics assisted by USG (F)
13. Number of people in pretrial or illegal detention who are tried, released, convicted, acquitted, or whose cases are otherwise advanced procedurally with USG assistance
14. Number of legal institutions and associations supported by the USG (F)
15. Number of domestic NGOs engaged in monitoring or advocacy work on human rights receiving USG support (F)
16. Number of USG-assisted campaigns and programs to enhance public understanding, NGO support and media coverage of judicial independence and accountability
17. Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions (F)

A. MEL Staff Structure

Deputy Chief of Party. Our Deputy Chief of Party (DCOP), Helga Klein, has the ultimate responsibility for the implementation of the MEL plan. She will review and approve all reports that include data and findings, as well as lead the staff in interpreting data for activity management and learning. She will supervise our project M&E advisor and ensure that subcontractors, grantees, and project team members are working cohesively in collecting, analyzing, using, and disseminating project data. She will oversee the M&E advisor’s efforts annually in reviewing and determining whether activity indicators remain relevant for management, learning, and communication.

Monitoring, evaluation, and learning team. Our project M&E advisor, Ms. Christelle Safi, will have primary responsibility for overseeing the identification, collection, and analysis of data, tools, and methods. She will lead the technical staff, grantees, and implementing partners in developing the necessary tools and systems, and provide training for quality data collection. She will have primary responsibility for the quality of data entered into the JSSP’s data management system, such as checking documentation and data records and performing a data quality assessment (DQA) annually in coordination with home-office staff. Working closely with JSSP technical staff and the DCOP, she will review the MEL plan annually and make necessary changes to the existing indicators and targets with USAID approval. She will supervise the M&E manager, who will assist in data collection tool development, data entry, and data analysis. After two years, Ms. Safi’s hours will be reduced gradually and her role transitioned to one of supporting the M&E manager, who will be promoted to the M&E advisor position. This transition will support increased capacity of local staff while ensuring the quality of JSSP’s data.

Technical staff members. Data collection is a team effort and will be built into the responsibilities of technical staff. Technical team members – including Port-au-Prince team members and field monitors - will be responsible for front-line data collection within their respective roles and activities. They will have the opportunity to conduct field visits throughout the provinces to monitor activity implementation and ensure accurate data collection and reporting. They will share performance data and engage in discussions about data and findings with partners and as

appropriate, and with other USAID projects and local counterparts. This approach is reliable and cost-efficient since the technical and regional teams liaise regularly with project counterparts and perform field visits to their locations.

Project partners. Our project partners, including subcontractors and grantees, will assist in collecting data within their spheres of intervention, such as conducting pre- and post-training testing from training sessions. Project partner Arizona State University (ASU) anthropology professors Dr. Alexandra Brewis-Slade and Dr. Amber Wutich will train the technical team in use of low-cost, effective, and scientifically validated methods to provide supplemental data for JSSP team use.

Home office support. Chemonics' home office MEL department director, Peggy Ochandarena, will support the JSSP MEL staff with assistance as needed, included providing templates, tools, regular training via webinars for all Chemonics MEL specialists, and updates on emerging methods and tools.

B. MEL Approach

Collaboration: Performance management is most effective when it involves the entire program team and relevant stakeholders. Technical staff will be involved in the finalization of indicators and they will be involved in data collection, analysis, and learning. It is also important to get stakeholders' buy-in to the anticipated program results, critical indicators, and include them as partners in collecting, analyzing, disseminating, and using information about program results. We will consult stakeholders in determining the "basket" of indicators that measure our results. The basket approach is one that triangulates data from various aspects to provide a fuller and more accurate depiction of a result. As directed by our task order, because this supplemental data will not be used to measure success of project activities, the project will collect data beyond the indicators included in our Performance Indicator Tracking Table (PITT).

Capacity Building: M&E is a key management skill for JSSP's partners. By being involved in M&E, technical team members can transfer M&E skills to our government counterparts and grantees. JSSP will continue to provide technical assistance to grantees and counterparts to strengthen their M&E capabilities by helping them not only to follow up on JSSP M&E requirements but also to strengthen their data collection capacities to measure their efforts, analyze data, and learn from the process. This approach serves two purposes - while counterparts contribute to the project's MEL plan, JSSP will work with them to strengthen their abilities.

C. Data Collection and Analysis

Indicators. Our indicators include 15 at the output level that measure activity interventions (including 9 U.S. State Department Foreign Assistance Framework (F) indicators), and 2 at the goal level that measure the higher results of those actions. This two-tiered approach ensures that both activity process and activity design are measured to assess the validity of the activity's development hypothesis and our compliance with the design in implementation of the design.

We have included USAID/Haiti required indicators from the Mission’s performance monitoring plan, F indicators, and our own custom indicators that reflect our interventions and their results.

We are using a mix of both quantitative and qualitative indicators; we know that quantitative data can tell us *what* has changed, but qualitative data is needed to help us understand *why* changes have occurred and thus better tailor our interventions. In Annex III below, we included a Supplemental Custom Indicator List to track progress for additional project indicators.

Disaggregation of data: All person-level indicators are disaggregated by sex (unless the indicator already measures only females). Other disaggregations include geographic location, job position, type of infraction, outcome of assistance and type of vulnerable population etc. as appropriate to specific indicators. The disaggregated data provides us with detailed information that allows us to examine the effectiveness of activity interventions and better tailor our plans to ensure equity in activity outcomes across sex, locale and ethnic divides.

Baselines and Targets. Baselines will be established using these methodologies: structured interviews, surveys, open databases, national and regional focus groups. Targets will be finalized in collaboration with USAID upon completion of baseline data collection and approval of annual work plan. We will work with USAID to agree on aggressive but realistic annual and life-of-activity targets for all indicators; proposed targets are in Annex I, the PITT. We will review the targets annually to determine if they are realistic, and if not, propose adjustments to them during our annual MEL plan review at work planning in consultation with USAID. Baseline data collection is described in further detail in section F. below.

Data sources and collection methods. To the extent possible, we will collaborate to use data from reliable, trusted secondary sources such as other donors, counterparts, and proven GOH data to maximize cost efficiencies. Where possible, we’ll collaborate with other USAID projects (such as the regional governance project) to pool resources for data collection to maximize cost effectiveness. In many instances, however, the activity will collect its own primary data. We plan to use a variety of collection methods such as surveys; interviews and focus groups; and document review of government records; activity records and documents (such as training sign-in sheets, reports, and subcontractor/grantee records). If there is a particularly successful or unsuccessful intervention, we can do an in-depth case study to learn more about the circumstances and outcomes. The MEL advisor will oversee the design and wording of all survey, focus group, and interview questions, and will pretest and adjust all data collection tools before their use.

Technology. To the extent possible, we will use technology for data collection where it is feasible and advantageous. Specific data collection technology tools will be explored, to include:

- Mobile phones, tablets, applications, and SMS texts
- Cameras
- Skype
- Email and online survey tools

D. Data Management

Chemonics used DevResults software for data storage and management, which is designed to accommodate users with low bandwidth and poor connections to the internet. Its web-based interface can be accessed from any internet-enabled device (tablet, mobile phone, desktop). Where internet access is unavailable or inconsistent, data can be captured via formatted Excel spreadsheets and other offline tools and later uploaded. Features include data visualizations, results dashboards, and document and photo storage capabilities. Differing levels of access to data and results can be provided to different users.

E. Reporting

JSSP will provide USAID with data updates in quarterly and annual reports. These reports will present a table of indicator values and a narrative on notable progress toward each expected result. Annual and quarterly reports will illustrate progress toward targets, challenges, strategies for overcoming challenges, and key successes. We will use user-friendly formats to highlight information, with quantitative data represented via infographics, such as dashboards, charts, bars, and graphs. Quantitative data will be supplemented with narratives to help the reader understand the numbers' context. Snapshots, bimonthly bulletins and other communication materials will blend data with personalized stories to personify and illustrate the program's activities, outcomes, and overall impact. The final report will contain an analysis of project results, a discussion of best practices and lessons learned, and presentation of success stories as reported over the life of the project.

Project data will be used not only for reporting but also to inform project information, education, communication and outreach, such as publications and media campaigns. JSSP will share data regularly on annual basis (in accordance with U.S. government fiscal intervals) or, depending on the data type, on an ad hoc basis. Data analytics results and conclusions will be included in periodic reports to USAID. Depending on the nature of data, it will be shared in standard formats (e.g., reports, maps, tables, graphs, and narrative).

ADS 579 Compliance

JSSP anticipates the development of datasets that contribute both to baselines and to ongoing indicators. Within 30 days of reporting data, the raw data sets will be presented to USAID in a nonproprietary format and stripped of personally identifiable information in accordance with USAID's ADS 579.

F. Baseline Data Collection

Once our indicators are approved, we will immediately begin baseline data collection. Baselines for indicators that reflect project activities will generally be zero. Other indicators will require some significant effort, such as determining the case process time, the current backlog of detainees in pretrial status, and number of cases in target jurisdictions involving gender-based violence,

trafficking in persons, or other vulnerable groups. We recognize that data on these indicators will likely not be readily available, and our plan is to collect this data while conducting assessments of the corresponding entities. Our aim is to have all baseline data collected within six months of the project start date.

IV. DATA QUALITY ASSESSMENT (DQA) PLAN AND PROCEDURES

In conjunction with the home office, Ms. Safi will lead annual internal data quality control assessments using Chemonics established data quality assessment (DQA) guidelines. She will conduct the DQA on indicators where she does not have front-line data collection responsibility, and the home office will assist with the DQA for indicators where Ms. Safi has been the person collecting the data. The home office assistance will come from the project management unit's manager or director, or Ms. Ochandarena. In consultation with the technical team and Ms. Klein, the home office will review the validity, reliability, precision, timeliness, and integrity of JSSP data, identify any data limitations, unexpected trends, outliers, look for errors such as double-counting, and recommend solutions.

Chemonics has an established DQA form that will guide the assessment. The form is an Excel spreadsheet that contains a cover page for overall analysis, and a separate tab for each indicator. Each indicator is rated on a scale from one to five on elements that make up the indicator's key attributes: its validity, reliability, timeliness, precision, and integrity. For example, for the attribute of validity, we have five elements – face validity, activity attribution/contribution, methodology, data bias, and outliers. The attribute of validity is rated using the following questions:

- a) Face validity: Do the indicator and data collected measure what the indicator is supposed to measure? If the linkage is not self-evident (e.g., is a proxy being used), is the rationale sound, grounded in evidence, and clearly articulated?
- b) Attribution/contribution: Do the indicator and data reflect the attribution/contribution of the activity?
- c) Methodology: Are the methods used for data collection sound?
- d) Data Bias: Is there reasonable assurance that the data collection methods being used do not produce systematically biased data (e.g. consistently over- or under-counting)?
- e) Outliers: Do most results collected fall within a plausible range?

After each question is scored, we calculate the mean average for the attribute and arrive at an overall score for the attribute. Where indicators score low on an attribute, we address the issues that contributed to the low score. If an indicator scores low on all or most of the five attributes, it is a sign that we need to re-examine the soundness, usefulness and applicability of the indicator, and perhaps replace it. The DQA requires that the evidence that substantiates the data (e.g., a training sign-in sheet for calculating number of people trained) is gathered and archived and thus is available for quick retrieval during an audit or evaluation.

Ms. Safi, DCOP Klein, and the technical team will revisit this MEL plan annually to review its appropriateness and adapt indicators and targets as needed. The MEL plan is a living document and necessary modifications can be made at any time. All changes will be well documented and recorded in JSSP MEL files.

V. EVALUATION

Internal Performance Evaluations: Because of the rapidly changing environment in Haiti anticipated with the presidential elections and the uncertainty of code reform passage, fraught with uncontrolled and uncontrollable variables, it may be difficult to draw a linear connection between project activities and results. For example, as justice sector institutions begin to learn their roles under the new codes, service delivery may initially be less efficient or effective as entities figure out how to modify or create practices to implement these codes. JSSP will pilot complexity awareness monitoring methods such as Most Significant Change or Outcome Harvesting to capture perverse incentives, positive and negative unintended consequences, and a wider range of project results. With support from Ms. Ochandarena and Chemonics' institutional partnership with the Arizona State University (ASU) Anthropology Department, Ms. Safi will lead the technical team in use of low-cost, effective, and scientifically validated methods to provide supplemental data for JSSP.

Unintended consequences. Ms. Safi and technical team will meet with our field monitors providing services in the target municipalities to convene focus groups with various stakeholders annually to discuss unintended consequences. Ms. Safi will train these monitors to lead focus groups and identify pertinent populations to participate. Positive and negative unintended consequences will be reviewed, along with strategies to mitigate negative consequences and share positive consequences.

Cooperation with USAID external evaluators. JSSP will coordinate closely with any third-party external evaluators engaged by USAID. JSSP will help them arrange site visits as appropriate, and participate in synchronization meetings. JSSP's internal data management system will facilitate easy data sharing, cost data, and performance monitoring information sharing with external evaluation groups.

VI. LEARNING PLAN

At work planning, the JSSP team created its own individual learning plan to ensure that data is used for adaptive management. The Learning Plan is described in further detail in Annex IV below.

Analysis, Learning, and Adaptation

Analysis. Ms. Safi, the technical team, and our DCOP will all contribute to data analysis. Ms. Safi will ensure that quality data is available and produce statistical reports for the team to interpret. Our objective staff will help the entire technical team to understand the data in light of the interventions, challenges, and processes that JSSP has encountered and implemented.

Learning and Adaptation. Too often, data has been used to fill in a required report, then placed in a drawer with no application. Activities, or even objectives within the same activity, do not learn from each other. To overcome this, the JSSP technical team will develop a learning plan that outlines when the data will be reviewed, who will be present, and how to capture and disseminate the findings. Each year, before work planning, the team will review the project data from the previous year, analyzing findings, raising issues and noting trends. Together, the staff will identify what information will be the most helpful in the coming year, what resources exist to obtain this information, and how to capture knowledge once generated. The learning plan will identify which staff is responsible for scheduling and capturing the information gained. The project will adopt an approach that allows for a high degree of flexibility to respond to changes in Haiti's operating environment, adapting lessons learned to ensure successful implementation. The learning approach used will enable the project to understand how an intervention is affecting JSSPs partners and participants, and demonstrate how it will respond to these findings by adjusting activities.

Perverse incentives. Our learning plan will ensure that our indicators and data collection methods do not create incentives for behaviors that are unproductive, unethical, or problematic for beneficiaries, since vulnerable populations can be endangered through unanticipated backlashes. At annual work planning, in conjunction with the participating GOH ministries, local governance entities, and civil society groups, a portion of the agenda will be set aside to consider what perverse incentives exist and how to address them.

Learning Questions:

Looking back:

1. What result was intended? (output and outcome)
2. How long did it take? (what were the steps involved)
3. How much did it cost? (expenditures, staff time, counterpart time)
4. What was accomplished? (how does this fit within our scope of work)
5. What was the client's reaction? Counterpart's reaction? Home office reaction?
6. What unintended consequences were created?
7. What is the most significant change that was generated during the past quarter/year?

Looking forward:

1. What are our upcoming intended results and their activities?
2. What do we need to know about them?
3. What resources do we need to be effective with our activities?
4. What experts/outside events can we take advantage of to learn?
5. What measures can we take to ensure that our activities are sustainable?

The Performance Indicator Tracking Table presented below identifies the new and revised 2016 USAID F Indicators and custom project indicators, units of measure, percentage formula, disaggregation, data sources, baselines, projected targets for FY2017, FY2018, FY2019, FY2010, FY2021 and Life of Project (LOP); and Performance Indicator Reference Sheets (PIRS) for each of the project's F and custom indicators.

Annex I: Performance Indicator Tracking Table

Indicator (Source)	Unit of measure	Percentage formula	Disaggregation	Data Source	Data Collection Method	Frequency	Baseline	Target FY2017 (Oct 2016-Sept 2017)	Target FY2018 (Oct 2017-Sept 2018)	Target FY2019 (Oct 2018-Sept 2019)	Target FY2020 (Oct 2019-Sept 2020)	Target FY2021 (Oct 2020-Feb 2021)	LOP Target
Goal: Expand access to quality justice for Haitian citizens													
A.1 Percent of USG-supported justice sector institutions that contribute to justice service delivery that demonstrate improvement in performance	%	Numerator: Number of USG-supported institutions that demonstrate improvement in performance Denominator: Number of USG-supported institutions	Type of institution	Justice Sector Institution Performance Tool	Document review	Annual	0	15%	30%	45%	60%	75%	75%
A.2 Number of curricula created or modified to include focus on human rights with	Curricula		Type of entity	Project records	Document review	Annual	0	2	2	2	2	1	9

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USG assistance (F)													
Objective 1: Improved legal, policy, and regulatory framework													
1. Number of new penal code and criminal procedure code that are adopted (Contract)	Code		Code	Legislative records	Document review	Quarterly	0	2	N/A	N/A	N/A	N/A	2
<i>IR 1.1: New and improved criminal and human rights laws and policies passed as a result of multi-stakeholder advocacy</i>													
2. Percent of parliamentary judicial committee members stating that project-supported stakeholder advocacy efforts have assisted their understanding of the codes	%	Numerator: Number of parliamentary judicial committee members who say that project-supported stakeholder advocacy efforts have assisted their understanding of the codes Denominator: Number of respondents	Parliamentary Judicial Committee	Survey	Quarterly	0	60%	N/A	N/A	N/A	N/A	N/A	60%
<i>IR 1.2: Target jurisdictions with improved implementation of new and existing criminal codes</i>													

3. Number of judicial personnel trained with USG assistance (F)	Individual		Sex	Sign-in sheets	Document review	Quarterly	0	200	300	300	300	300	1,400
Objective 2: Judiciary strengthened as independent, credible, and effective authority													
4. Percent decrease in case processing time as a result of USG assistance	%	Numerator: Baseline value minus Year actual Denominator: Year actual	Location	CMIS, Court records, JIU records	Document review	Annual	0	2% from baseline	5% from baseline	10% from baseline	15% from baseline	25% from baseline	25% from baseline
<i>IR 2.1: Court case administration improved</i>													
5. Number of USG-assisted courts with improved case management systems (F)	Court		Location	Project CMIS staff	Site visit and interview	Quarterly	0	2	6 (cumulative)	10 (cumulative)	14 (cumulative)	18 (cumulative)	18
6. Number of courts operating in areas of low income populations with USG assistance (F)	Court		Location	Project CMIS staff	Document review	Quarterly	0	2	6 (cumulative)	10 (cumulative)	14 (cumulative)	18 (cumulative)	18
<i>IR 2.2: Human resources effectively developed and managed</i>													
7. Percent of USG trainees who report that the training has improved their job skills	%	Numerator: Number of USG trainees who say that training improved their job skills Denominator: Number of respondents by jurisdiction	Location and sex	USG trainees	Survey	Annual	0	60%	60%	60%	60%	60%	60%

IR 2.3: Accountability and oversight strengthened

8. Number of oversight missions conducted by the CPSJ JIU (Contract)	Inspection		Location and type of oversight	CSPJ records	Document review	Annual	5	4	6	6	6	6	28
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Objective 3: Improved access to justice and protection of rights

9. Number of individuals from low income or marginalized communities who received legal aid or victim's assistance with USG support (F)	Individual		Location and sex	Grantee and counterpart records	Document review	Quarterly	0	1,200	1,500	1,600	600	200	5,100
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IR 3.1: Increased informal and formal legal services to key vulnerable populations

10. Number of Legal aid groups and law clinics assisted by USG (F)	Legal aid group Law clinic		Location	Project records	Document review	Quarterly	0	5	5 (cumulative)	5 (cumulative)	5 (cumulative)	5 (cumulative)	5
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11. Number of people in pretrial or illegal detention who are tried, released, convicted, acquitted, or whose cases are otherwise advanced procedurally with USG assistance (Contract)	Detainee		Sex and outcome of assistance (Trial, release, conviction, acquittal or advanced procedurally)	CMIS, court, police, prison records	Document review	Quarterly	0	800	800	800	800	800	4,000
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IR 3.2 Increased adjudication of disputes at the sub-district level

12. Number of legal institutions and associations supported by the USG (F)	Legal institution and association		Location	Project records	Document review	Quarterly	0	6	9 (cumulative)	9 (cumulative)	9 (cumulative)	9 (cumulative)	9
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Objective 4: Civil society constituencies for reform strengthened

13. Number of domestic NGOs engaged in	NGO		Location	Project records	Document review	Quarterly	0	2	3(cumulative)	3(cumulative)	3(cumulative)	3(cumulative)	3
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monitoring or advocacy work on human rights receiving USG support (F)														
<i>IR 4.1 Increased awareness of rights and judicial procedures by the population</i>														
14. Number of USG-assisted campaigns and programs to enhance public understanding, NGO support and media coverage of judicial independence and accountability (Contract)	Campaign and program		Location and type of campaign	Project records	Document review	Quarterly	0	2	2	2	2	2	2	10
<i>IR 4.2 Strengthened civil society networks, monitoring, and advocacy capacity</i>														
15. Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions (F)	CSO		Type of intervention and location	Project records	Document review	Quarterly	0	2	3(cumulative)	3(cumulative)	3(cumulative)	3(cumulative)	3	

Annex II: Performance Indicator Reference Sheets (PIRS)

USAID Performance Indicator Reference Sheet			
Name of Indicator: Percent of USG-supported justice sector institutions that contribute to justice service delivery that demonstrate improvement in performance			
Type of Indicator: Custom			
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): Goal level			
DESCRIPTION			
<p>Precise Definition(s): USG-supported justice sector institutions that contribute to justice service delivery include and are not limited to: The magistrates' school, the CSPJ, courts, Councils of community elders, organizations and any form of group. The project will develop and implement the Justice Sector Institution Performance Tool to measure performance improvement.</p> <p>Numerator: Number of USG-supported institutions that demonstrate improvement in performance Denominator: Number of USG-supported institutions</p>			
Unit of Measure: Percentage			
Disaggregated by: Type of institution			
Rationale for Indicator (optional): This indicator captures USG assistance to justice sector institutions contributing to the delivery of justice service. A change in the performance of these institutions will help program managers understand the impact of assistance programs, determine the suitability for other assistance programs and learn from effective approaches.			
PLAN FOR DATA COLLECTION			
Data Source: Justice Sector Institution Performance Tool			
Method of Data Collection and Construction: Data will be collected by document review			
Reporting Frequency: Annual			
Individual(s) responsible at USAID: COR			
PLAN FOR ANALYSIS, REVIEW AND REPORTING			
Data analysis: The M&E advisor will review results obtained from Justice Sector Institution Performance Tool to measure performance improvement			
Presentation of Data: Data will be presented in the Annual Report by narrative and graphics.			
Review of Data: M&E advisor and project management will review data to confirm fulfillment of indicator, compared against annual targets			
Reporting of Data: Annual report			
TARGETS AND BASELINE			
Baseline Timeframe: To be collected by April, 2017			
Rationale for Targets: Based on anticipated level of effort for the first year of project implementation, the target is set reasonably			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A			
Date of Future Data Quality Assessments (optional): USAID requires DQA at least once every three years			
Known Data Limitations: Institutions could be reluctant to having their performance evaluated			
Actions to address Data Limitations: The project will share with the institutions the Justice Sector Institution Performance tool to get their feedback and buy-in			
CHANGES TO INDICATOR			
Changes to indicator: N/A			
PERFORMANCE INDICATOR VALUE			
Year	Target	Actual	Note
2017	15%		
2018	30%		

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2019	45%		
2020	60%		
2021	75%		
LOP	75%		
Other Notes (optional): N/A			
THIS SHEET LAST UPDATED ON: 12/13/2016			

USAID Performance Indicator Reference Sheet			
Name of Indicator: Number of curricula created or modified to include focus on human rights with USG assistance			
Type of Indicator: F Indicator 1.4			
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): Goal level			
DESCRIPTION			
Precise Definition(s): This indicator measures the number of curricula created or modified at all levels of educational institutions to enhance education about human rights including but not limited to gender equality, the rights of victims of GBV, DV, TIP as well as of other vulnerable groups. Educational institutions include but are not limited to: Law schools, Bar Schools, the School of Magistrates etc. Curricula means each separate course created or modified.			
Unit of Measure: Number of curricula			
Disaggregated by: Type of entity			
Rationale for Indicator (optional): The goal of this indicator is to show project support in capacity development of the legal education system. Strengthening curricula is an important mode of expanding justice sector actor knowledge of and public education about, and respect for, human rights.			
PLAN FOR DATA COLLECTION			
Data Source: Project records documenting curricula modifications or creation			
Method of Data Collection and Construction: Data will be collected by document review			
Reporting Frequency: Annual			
Individual(s) responsible at USAID: COR			
PLAN FOR ANALYSIS, REVIEW AND REPORTING			
Data analysis: The M&E advisor will review educational institutions curricula to determine whether it was created or modified to include human rights topics following USG support			
Presentation of Data: Data will be presented in the Annual Report with narrative and graphics.			
Review of Data: M&E advisor and project management will review data to confirm fulfillment of indicator, compared against annual targets			
Reporting of Data: Annual report			
TARGETS AND BASELINE			
Baseline Timeframe: Baseline is zero			
Rationale for Targets: Based on anticipated level of effort for the first year of project implementation, the target is set reasonably			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A			
Date of Future Data Quality Assessments (optional): USAID requires DQA at least once every three years			
Known Data Limitations: Education institutions could take time in integrating human rights topics in their curricula			
Actions to address Data Limitations: The project will work closely with leadership of educational institutions to explain the importance of adding such topics in their curricula during the first year of implementation, so that students are familiar with these concepts that derive from reforms to the legal system			
CHANGES TO INDICATOR			
Changes to indicator: N/A			
PERFORMANCE INDICATOR VALUE			
Year	Target	Actual	Note
2017	2		
2018	2		
2019	2		
2020	2		
2021	1		
LOP	9		
Other Notes (optional): N/A			
THIS SHEET LAST UPDATED ON: 12/13/2016			

USAID Performance Indicator Reference Sheet			
Name of Indicator: Number of new penal code and criminal procedure code that are adopted			
Type of Indicator: Custom			
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): IR 1			
DESCRIPTION			
Precise Definition(s): This indicator measures the number of codes that are adopted by the Haitian Parliament as a result of USG-supported advocacy efforts.			
Unit of Measure: Number of codes			
Disaggregated by: N/A			
Rationale for Indicator (optional): This indicator relates to the success of USG advocacy activities in building consensus on the revised criminal and criminal procedure codes and facilitating their adoption at the Parliament.			
PLAN FOR DATA COLLECTION			
Data Source: Legislative records			
Method of Data Collection and Construction: Data will be collected by reviewing the project's documents			
Reporting Frequency: Quarterly			
Individual(s) responsible at USAID: COR			
PLAN FOR ANALYSIS, REVIEW AND REPORTING			
Data analysis: The M&E advisor will review <i>Le Moniteur</i> to determine if both codes were adopted			
Presentation of Data: Data will be presented in the Quarterly Report			
Review of Data: M&E advisor and project management will review data to confirm fulfillment of indicator, compared against annual targets			
Reporting of Data: Quarterly report			
TARGETS AND BASELINE			
Baseline Timeframe: Baseline is zero			
Rationale for Targets: The target is set based on the number of existing criminal and criminal procedure codes that need to be adopted by the Parliament.			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A			
Date of Future Data Quality Assessments (optional): USAID requires DQA at least once every three years			
Known Data Limitations: Whether the Parliament meets, considers and passes any bills, and when this will occur is out of project's control			
Actions to address Data Limitations: The project's mitigation strategy will be to support advocacy and other activities to increase the likelihood of passage.			
CHANGES TO INDICATOR			
Changes to indicator: N/A			
PERFORMANCE INDICATOR VALUE			
Year	Target	Actual	Note
2017	2		
2018	N/A		
2019	N/A		
2020	N/A		
2021	N/A		
LOP	2		
Other Notes (optional): N/A			
THIS SHEET LAST UPDATED ON: 12/13/2016			

USAID Performance Indicator Reference Sheet			
Name of Indicator: Percent of parliamentarian judicial committee members stating that project-supported stakeholder advocacy efforts have assisted their understanding of the codes			
Type of Indicator: Custom			
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): IR 1.1			
DESCRIPTION			
Precise Definition(s): This indicator measures the percentage of members of the Parliamentarian Judicial committee who say that the project's advocacy activities enhanced their understanding of the Penal Code and Penal Procedure code. Project advocacy initiatives include but are not limited to: workshops, discussion forums, focus groups involving policy makers, key civil society organizations, judges associations, bar associations and law schools etc. Numerator: Number of parliamentarian judicial committee members who say that project-supported stakeholder advocacy efforts have assisted their understanding of the codes Denominator: Number of respondents			
Unit of Measure: Percentage			
Disaggregated by: Location and Type of initiative			
Rationale for Indicator (optional): This indicator shows the level of effort in promoting consensus on and facilitating the passage of the revised criminal and criminal procedure codes. Parliamentarian Judicial Committee's role is essential in the passage of the codes.			
PLAN FOR DATA COLLECTION			
Data Source: Parliamentarian Judicial Committee			
Method of Data Collection and Construction: Data will be collected by conducting a survey			
Reporting Frequency: Quarterly			
Individual(s) responsible at USAID: COR			
PLAN FOR ANALYSIS, REVIEW AND REPORTING			
Data analysis: The M&E advisor will analyze the results of the survey			
Presentation of Data: Data will be presented in the Quarterly Report through narrative and graphics.			
Review of Data: M&E advisor and project management will review data to confirm fulfillment of indicator, compared against annual targets			
Reporting of Data: Quarterly report			
TARGETS AND BASELINE			
Baseline Timeframe: Baseline is zero			
Rationale for Targets: Based on anticipated level of effort for the first year of project implementation, the target is set reasonably			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A			
Date of Future Data Quality Assessments (optional): USAID requires DQA at least once every three years			
Known Data Limitations: Not all the members of the Parliamentarian Judicial Committee will answer the questionnaire			
Actions to address Data Limitations: The project will conduct the survey during several days to collect as many answers as possible in order to establish a reliable indicator value			
CHANGES TO INDICATOR			
Changes to indicator: N/A			
PERFORMANCE INDICATOR VALUE			
Year	Target	Actual	Note
2017	60%		
2018	N/A		
2019	N/A		
2020	N/A		
2021	N/A		
LOP	60%		
Other Notes (optional): N/A			
THIS SHEET LAST UPDATED ON: 12/13/2016			

USAID Performance Indicator Reference Sheet			
Name of Indicator: Number of judicial personnel trained with USG assistance			
Type of Indicator: F indicator DR 1.3-1			
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): IR 1.2			
DESCRIPTION			
Precise Definition(s): This indicator relates to the provision of professional training to enhance the skills and competencies of judicial personnel. Judicial personnel includes: judges, magistrates, prosecutors, advocates, lawyers, inspectors and court staff such as clerks and bailiffs. Training refers to all training or education events whether short-term or long-term, in-country or abroad. It is required that trainings follow a documented curriculum with stated objectives and/or expected competencies. This indicator counts the number of unique individuals trained by the project in each fiscal year.			
Unit of Measure: Number of trainees			
Disaggregated by: Sex			
Rationale for Indicator (optional): Training of judicial personnel improves their ability to more effectively carry out their duties which improves the capacity of the judiciary to act as a check on government power. Training may also instill a sense of the value of and necessity for judicial independence, transparency and accountability in a democratic society.			
PLAN FOR DATA COLLECTION			
Data Source: Training sign-in sheets and project data base			
Method of Data Collection and Construction: Data will be collected by reviewing the project's documents			
Reporting Frequency: Quarterly			
Individual(s) responsible at USAID: COR			
PLAN FOR ANALYSIS, REVIEW AND REPORTING			
Data analysis: The M&E advisor will review sign-up sheets to determine the number of unique individuals trained in each fiscal year			
Presentation of Data: Data will be presented in the Quarterly Report			
Review of Data: M&E advisor and project management will review data to confirm fulfillment of indicator, compared against annual targets			
Reporting of Data: Quarterly report			
TARGETS AND BASELINE			
Baseline Timeframe: Baseline is zero			
Rationale for Targets: Based on anticipated level of effort for the first year of project implementation, the target is set reasonably			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A			
Date of Future Data Quality Assessments (optional): USAID requires DQA at least once every three years			
Known Data Limitations: This indicator does not distinguish between short-, medium-, or long-term training. Data does not indicate effectiveness; this indicator will not show which judges or personnel can implement the objectives of the training and does not capture the quality or impact of the training. This indicator also groups together the training of persons across many different functional roles that vary in terms of their power/influence, which could mask gender and other disparities			
Actions to address Data Limitations: The project is not targeting high number of trainees but focusing on providing different training subjects to strengthen the same set of individuals (training and follow-up training)			
CHANGES TO INDICATOR			
Changes to indicator: N/A			
PERFORMANCE INDICATOR VALUE			
Year	Target	Actual	Note
2017	200		
2018	300		
2019	300		
2020	300		
2021	300		

LOP	1,400		
Other Notes (<i>optional</i>): N/A			
THIS SHEET LAST UPDATED ON: 12/13/2016			

USAID Performance Indicator Reference Sheet			
Name of Indicator: Percent decrease in case processing time as a result of USG assistance			
Type of Indicator: Custom			
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): IR 2			
DESCRIPTION			
<p>Precise Definition(s): This indicator measures the percentage of decrease of case processing time in courts as a result of USG-supported activities (legal aid, new legislations, court inspection, court coordination committee, trainings of judicial personnel). A decrease in case processing time means a reduction in the number of days required for a case to be dealt with by the appropriate actor within the system, whether it be going to trial or otherwise disposed of. The Case Management Information System (CMIS) is an essential tool to monitor the number of days, from case filing to case trial or disposition.</p> <p>Numerator: Baseline value minus Year actual Denominator: Year actual</p>			
Unit of Measure: Percentage			
Disaggregated by: Location			
<p>Rationale for Indicator (optional): This indicator shows level of effort in reducing the time to process a case by: improving case management system, providing legal aid, adopting new legislations (e.g. penal code and penal procedure code), conducting court inspection by JIU, establishing court coordination committee, trainings of judges and court personnel. USG assistance for an improved case management system will lead to confidence in the judicial system and in the government. It can also increase confidence in the economic environment. This indicator provides information useful in project planning because it indicates the capacity of a given court system.</p>			
PLAN FOR DATA COLLECTION			
Data Source: CMIS, Court records, JIU reports			
Method of Data Collection and Construction: Data will be collected by document review			
Reporting Frequency: Annual			
Individual(s) responsible at USAID: COR			
PLAN FOR ANALYSIS, REVIEW AND REPORTING			
Data analysis: The M&E advisor will review CMIS and court records to determine the number of days for case processing			
Presentation of Data: Narrative with graphics			
Review of Data: M&E advisor and project management will review data to confirm fulfillment of indicator, compared against annual targets			
Reporting of Data: Annual report			
TARGETS AND BASELINE			
Baseline Timeframe: To be collected by April, 2017			
Rationale for Targets: Based on anticipated level of effort for the first year of project implementation, the target is set reasonably			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A			
Date of Future Data Quality Assessments (optional): USAID requires DQA at least once every three years			
Known Data Limitations: Project will use a sample of cases from the CMIS to determine case processing time			
Actions to address Data Limitation: To minimize sampling errors, the project will establish criteria for selection of cases so that the sample is representative of all cases filed in court			
CHANGES TO INDICATOR			
Changes to indicator: N/A			
PERFORMANCE INDICATOR VALUE			
Year	Target	Actual	Note
2017	2% from baseline		
2018	5% from baseline		
2019	10% from baseline		
2020	15% from baseline		
2021	25% from baseline		
LOP	25% from baseline		
Other Notes (optional): N/A			

THIS SHEET LAST UPDATED ON: 12/13/2016

USAID Performance Indicator Reference Sheet			
Name of Indicator: Number of USG-assisted courts with improved case management systems			
Type of Indicator: F indicator DR 1.5.1			
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): IR 2.1			
DESCRIPTION			
Precise Definition(s): Improved is defined as a case management system that functions to reduce the number of days required for a case to be dealt with by the appropriate actor within the system, whether it be going to trial or otherwise disposed of. The USG-funded Case Management Information System (CMIS) is an essential tool for court improvement. Types of functional areas within case management systems include: controlling forms; establishing record control; case processing and record updating; scheduling case events; controlling and storing final records; and reporting management information.			
Unit of Measure: Number of courts			
Disaggregated by: Location			
Rationale for Indicator (optional): The establishment of an automated case registration/tracking system will lead to case processing in a transparent and timelier manner. USG assistance for an improved case management system will lead to confidence in the judicial system and in the government. It can also increase confidence in the economic environment. The number of improved case management systems could provide information useful in project planning because it indicates the capacity of a given court system.			
PLAN FOR DATA COLLECTION			
Data Source: Project CMIS staff			
Method of Data Collection and Construction: Data will be collected by site visit to courts and by interview of court staff			
Reporting Frequency: Quarterly			
Individual(s) responsible at USAID: COR			
PLAN FOR ANALYSIS, REVIEW AND REPORTING			
Data analysis: The M&E advisor will go to assisted Courts to determine if the CMIS is functional and to retrieve the average case processing time			
Presentation of Data: Data will be presented in the Quarterly Report			
Review of Data: M&E advisor and project management will review data to confirm fulfillment of indicator, compared against annual targets			
Reporting of Data: Quarterly report			
TARGETS AND BASELINE			
Baseline Timeframe: Baseline is zero			
Rationale for Targets: Based on anticipated level of effort for the first year of project implementation, the target is set reasonably. The target is cumulative of previous years.			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A			
Date of Future Data Quality Assessments (optional): USAID requires DQA at least once every three years			
Known Data Limitations: CMIS is installed but court staff are not using it			
Actions to address Data Limitations: The project will conduct periodic visits to the assisted courts to train on-site court personnel on the use of the CMIS			
CHANGES TO INDICATOR			
Changes to indicator: N/A			
PERFORMANCE INDICATOR VALUE			
Year	Target	Actual	Note
2017	2		
2018	6 (cumulative)		
2019	10 (cumulative)		
2020	14 (cumulative)		
2021	18 (cumulative)		
LOP	18		
Other Notes (optional): N/A			
THIS SHEET LAST UPDATED ON: 12/13/2016			

USAID Performance Indicator Reference Sheet			
Name of Indicator: Number of courts operating in areas of low income populations with USG assistance			
Type of Indicator: F indicator 2.1.3-3			
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): IR 2.1			
DESCRIPTION			
Precise Definition(s): Areas of low income should be those where 60% of the population has an income in the lowest quintile of the country as a whole.			
Unit of Measure: Number of courts			
Disaggregated by: Location			
Rationale for Indicator (optional): Local availability of courts in poorer areas and broader the geographic distribution of such courts, provide an indicator of access to justice. USG assistance for an operational court in areas of low income will lead to increased confidence in the judicial system which leads to increased confidence in the government. The number of operational courts in low income areas is useful in reporting purposes to show level of effort to render a court optimal and efficient.			
PLAN FOR DATA COLLECTION			
Data Source: Project staff			
Method of Data Collection and Construction: Data will be collected by site visit to courts and by interview of court staff			
Reporting Frequency: Quarterly			
Individual(s) responsible at USAID: COR			
PLAN FOR ANALYSIS, REVIEW AND REPORTING			
Data analysis: The M&E advisor will go to assisted Courts to determine if they are operational			
Presentation of Data: Data will be presented in the Quarterly Report			
Review of Data: M&E advisor and project management will review data to confirm fulfillment of indicator, compared against annual targets			
Reporting of Data: Quarterly report			
TARGETS AND BASELINE			
Baseline Timeframe: Baseline is zero			
Rationale for Targets: Based on anticipated level of effort for the first year of project implementation, the target is set reasonably. The target is cumulative of previous years.			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A			
Date of Future Data Quality Assessments (optional): USAID requires DQA at least once every three years			
Known Data Limitations: The determination as to whether a court is operating in areas of low income population (where 60% of the population are living in the poorest economic condition compared to the national income ranking) is hindered by the fact that (1) the project is contractually obligated to operate in specific geographic and demographic target areas, (2) there are no known available national census or other survey conducted by the GOH which ranks national income to determine if an area has a low income population, and (3) available studies on income level and poverty are done countrywide and are not broken down by areas (i.e. cities, departments, communes).			
Actions to address Data Limitations: The project's target jurisdictions include the Port-au-Prince/Cul-de-Sac, St. Marc, and Cap Haitian/Northern Corridors. Other jurisdictions may be proposed based on priorities identified by the GOH (Government of Haiti) or new and emerging opportunities			
CHANGES TO INDICATOR			
Changes to indicator: N/A			
PERFORMANCE INDICATOR VALUE			
Year	Target	Actual	Note
2017	2		
2018	6 (cumulative)		
2019	10 (cumulative)		
2020	14 (cumulative)		
2021	18 (cumulative)		

LOP	18		
Other Notes (<i>optional</i>): N/A			
THIS SHEET LAST UPDATED ON: 12/13/2016			

USAID Performance Indicator Reference Sheet			
Name of Indicator: Percent of USG trainees who report that the training has improved their job skills			
Type of Indicator: Custom			
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): IR 2.2			
DESCRIPTION			
Precise Definition(s): This indicator relates to the impact of provision of professional training to strengthen human resources and managerial capacities of judicial actors. Training topics will include: court administration and management, record keeping, budget management and forecasting, judicial writing, accounting, GBV, TIP, child rights, ethics and discipline etc. Numerator: Number of USG trainees who say that training improved their job skills when queried a specified period of time after the training to allow for implementation of training material. Denominator: Number of respondents by jurisdiction			
Unit of Measure: Percentage			
Disaggregated by: Location and sex			
Rationale for Indicator (optional): This indicator aims to measure the increase in knowledge of trainees as a result of project assistance. Training individuals and then evaluating their knowledge in months following the training will show which trainees have achieved the objectives of the training. This indicator will capture the quality and impact of the training.			
PLAN FOR DATA COLLECTION			
Data Source: USG trainees			
Method of Data Collection and Construction: Data will be collected by conducting a random selection survey			
Reporting Frequency: Annual			
Individual(s) responsible at USAID: COR			
PLAN FOR ANALYSIS, REVIEW AND REPORTING			
Data analysis: The M&E advisor will analyze survey results to determine, among the respondents, the number of trainees who say that training improved their job skills			
Presentation of Data: Data will be presented in the Annual Report			
Review of Data: M&E advisor and project management will review data to confirm fulfillment of indicator, compared against annual targets			
Reporting of Data: Annual report			
TARGETS AND BASELINE			
Baseline Timeframe: Baseline is zero			
Rationale for Targets: Based on anticipated level of effort for the first year of project implementation, the target is set reasonably			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A			
Date of Future Data Quality Assessments (optional): USAID requires DQA at least once every three years			
Known Data Limitations: The project will conduct a random selection survey			
Actions to address Data Limitations: To minimize sampling errors, the project will establish criteria for selection of trainees to respond to the questionnaire, so that the sample is representative of all USG-trainees			
CHANGES TO INDICATOR			
Changes to indicator: N/A			
PERFORMANCE INDICATOR VALUE			
Year	Target	Actual	Note
2017	60%		
2018	60%		
2019	60%		
2020	60%		
2021	60%		
LOP	60%		
Other Notes (optional): N/A			
THIS SHEET LAST UPDATED ON: 12/13/2016			

USAID Performance Indicator Reference Sheet			
Name of Indicator: Number of oversight missions conducted by the CPSJ JIU			
Type of Indicator: Custom			
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): IR 2.3			
DESCRIPTION			
Precise Definition(s): This indicator measures the number of inspections conducted by CSPJ JIU members that are aiming at overseeing judicial actors			
Unit of Measure: Number of oversight missions			
Disaggregated by: Location and type of oversight			
Rationale for Indicator (optional): USG assistance to the CSPJ will increase its capacities to manage and oversee judicial actors. Processes will be improved, including increased rigor, coherence, accountability and transparency regarding professional performance, assignments and disciplinary procedures. An increase in inspections leads to an increase in performance and transparency.			
PLAN FOR DATA COLLECTION			
Data Source: CSPJ JIU records			
Method of Data Collection and Construction: Data will be collected by document review			
Reporting Frequency: Annual			
Individual(s) responsible at USAID: COR			
PLAN FOR ANALYSIS, REVIEW AND REPORTING			
Data analysis: The M&E advisor will consult JIU records and inspection reports to determine the number of inspections conducted			
Presentation of Data: Data will be presented in the Annual Report			
Review of Data: M&E advisor and project management will review data to confirm fulfillment of indicator, compared against annual targets			
Reporting of Data: Annual report			
TARGETS AND BASELINE			
Baseline Timeframe: A total of 5 oversight missions were previously conducted by the CSPJ, prior to project award.			
Rationale for Targets: Based on anticipated level of effort for the first year of project implementation, the target is set reasonably			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A			
Date of Future Data Quality Assessments (optional): USAID requires DQA at least once every three years			
Known Data Limitations: The CSPJ may not have funding for inspection visits			
Actions to address Data Limitations: The project will offer to support the CSPJ JIU in conducting few oversight missions			
CHANGES TO INDICATOR			
Changes to indicator: N/A			
PERFORMANCE INDICATOR VALUE			
Year	Target	Actual	Note
2017	4		
2018	6		
2019	6		
2020	6		
2021	6		
LOP	28		
Other Notes (optional): N/A			
THIS SHEET LAST UPDATED ON: 12/13/2016			

USAID Performance Indicator Reference Sheet			
Name of Indicator: Number of individuals from low income or marginalized communities who received legal aid or victim's assistance with USG support			
Type of Indicator: F indicator DR 6.3-1			
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): IR 3			
DESCRIPTION			
Precise Definition(s): Areas of low income is defined as those where 60% of the population has an income in the lowest quintile of the country as a whole. Marginalized communities are those who have traditionally been excluded from power and access to resources, and may include indigenous peoples, tribal peoples, members of the LGBT community, victims of gender-based violence (GBV) and Trafficking in person (TIP), women and girls, youth, individuals with disabilities, or other similar groups.			
Unit of Measure: Number of individuals			
Disaggregated by: Location and sex			
Rationale for Indicator (optional): Local availability of legal aid or victim's assistance for low income or marginalized communities indicates some degree of effectiveness in providing access to justice, a key component of rule of law and human rights. When low income and marginalized communities can access justice it helps improve the legitimacy of the justice system as a whole because individuals can depend on the justice system to seek relief. This data indicates level of effort and when compared to number of individuals or marginalized communities that do not receive legal assistance, will be useful in program planning and allocation of resources.			
PLAN FOR DATA COLLECTION			
Data Source: Grantee and counterpart records			
Method of Data Collection and Construction: Data will be collected by document review			
Reporting Frequency: Quarterly			
Individual(s) responsible at USAID: COR			
PLAN FOR ANALYSIS, REVIEW AND REPORTING			
Data analysis: The M&E advisor will review project, grantee and counterpart records to determine the number of individuals or victims receiving legal aid			
Presentation of Data: Data will be presented in the Quarterly Report			
Review of Data: M&E advisor and project management will review data to confirm fulfillment of indicator, compared against annual targets			
Reporting of Data: Quarterly report			
TARGETS AND BASELINE			
Baseline Timeframe: Baseline is zero			
Rationale for Targets: Based on anticipated level of effort for the first year of project implementation, the target is set reasonably			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A			
Date of Future Data Quality Assessments (optional): USAID requires DQA at least once every three years			
Known Data Limitations: The determination as to whether an area is of low income population, "where 60% of the population has an income in the lowest quintile of the country as a whole" is hindered by the fact that (1) there are no known available national census or other survey conducted by the GOH which ranks national income to determine if an area has a low income population, and (2) available studies on income level and poverty are done countrywide and are not broken down by areas (i.e. cities, departments, communes)			
Actions to address Data Limitations: The project's target jurisdictions include the Port-au-Prince/Cul-de-Sac, St. Marc, and Cap Haitian/Northern Corridors. Other jurisdictions may be proposed based on priorities identified by the GOH (Government of Haiti) or new and emerging opportunities			
CHANGES TO INDICATOR			
Changes to indicator: N/A			
PERFORMANCE INDICATOR VALUE			
Year	Target	Actual	Note
2017	1,200		
2018	1,500		
2019	1,600		

2020	600		
2021	200		
LOP	5,100		
Other Notes (optional): : N/A			
THIS SHEET LAST UPDATED ON: 12/13/2016			

USAID Performance Indicator Reference Sheet			
Name of Indicator: Number of legal aid groups and law clinics assisted by USG			
Type of Indicator: F indicator 2.1.3-7			
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): IR 3.1			
DESCRIPTION			
Precise Definition(s): Legal Aid groups means NGOs or other private or private/state mixed entities whose mission includes provision of legal advice to citizens. Law Clinics means programs established by the bar and law schools where students, under close supervision, give legal advice to citizens			
Unit of Measure: Number of legal aid groups and law clinics			
Disaggregated by: Location			
Rationale for Indicator (optional): This is an indicator relevant to equal access to justice, as it is difficult to have one's legal rights upheld without some type of legal guidance and/or representation.			
PLAN FOR DATA COLLECTION			
Data Source: Project records			
Method of Data Collection and Construction: Data will be collected by document review			
Reporting Frequency: Quarterly			
Individual(s) responsible at USAID: COR			
PLAN FOR ANALYSIS, REVIEW AND REPORTING			
Data analysis: The M&E advisor will review project records to determine the number of legal aid and law clinics assisted			
Presentation of Data: Data will be presented in the Quarterly Report			
Review of Data: M&E advisor and project management will review data to confirm fulfillment of indicator, compared against annual targets			
Reporting of Data: Quarterly report			
TARGETS AND BASELINE			
Baseline Timeframe: Baseline is zero			
Rationale for Targets: Based on anticipated level of effort for the first year of project implementation, the target is set reasonably			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A			
Date of Future Data Quality Assessments (optional): USAID requires DQA at least once every three years			
Known Data Limitations: The project new approach for assistance is to develop Memorandum of Understanding (MOU) with each justice sector institution that outlines activities and expected results			
Actions to address Data Limitations: Given the unfamiliarity of Haitian institutions with this new approach for assistance, counterparts may not take MOUs seriously and follow through on their commitments, or even be willing to enter into the MOU. Should this occur, the project will review the scope of the MOU for its reasonableness; obtain political leverage from the highest levels of country leadership; condition project support on follow through; review the agreed upon support from JSSP; or even redirect funding to counterparts demonstrating commitment			
CHANGES TO INDICATOR			
Changes to indicator: N/A			
PERFORMANCE INDICATOR VALUE			
Year	Target	Actual	Note
2017	5		
2018	5 (cumulative)		
2019	5 (cumulative)		
2020	5 (cumulative)		
2021	5 (cumulative)		
LOP	5		
Other Notes (optional): : N/A			
THIS SHEET LAST UPDATED ON: 12/13/2016			

USAID Performance Indicator Reference Sheet			
Name of Indicator: Number of people in pretrial or illegal detention who are tried, released, convicted, acquitted, or whose cases are otherwise advanced procedurally with USG assistance			
Type of Indicator: Custom			
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): IR 3.1			
DESCRIPTION			
Precise Definition(s): This indicator measures the total number of people in pretrial or illegal detention at target prisons who were tried or released (they were either released without a trial or released after being held illegally beyond a court ordered release date) or convicted (following a trial) or acquitted (following a trial) or had their case advanced procedurally (i.e., assistance significantly contributed to a pretrial decision or order by a judge or prosecutor) with the legal assistance provided by the Project. Detainees are either in pretrial detention (i.e. their cases have not been scheduled for trial or reviewed by a judge for a final decision) or in illegal detention (i.e. they were kept in jail beyond the period for which they were sentenced to serve after a final judicial decision).			
Unit of Measure: Number of detainees assisted			
Disaggregated by: Outcome of the assistance (i.e. detainee “tried”, “released”, “convicted”, “acquitted”, or “whose case file was advanced procedurally”) and sex			
Rationale for Indicator (optional): This indicator is a direct measure of how project assistance in target prisons can effectively lead to reducing illegal and pretrial detention in prisons and increasing the conviction rate in courts. This will impact positively the Haitian judicial system and improve the rule of law.			
PLAN FOR DATA COLLECTION			
Data Source: CMIS, court, police, prison records			
Method of Data Collection and Construction: Data will be collected by prison visits and document review			
Reporting Frequency: Quarterly			
Individual(s) responsible at USAID: COR			
PLAN FOR ANALYSIS, REVIEW AND REPORTING			
Data analysis: The M&E advisor will review CMIS, courts and prison records to keep track of pretrial detainee cases and determine the outcome of project assistance			
Presentation of Data: Data will be presented in the Quarterly Report			
Review of Data: M&E advisor and project management will review data to confirm fulfillment of indicator, compared against annual targets			
Reporting of Data: Quarterly report			
TARGETS AND BASELINE			
Baseline Timeframe: Baseline is zero			
Rationale for Targets: Based on anticipated level of effort for the first year of project implementation, the target is set reasonably			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A			
Date of Future Data Quality Assessments (optional): USAID requires DQA at least once every three years			
Known Data Limitations: Project assistance to a detainee could start during one quarter and progress can occur in the next quarter (trial, acquittal, conviction, advancement) thus the risk of double-counting detainees assisted			
Actions to address Data Limitations: Project will establish a chart with name of detainees assisted during each quarter and track progress of assistance from one week to another, to avoid double-counting			
CHANGES TO INDICATOR			
Changes to indicator: N/A			
PERFORMANCE INDICATOR VALUE			
Year	Target	Actual	Note
2017	800		
2018	800		
2019	800		
2020	800		
2021	800		

LOP	4,000		
Other Notes (optional): N/A			
THIS SHEET LAST UPDATED ON: 12/13/2016			

USAID Performance Indicator Reference Sheet			
Name of Indicator: Number of legal institutions and associations supported by the USG			
Type of Indicator: F indicator 2.1.3-8			
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): IR 3.2			
DESCRIPTION			
Precise Definition(s): This indicator includes both governmental and non-governmental institutions and associations that focus on administering and improving the legal system. Legal institutions and associations include but are not limited to: MJPS, CSPJ, FBH, Bar Associations etc.			
Unit of Measure: Number of institutions and associations			
Disaggregated by: Location and Type of institution			
Rationale for Indicator (optional): Strengthened and more effective institutions and associations are essential to improved rule of law. Eventually a lower number of institutions and associations assisted is the goal of the project as it indicates they are self-sufficient			
PLAN FOR DATA COLLECTION			
Data Source: Project records and MOUs			
Method of Data Collection and Construction: Data will be collected by document review			
Reporting Frequency: Quarterly			
Individual(s) responsible at USAID: COR			
PLAN FOR ANALYSIS, REVIEW AND REPORTING			
Data analysis: The M&E advisor will review project records and MOUs drafted to determine the number of legal associations and institutions assisted			
Presentation of Data: Data will be presented in the Quarterly Report			
Review of Data: M&E advisor and project management will review data to confirm fulfillment of indicator, compared against annual targets			
Reporting of Data: Quarterly report			
TARGETS AND BASELINE			
Baseline Timeframe: Baseline is zero			
Rationale for Targets: Based on anticipated level of effort for the first year of project implementation, the target is set reasonably			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A			
Date of Future Data Quality Assessments (optional): USAID requires DQA at least once every three years			
Known Data Limitations: The project new approach for assistance is to develop Memorandum of Understanding (MOU) with each justice sector institution that outlines activities and expected results			
Actions to address Data Limitations: Given the unfamiliarity of Haitian institutions with this new approach for assistance, counterparts may not take MOUs seriously and follow through on their commitments, or even be willing to enter into the MOU. Should this occur, the project will review the scope of the MOU for its reasonableness; obtain political leverage from the highest levels of country leadership; condition project support on follow through; review the agreed upon support from JSSP; or even redirect funding to counterparts demonstrating commitment			
CHANGES TO INDICATOR			
Changes to indicator: N/A			
PERFORMANCE INDICATOR VALUE			
Year	Target	Actual	Note
2017	6		
2018	9 (cumulative)		
2019	9 (cumulative)		
2020	9 (cumulative)		
2021	9 (cumulative)		
LOP	9		
Other Notes (optional): : N/A			
THIS SHEET LAST UPDATED ON: 12/13/2016			

USAID Performance Indicator Reference Sheet			
Name of Indicator: Number of domestic NGOs engaged in monitoring or advocacy work on human rights receiving USG support			
Type of Indicator: F indicator DR 4.2-1			
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): IR 4			
DESCRIPTION			
Precise Definition(s): This indicator measures USG support to NGOs whose primary focus is strengthening human rights (e.g. providing services, reporting, advocacy, outreach, education or protection of citizens). USG support includes: trainings, grants, or other support designed to improve the human rights services, reporting and advocacy for the citizens. Domestic means NGOs that originated in Haiti.			
Unit of Measure: Number of NGOs			
Disaggregated by: Location			
Rationale for Indicator (optional): This indicator shows the output of USG assistance aimed at strengthening NGOs working on human rights issues. An increase in the number of NGOs that engage in monitoring or advocacy with USG support increases the probability that the government is accountable for human rights violations thus increased transparency and accountability. A decrease in the number suggests that the government may not be accountable for human rights violations and therefore these violations could remain stagnant or increase.			
PLAN FOR DATA COLLECTION			
Data Source: Project document tracking NGO support			
Method of Data Collection and Construction: Data will be collected by document review			
Reporting Frequency: Quarterly			
Individual(s) responsible at USAID: COR			
PLAN FOR ANALYSIS, REVIEW AND REPORTING			
Data analysis: The M&E advisor will review project records to account for the number of NGOs engaged in monitoring or advocacy work on human rights receiving project support			
Presentation of Data: Data will be presented in the Quarterly Report			
Review of Data: M&E advisor and project management will review data to confirm fulfillment of indicator, compared against annual targets			
Reporting of Data: Quarterly report			
TARGETS AND BASELINE			
Baseline Timeframe: Baseline is zero			
Rationale for Targets: Based on anticipated level of effort for the first year of project implementation, the target is set reasonably			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A			
Date of Future Data Quality Assessments (optional): USAID requires DQA at least once every three years			
Known Data Limitations: Project support to NGOs will make them self-sufficient by FY2020			
Actions to address Data Limitations: The project will not target additional NGOs in out years			
CHANGES TO INDICATOR			
Changes to indicator: N/A			
PERFORMANCE INDICATOR VALUE			
Year	Target	Actual	Note
2017	2		
2018	3 (cumulative)		
2019	3 (cumulative)		
2020	3 (cumulative)		
2021	3 (cumulative)		
LOP	3		
Other Notes (optional): N/A			
THIS SHEET LAST UPDATED ON: 12/13/2016			

USAID Performance Indicator Reference Sheet			
Name of Indicator: Number of USG-assisted campaigns and programs to enhance public understanding, NGO support and media coverage of judicial independence and accountability			
Type of Indicator: Custom			
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): IR 4.1			
DESCRIPTION			
Precise Definition(s): This indicator measures the number of campaigns and programs financed and implemented by the project to enhance citizens' understanding, encourage NGO support and media coverage of judicial independence and accountability. Campaigns include all organized outreach activities intended to build support for judicial independence and accountability. It could include but is not limited to: public meetings, roundtables, discussions, seminars, training sessions and workshops. Media coverage range from electronic media to print media.			
Unit of Measure: Number of campaigns and programs			
Disaggregated by: Location and type of campaign			
Rationale for Indicator (optional): Public NGO and media understanding and support are essential for meaningful and long term viability of judicial system. This indicator shows USG level of effort in conducting outreach activities to achieve such support. An increase in the number of campaigns and programs suggests that USG support increases public understanding for the need of an independent and accountable judiciary which increases the checks and balances in a government and can decrease corruption.			
PLAN FOR DATA COLLECTION			
Data Source: Project records regarding campaigns and programs			
Method of Data Collection and Construction: Data will be collected by document review			
Reporting Frequency: Quarterly			
Individual(s) responsible at USAID: COR			
PLAN FOR ANALYSIS, REVIEW AND REPORTING			
Data analysis: The M&E advisor will review project records to account for the number of campaigns and programs aiming at civic education of citizens			
Presentation of Data: Data will be presented in the Quarterly Report			
Review of Data: M&E advisor and project management will review data to confirm fulfillment of indicator, compared against annual targets			
Reporting of Data: Quarterly report			
TARGETS AND BASELINE			
Baseline Timeframe: Baseline is zero			
Rationale for Targets: Based on anticipated level of effort for the first year of project implementation, the target is set reasonably			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A			
Date of Future Data Quality Assessments (optional): USAID requires DQA at least once every three years			
Known Data Limitations: Campaigns and programs, when not correctly branded, could threaten attribution to project			
Actions to address Data Limitations: Project will respect procedures for branding and marking			
CHANGES TO INDICATOR			
Changes to indicator: N/A			
PERFORMANCE INDICATOR VALUE			
Year	Target	Actual	Note
2017	2		
2018	2		
2019	2		
2020	2		
2021	2		
LOP	10		
Other Notes (optional): N/A			
THIS SHEET LAST UPDATED ON: 12/13/2016			

USAID Performance Indicator Reference Sheet			
Name of Indicator: Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions			
Type of Indicator: F indicator DR 4.2-2			
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.): IR 4.2			
DESCRIPTION			
Precise Definition(s): This indicator measures the number of Civil society organizations (CSOs) that initiate or participate in advocacy interventions, with USG support. Advocacy is a means for individuals or organizations to shape public agendas, change public policies, and influence other processes that impact their lives. Advocacy does not involve one march, meeting or poster, but a series of strategic, interconnected, integrated activities designed to achieve a goal. Advocacy intervention should be: Strategic (planned action, not random); Involve a set of actions that are sustained in order to build pressure; Be designed to persuade; Be targeted and; Involve alliance building.			
Unit of Measure: Number of assisted CSOs			
Disaggregated by: Type of intervention and location			
Rationale for Indicator (optional): This indicator captures USG support to local civil society. Advocacy interventions are essential aspects of democratic policy making, citizen participation and oversight of all branches of government. These interventions play an important role in determining social justice, political and civil liberties, and in giving voice to citizens and marginalized groups. Advocacy expresses the power of an individual or organization to shape public agendas and change public policies. It is a critical means for citizens to express their needs and concerns to government.			
PLAN FOR DATA COLLECTION			
Data Source: Project document			
Method of Data Collection and Construction: Data will be collected by document review			
Reporting Frequency: Quarterly			
Individual(s) responsible at USAID: COR			
PLAN FOR ANALYSIS, REVIEW AND REPORTING			
Data analysis: The M&E advisor will review project records to account for the number of CSOs engaged in advocacy interventions			
Presentation of Data: Data will be presented in the Quarterly Report			
Review of Data: M&E advisor and project management will review data to confirm fulfillment of indicator, compared against annual targets			
Reporting of Data: Quarterly report			
TARGETS AND BASELINE			
Baseline Timeframe: Baseline is zero			
Rationale for Targets: Based on anticipated level of effort for the first year of project implementation, the target is set reasonably			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and Name of Reviewer(s): N/A			
Date of Future Data Quality Assessments (optional): USAID requires DQA at least once every three years			
Known Data Limitations: Project support to CSOs will make them self-sufficient by FY2020			
Actions to address Data Limitations: The project will not target additional CSOs in out years			
CHANGES TO INDICATOR			
Changes to indicator: N/A			
PERFORMANCE INDICATOR VALUE			
Year	Target	Actual	Note
2017	2		
2018	3 (cumulative)		
2019	3 (cumulative)		
2020	3 (cumulative)		
2021	3 (cumulative)		
LOP	3		

Other Notes (*optional*): N/A

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Annex III: Supplemental Custom Indicator List

Indicator (Source)	Unit of measure	Percentage formula	Disaggregation	Data Source	Data Collection Method	Frequency	Baseline	Target FY2017	Target FY2018	Target FY2019	Target FY2020	Target FY2021	LOP Target
Goal: Expand access to quality justice for Haitian citizens													
Objective I: Improved legal, policy, and regulatory framework													
1. Number of civil society advocacy initiatives conducted to support the code reform process (Contract)	Initiative		Location and type of initiative	Project records	Document review	Quarterly	0	3	1	1	1	1	7
2. Number of USG-supported public sessions held regarding changes to the country's legal framework (Contract)	Public session		Location	Project records	Document review	Quarterly	0	3	2	2	2	2	11
3. Percent of higher education entities that have integrated trainings on the revised criminal code and criminal procedure code into their formal core curriculum in a sustainable manner (Contract)	%	Numerator : Number of higher education entities that have integrated trainings on the revised criminal code and criminal procedure code into their formal core curriculum in a sustainable manner	Location and entity	Entity leadership	Review of curriculum and Interview	Semi-annual	0	0%	15%	20%	25%	30%	30%

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		Denominator: Total number of higher education entities												
Objective 2: Judiciary strengthened as independent, credible, and effective authority														
4. Number of courts and prosecutors' offices with less than 25 percent of backlog cases involving detainees in pretrial status (Contract)	Court and prosecutor office		Location and type of office	CMIS	Document review	Quarterly	0	3	4	4	4	4	4	4
5. Number of judicial and court personnel trained to perform their duties effectively and efficiently (Contract)	Individual		Job position and sex	Training records and sign-in sheets	Document review	Quarterly	0	150	200	200	200	200	200	950
6. Number of coordination mechanisms at the community level to help improve working relationships, information sharing, and case administration between judges, prosecutors, lawyers, and police (Contract)	Coordination mechanism		Type of mechanism	Project staff and community personnel	Document review and interview	Quarterly	0	4	5	5	5	5	5	24
7. Number of performance monitoring and oversight of court personnel that are performed according to the law / international standards (Contract)	Inspection		Location	JIU records	Document review	Annual	6	8	8	8	8	8	8	40
8. Number of judges fully vetted by the CSPJ in accordance with procedures	Judge		Location and sex	CSPJ records	Document review	Annual	0	55	100	150	150	100	100	555
9. Number of judicial sanctions reported by the CSPJ	Sanction		Infraction and sanction type	CSPJ records	Document review	Annual	12	10	10	10	10	10	10	50
Objective 3: Improved access to justice and protection of rights														
10. Number of people visiting USG supported informal or formal justice dispute resolution entities in	Individual		Location and sex	Grantee records	Document review	Quarterly	0	TBD	TBD	TBD	TBD	TBD	TBD	TBD

remote and marginalized communities														
11. Percent increase in the number of disputes adjudicated in targeted remote jurisdictions (Contract)	%	Numerator : Year Actual minus Baseline value Denominator: Baseline value	Location and type of dispute	Grantee records	Document review	Annual	0	+15%	+20%	+30%	+35%	+35%	+35%	
12. Percentage change in the number of GBV, TIP, or other vulnerable group cases adjudicated in the target jurisdictions (Contract)	%	Numerator : Year Actual minus Previous year Denominator: Previous year	Type of vulnerability and location	CMIS and court records	Document review	Quarterly	0	+10%	+15%	+20%	+30%	+30%	+30%	
Objective 4: Civil society constituencies for reform strengthened														
13. Change in level of confidence in the justice system (e.g. percentage of citizens who report greater trust in justice sector institutions) (Contract)	%	Numerator : Number of citizens who have greater trust in justice sector institutions Denominator: Number of respondents by jurisdiction	Location and sex	General public	Survey	Year 3 and Year 4	TBD	N/A	N/A	30%	40%	N/A	40%	
14. Percentage of USG-supported CSOs that show improved scores in the advocacy index	%	Numerator : Number of USG-supported	Location	USG supported CSOs	Survey	Annual	TBD	40%	+50%	+50%	+50%	+50%	+50%	

		CSOs that show improved scores in the advocacy index Denominator: Number of USG-supported CSOs												
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Annex IV: Learning Plan

Learning Event	Participants	Responsible Party	When it occurs	Resources needed	Knowledge Capture	Knowledge Share	Notes
<i>Weekly report</i>	Senior contribute/All technical staff read	COP	Weekly Inputs are due to COP on Thursday COB	Weekly report	Report on drive	USAID, PMU, Technical team	
<i>Component-based assessments</i>	Senior leadership (COP/DCOP/Senior Program coordinator) and Objective staff	Objective Lead	Quarterly	Data; external resources for upcoming prep	Quarterly report	USAID, PMU	Feeds into quarterly review
<i>Quarterly reviews</i>	Senior contribute/All technical staff read	Senior leadership	At close of quarter	Data	Quarterly report and PMP table	USAID, PMU, available to public (DEC)	Discuss previous project lessons learned as an initial topic
<i>Status of progress of MOU with partners</i>	Senior leadership and Objective staff/lead	Senior leadership	Depends on MOU	Data	MOU on drive	Counterparts, USAID, HO, Technical team	
<i>Staff retreat</i>	All staff	Senior leadership	Annual	Venue, food, facilitator	Annual report; provides a basis for work plan for upcoming year	USAID, HO; annual report is available to public	

<i>Periodic evaluations</i>	Technical staff, grantees, counterparts	External consultant	At end of project years 2 and 3	LOE for external consultant; tools	Evaluation report	USAID, HO, Technical team, counterparts	Perhaps parts with counterparts
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To ensure project learning, JSSP staff participated in a session to identify potential learning opportunities. Staff will benefit from dedicated time to review and discuss the data that is being collected and apply it to upcoming activities, correcting design and implementation steps as needed. Staff will also benefit from the opportunity to consider upcoming activities and what they need to learn to best support anticipated tasks. This matrix identifies the types of learning events that staff discussed.

Chronologically, the events are as follows:

1. Senior technical staff contribute by component to the weekly report, which is compiled by the COP and sent to USAID, the home office (HO), and all technical staff. Weekly inputs are due to the COP by Thursday COB. The final report is sent out on Monday.
2. Component based assessments: In the last week of each quarter, Senior leadership (COP/DCOP/Senior Program coordinator) and Objective staff meet to review, interpret, and discuss the data from that quarter, answer the questions below. Their assessment of the component feeds into the quarterly review. During the component assessment, staff identify topics they would like to learn more about to help them better support project activities and develop a plan to acquire that knowledge, including events, resources, and experts who could be of assistance.
3. Quarterly reviews are held the first week following the close of the quarterly. Senior staff are contribute in presenting their findings in the quarterly review, allowing for efficient analysis of data and discussion about project processes and results. The Quarterly report and related PMP table will be sent to USAID, PMU and will be available to public by DEC.
4. Status of progress of MOUs are held with partners to track the progress of MOU activities. Senior leadership and objective staff/lead participate in the exercise.
5. Staff retreats would be held annually, reviewing the data from the previous year and generating lessons learned on process and outcomes, in preparation for work planning of the upcoming year, and annual report of the current year.
6. The project will be evaluated by an independent group midway through the contract and at the end of year 3. Conducting an internal evaluation at the end of years 2 and 3 prepare the project for the upcoming evaluations, allowing time to ensure files are in order, data is gathered and available, and as well as help staff think about structure and direction of activities to best achieve results in the project's remaining time.

Sample questions

Looking back:

8. What result was intended? (output and outcome)
9. How long did it take? (what were the steps involved)
10. How much did it cost? (expenditures, staff time, counterpart time)
11. What was accomplished? (how does this fit within our scope of work)
12. What was the client's reaction? Counterpart's reaction? Home office reaction?
13. What unintended consequences were created?
14. What is the most significant change that was generated during the past quarter/year?

Looking forward:

6. What are our upcoming intended results and their activities?
7. What do we need to know about them?
8. What resources do we need to be effective with our activities?
9. What experts/outside events can we take advantage of to learn?
10. What measures can we take to ensure that our activities are sustainable?

Other question format:

- *Who* will achieve a given change or accomplish a given task?
- *What* will change or be accomplished through that effort?
- *When* will the change or accomplishment occur?
- *How much* change will occur, or what will the level of accomplishment be?
- *How do we know* that the change or the accomplishment has occurred?

