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LAND & RURAL DEVELOPMENT PROGRAM

ACTIVITY MONITORING AND EVALUATION PLAN (AMEP)



Revised version submitted May 13, 2016

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Cover photo: Arnulfo Capera, a small-scale farmer from Media Luna, Coyaima (Tolima).

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Revised version submitted June 8, 2016

DISCLAIMER

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

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ACRONYMS & ABBREVIATIONS

ADS	Automated Directive System
AMEP	Activity Monitoring and Evaluation Plan
CDCS	Country Development Cooperation Strategy
COP	Chief of Party
COR	USAID Contracting Officer's Representative
DANE	National Statistics Department (<i>Departamento Administrativo Nacional de Estadística</i>)
DCOP	Deputy Chief of Party
DNP	National Planning Department (<i>Departamento Nacional de Planeación</i>)
DO	Development Objective
DQA	Data Quality Assessment
ePORT	Electronic Program Observation, Reporting and Tracking
FACTS	Foreign Assistance and Tracking System
GIS	Geographic Information System
GOC	Government of Colombia
GPS	Global Positioning System
GUC	Grants Under Contract
IGAC	Agustin Codazzi Geographic Institute (<i>Instituto Geografico Agustin Codazzi</i>)
INCODER	Colombian Rural Development Institute (<i>Instituto Colombiano de Desarrollo Rural</i>)
IQC	Indefinite Quantity Contract
IR	Intermediate Result
LRDP	Land and Rural Development Program
LRU	Land Restitution Unit (<i>Unidad de Restitution de Tierras</i>)
LTPR	Land Tenure and Property Rights
M&E	Monitoring and Evaluation
MARD	Ministry of Agriculture and Rural Development
NDP	National Development Plan
PIRS	Performance Indicator Reference Sheet
PPP	Public-Private Partnership
STARR	Strengthening Tenure and Resource Rights
TraiNet	USAID's official training data management system that is accessed from a web browser and the entry point for data about training programs and participants in their country of origin, a third country, or for potential exchange visitors who will come to the United States on a USAID J-1 visa
USAID	United States Agency for International Development
USG	United States Government

EXECUTIVE SUMMARY

INTRODUCTION

The vision of LRDP is to contribute to shared and sustained peace and prosperity by addressing issues at the heart of the civil conflict. LRDP partners with the Government of Colombia (GOC) to better meet the needs of Colombian communities for land tenure security and rural development. Because the GOC is leading the implementation of activities under LRDP, it will be able to sustain and expand results achieved. In year two of LRDP implementation, the project team revised the AMEP to better reflect how it achieves results under USAID's new government-led paradigm. The newly revised Activity Monitoring & Evaluation Plan (AMEP) provides a clear statement of the project design and results framework for good project management and for better communications about the project and its results. This executive summary of the AMEP provides the “*what*”, “*why*”, “*how*” and “*so what*” of LRDP in brief.

CONTEXT

Several important developments have occurred since the submission and approval of the last AMEP. On December 7, 2015, President Santos used his extraordinary powers to restructure Colombia's institutional framework in order to advance land and rural development policy in a post-conflict environment. The decrees mandated the dissolution of the Colombian Institute for Rural Development (INCODER) and created three agencies, one senior council, and a new directorate under the Ministry of Agriculture and Rural Development (MARD). The new institutional framework will absorb the authorities and responsibilities previously held by the Colombian Rural Development Institute (INCODER), as well as some of those held by MARD. Among other things, it will foster greater land tenure security for Colombia's rural population and will facilitate economic development in areas affected by the armed conflict. However, these fundamental institutional changes present new challenges to LRDP in terms of accessing data required to report against targets in this AMEP.

The decrees mandate the creation of the following agencies:

1. National Land Agency. The National Land Agency will implement policy related to the management of public lands (baldíos) and will facilitate rural citizens' access to and secure tenure of productive land. Although autonomous in terms of its technical, administrative, and financial faculties, this agency will implement land policy developed by MARD.
2. Rural Development Agency. This agency will implement MARD's rural development policy to promote better livelihoods for Colombia's rural population, increasing the competitiveness of the agricultural sector by structuring and financing activities to promote rural economic growth.
3. Agency for Renewal of the Territories. This agency will support the integration of conflict-affected rural communities into the government of Colombia's (GOC) strategy to revive the rural economy and increase quality of life for these populations. It will focus on those marginalized areas prioritized by the GOC.

In addition, President Santos issued decrees to establish a land restitution council and a directorate to improve the quality of life for women living in rural areas:

1. Senior Council for Land Restitution. Improve inter-institutional coordination for the implementation of the Victims Law as it relates to land restitution. Under the auspices of MARD and technical supervision of the Land Restitution Unit (LRU), the council comprises the Ministry of Justice, Ministry of Defense, National Planning Department, National Land Agency, Rural Development Agency, Superintendence of Notary and Registry (SNR), and Agustin Codazzi Geographic Institute (IGAC).
2. Directorate for Rural Women. This new directorate under MARD will develop, promote, and implement policies and instruments to improve the quality of life for women in rural areas.

Although the new agencies will be based in Bogota, the decrees call for a regional presence for each one. The new agencies, council, and directorate will replace the functions previously implemented by INCODER. For its part, INCODER will be in a purely “liquidation” phase during 2016—it cannot begin new activities nor can it provide access to data. The liquidation process will conclude by December 6, 2016.

This new institutional framework, which was anticipated for some time, presents both challenges and opportunities for LRDP. As a program, we are poised to take a leadership role among the international donor community and to help the GOC quickly install and begin implementation of the new institutions. At this critical stage in the peace process, the GOC cannot afford to delay its activities in support of the rural population. The GOC’s efficiency in establishing these institutions is a critical factor for promoting the peace accords and lasting peace in rural Colombia.

PROJECT DESIGN

LRDP works with the GOC to: a) test and deploy better tools and approaches (i.e. pilot programs); b) provide technical assistance to reform policies and procedures; c) improve resource availability (human and financial); and d) create an interoperable web-based platform for reliable data sharing, in real time, among relevant GOC entities. In addition to its national-level advisory work, LRDP takes an active role in pilot activities in the regions. The pilots create momentum by demonstrating results to help the GOC better gauge needs in its budget and planning processes. As a result, the GOC will take less time and increase the quantity and quality of outcomes (restitution, titles and funded local rural development initiatives) in some of the most conflict-affected regions. LRDP will leave installed capacity to scale these outcomes and sustain citizen-responsive services. Across activities, LRDP integrates measures to ensure the inclusion of women, ethnic minorities and other vulnerable groups.

RESULTS FRAMEWORK

LRDP directly contributes to USAID/Colombia’s Country Development Strategy (CDCS) Results Framework, particularly Development Objective (DO) 3: *Improved Conditions for Inclusive Rural Economic Growth* (see Figure 1).¹ The objective of the LRDP is: **Improved ability of regional and national government to equitably meet the needs of people, communities and business for secure land tenure and for rural public goods that support sustainable licit rural livelihoods in conflict-affected areas.** LRDP has four components that will contribute to the achievement of its objective.

¹ For additional information on DO3, please see the USAID/Colombia CDCS Results Framework (202018) and the March 2015 Performance Management Plan (MEP).

LRDP COMPONENT	COMPONENT OBJECTIVE
• Land Restitution	Improved capacity of the GOC, at the regional and national levels, to restitute land to victims of conflict
• Land Formalization	Improved capacity of regional and national GOC institutions to formalize rural property and to allocate public lands (<i>baldíos</i>)
• Rural Development	Improved capacity of regional and national government entities to mobilize and execute public resources for rural public goods that meet community needs and market requirements
• Information Sharing & Management	Improved information available and efficiently used to deliver land rights services

STORYLINES AND INDICATORS

LRDP has two main strategic storylines that unfold at the national and regional level. These include:

1. **National Storyline:** LRDP solves the macro-level institutional blockages that prevent GOC entities from effectively restituting land to victims, formalizing land in rural areas, and increasing rural development in Colombia’s remote and conflict-affected areas. The program achieves this by identifying and streamlining bureaucratic procedures that make many facets of land administration in Colombia slow and cumbersome. LRDP builds knowledge management systems—such as the Land Node, the country’s first ever electronic land information database—to help the government more effectively manage its land data, which will increase efficiencies and reduce the time and costs of land transactions.
2. **Regional Storyline:** LRDP supports the GOC to deliver packages of overlapping land and rural development interventions at the regional level by:
 - a. Focusing program interventions on municipalities where displaced victims of conflict have been restituted. At the same time, LRDP supports the LRU to increase the quantity of restitution claims they are able to process, prepare, and present to judges, who will decide whether or not an individual is eligible for restitution.
 - b. Formalizing private and public land in areas where restituted families live. By providing more secure land tenure to families and formalizing public goods—such as schools and clinics—the program increases investment and economic growth in these areas.
 - c. Building political will and commitment to include land, rural development, and productive projects in regional and municipal development plans; the key to increasing funding in these communities. Through regional/municipal development plans, LRDP mobilizes much-needed national-level funding into marginalized communities hit hardest by conflict.

LRDP tells this story through a number of channels using the programs qualitative and quantitative indicators. Depending on the story or information need of the Mission, multiple and different combinations of indicators will be used to strategically tell the story (quantitatively or qualitatively). The following program indicators are the most critical to tell LRDP’s national and regional level story:

LRDP COMPONENT	NATIONAL-LEVEL STORY	REGIONAL-LEVEL STORY
Cross-Cutting	PO1; PO2; PO3; PO4	PO1; PO2; PO3; PO4
Restitution	O1.1; O1.2; 1.1.1	O1.1; PO1; PO2; 1.1.1
Formalization	PO1; O2.1; O2.2; O2.3; 2.2.1; 2.2.2; 2.3.1	O2.1; 2.1.1; PO1; O.2.2; 2.1.1
Rural Development	PO3; PO4; O3.1; 3.1.2	PO3; O3.1; O3.2; 3.1.1; 3.1.2; PO4
Information Systems	O4.1; O4.2; 4.2.1	

In addition to measuring and evaluating progress of the program towards its targets, the AMEP serves an important role in helping “tell the story.” Depending on the context or particular story, LRDP will rely on all of its indicators at one time or another to properly convey development impact to a variety of audiences.

INDICATORS THAT CONTRIBUTE TO LRDP’S SOCIAL INCLUSION STRATEGY

The M&E team works closely with LRDP’s social inclusion experts to monitor compliance with the social inclusion strategy and to promote the inclusion of women and ethnic groups in the achievement of each of the program’s objectives.

The following indicators will be used to monitor inclusion of various social groups along the LRDP results chain. The data for the following indicators is related specific with gender or ethnicity or are disaggregated by gender and/or ethnicity:

- PO1. Percentage of restitution and formalization beneficiaries that are women.
- PO2. Number of restitution cases that benefit families belonging to ethnic groups
- PO4. Number of government officials, traditional authorities, or individuals trained in restitution, formalization, public project planning and information sharing and management as a result of LRDP assistance
- O3.2 Number of rural households in conflict-affected areas that gain access to public goods through expanded funding as a result of LRDP assistance

To ensure that consolidated data about LRDP’s social inclusion strategy is readily accessible, LRDP will include a table in each of its Quarterly Technical Reports to allow USAID to easily access and analyze data related to women and ethnic communities benefitting from restitution, formalization, and rural development activities.

The M&E team will work with LRPD's social inclusion experts to mainstream inclusion of women and ethnic groups in project activities. LRDP will conduct a rapid analysis during the activity design phase to examine the differential circumstances of each target population in relation to the objectives of the activity (demographic, socio-economic, organization, leadership, power dynamics, obstacles, and opportunities). As part of the monitoring and evaluation process, LRDP will document all expected and unexpected results to identify barriers and enabling factors related to changes in behavior, empowerment, and social inclusion of the various target populations.

INTRODUCTION AND BACKGROUND

USAID/Colombia Land and Rural Development Program (LRDP) is a five-year task order under the Strengthening Tenure and Resource Rights (STARR) Indefinite Quantity Contract that began in July 2013. LRDP is a new paradigm for USAID/Colombia's programs, where the Government of Colombia (GOC) will take the lead with USAID technical support. A basic assumption is that the GOC will commit the funds and take actions required to support project objectives. This is a critical assumption to program success. Another critical assumption is that the regions covered by the project have adequate security for the project to operate. This revised Activity Monitoring and Evaluation Plan (AMEP) will be put in place once approved – estimated to occur during the third quarter of Fiscal Year 2016. It reflects a better understanding of how the project is best able to work toward its objectives in this new paradigm and to clearly articulate the “what”, “why”, “how” and “so what” of the project to facilitate better communications and better monitoring of results.

Under the LRDP Task Order, performance monitoring and management are viewed as iterative and collaborative processes. Assessment, learning, and planning require continual analysis and real-time monitoring of activities and results to assure flexibility and responsiveness of the project. This AMEP is designed to be a versatile and transferable tool. It is critical to maintain consistency in the indicators going forward, while maintaining flexibility that allows the program to adapt to changing political dynamics or GOC needs.

Through a series of monitoring and evaluation (M&E) activities and strategic review sessions, project results and key learning will be regularly shared with LRDP's primary partners within the GOC—specifically the Ministry of Agriculture and Rural Development (MARD), National Planning Department (DNP), Land Restitution Unit (LRU), Superintendence of Notary and Registry (SNR), Agustin Codazzi Geographic Institute (IGAC), Victims Unit, Superior Judicial Council (CSJ), and the Public Defenders' Restitution Support Office. Very importantly, LRDP will engage the new agencies established via Presidential decrees once they are operational. These new counterparts include the National Land Agency, the Rural Development Agency, and the Agency for Renewal of the Territories. These agencies will replace the work previously implemented by INCODER² and the MARD's formalization program (among others). Access to data during this institutional transition period presents a challenge.

The purpose of this AMEP is to:

1. Provide results-based information to improve management and problem solving.
2. Maximize learning and adoption of best practices.
3. Ensure accountability for achievements of expected project outcomes and deliverables.

² LRDP will continue to engage INCODER to the extent possible. However, Presidential Decree 2365 mandates the liquidation of INCODER – a process that will last until December 2016. INCODER's activities will cease and LRDP will no longer have access to INCODER data going forward.

4. Document project successes for broader understanding of land and rural development issues.

The AMEP begins by outlining LRDP’s results framework and then provides an overview of the theory of change and strategic approach of USAID/Colombia’s Land and Rural Development Program. The AMEP then describes the integrated M&E system designed to track all of its indicators—which measure program performance—and clearly outlines the processes and procedures for timely reporting to USAID Colombia through MONITOR and USAID-wide systems such as TraiNet.³

LRDP PURPOSE AND OBJECTIVES

The 2014-2018 National Development Plan reiterates the GOC’s commitment to land reform through restitution, reconciliation, land titling, and rural development. These are essential elements for the consolidation of peace, which in turn is a pillar of democratic prosperity.

LRDP’s overarching goals are aligned with the GOC’s NDP and the USAID/Colombia Country Development Strategy.

LRDP’s vision is to contribute to shared and sustained peace and prosperity by addressing issues at the heart of the civil conflict. LRDP partners with the Government of Colombia to better meet the needs of Colombian communities for land tenure security and rural development. The GOC will be able to sustain and expand the results achieved with USAID support, via LRDP, because it is leading the implementation of activities.

LRDP Objective: Improved ability of regional and national government to equitably meet the needs of people, communities and business for secure land tenure, and for rural public goods that support sustainable licit rural livelihoods in conflict-affected areas.

The project has four components that will contribute to the achievement of the overarching LRDP Objective and, correspondingly, four component objectives:

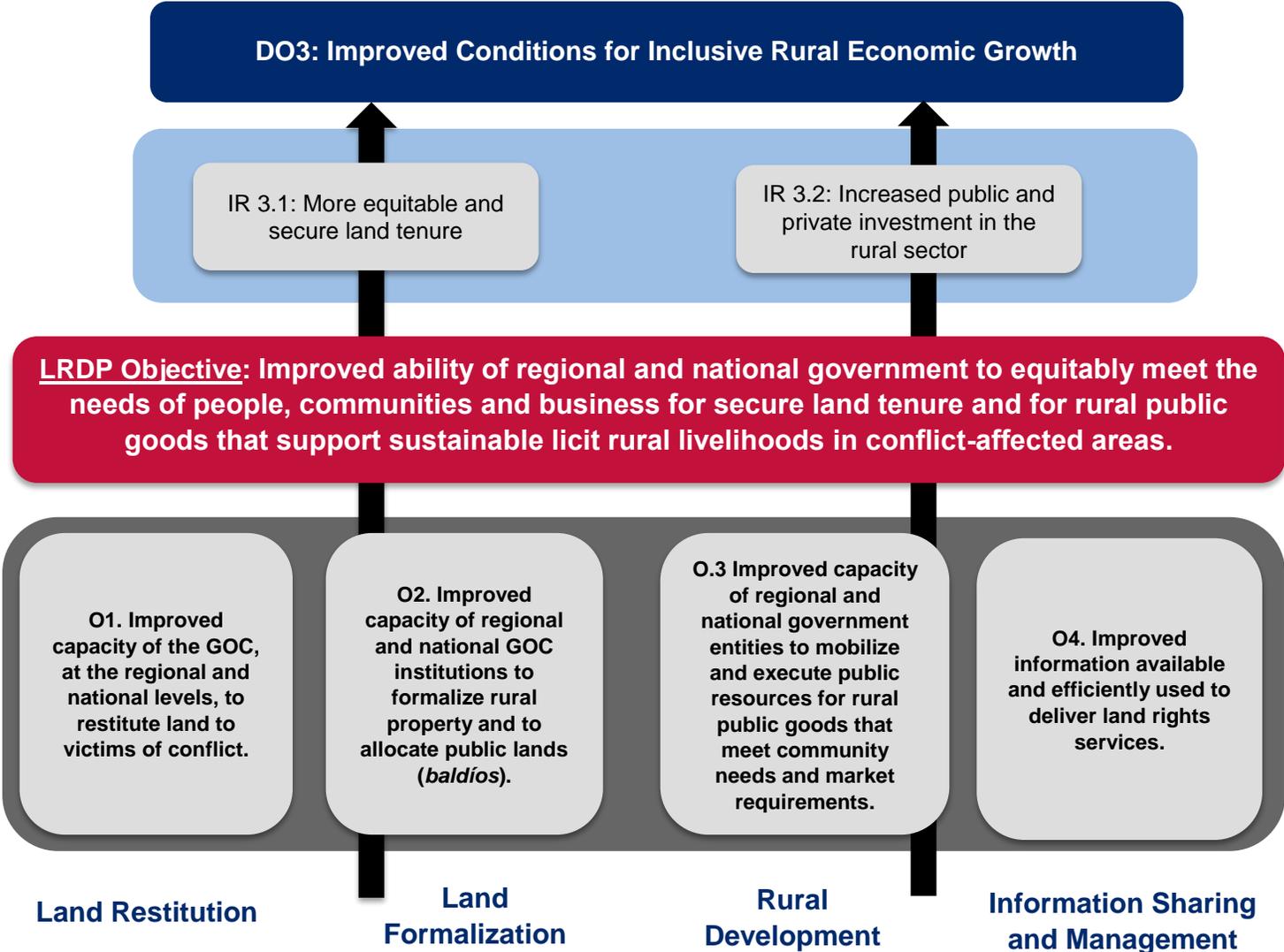
LRDP COMPONENT	COMPONENT OBJECTIVE
1. Land Restitution	Improved capacity of the GOC, at the regional and national levels, to reconstitute land to victims of conflict
2. Land Formalization	Improved capacity of regional and national GOC institutions to formalize rural property and to allocate public lands (<i>baldo</i> s)
3. Rural Development	Improved capacity of regional and national government entities to mobilize and execute public resources for rural public goods that meet community needs and market requirements
4. Information Sharing and Management	Improved information available and efficiently used to deliver land rights services

Component 4 will support progress on the objectives of Components 1 and 2, leaving installed capacity for use of information and knowledge to sustain these over time. Across these four components, LRDP will integrate measures to ensure the inclusion of women, ethnic minorities and vulnerable populations.

³ USAID’s official training data management system that is accessed from a web browser and the entry point for data about training programs and participants in their country of origin, a third country, or for potential exchange visitors who will come to the United States on a USAID J-1 visa.

LRDP directly contributes to USAID/Colombia’s CDCS Results Framework, particularly Development Objective (DO) 3: Improved Conditions for Inclusive Rural Economic Growth (see Figure 1).⁴

FIGURE 1. LINKAGE BETWEEN LRDP OBJECTIVES AND USAID/COLOMBIA DO3



⁴ For additional information on DO3, please see the USAID/Colombia CDCS Results Framework (2014-2018) and the March 2015 Performance Management Plan (MEP).

ASSUMPTIONS AND RISK LANDSCAPE

The success of any project design relies on assumptions about factors outside its control that affect its ability to achieve expected results. For LRDP, operating under USAID’s new Colombian Government-led paradigm, the assumptions outlined in Table 1 are especially important and many depend on political will.

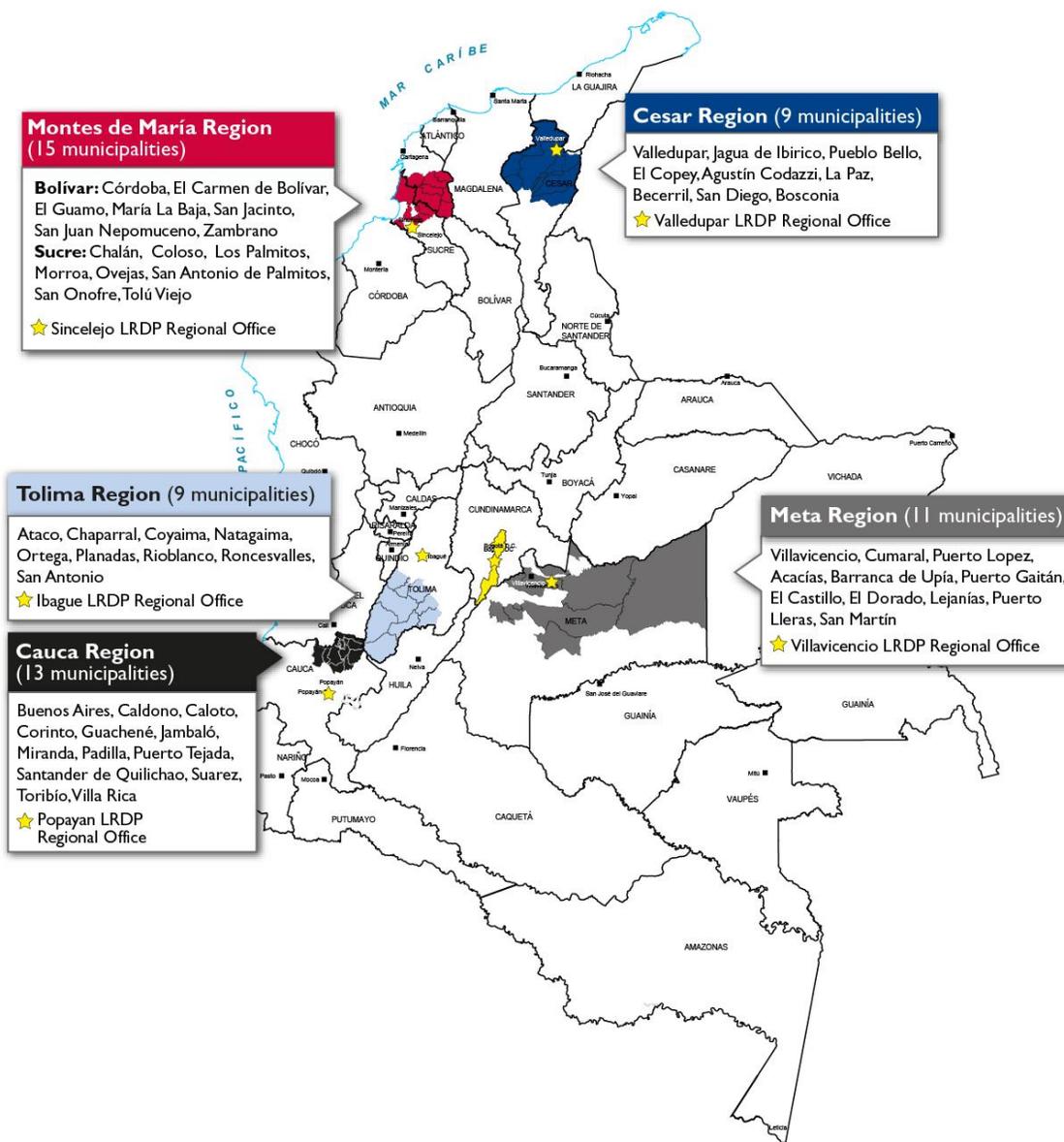
TABLE 2. ASSUMPTIONS AND RISK MITIGATION PLAN

ASSUMPTIONS / RISK LANDSCAPE	MITIGATION PLAN
<p>1. Security conditions do not inhibit implementation of project activities.</p>	<p>Security conditions in the target regions can change at any given time. LRDP is constantly monitoring the security situation in each of the regions where it operates. The regions where the project works were selected in coordination with USAID and the GOC, prioritizing those areas where security conditions allow land reform to advance.</p>
<p>2. The government provides timely data for indicators that are not directly available from LRDP.</p>	<p>LRDP has agreements in place with most of its GOC partner entities guaranteeing access to data. Established working groups facilitate open communication between LRDP, USAID and GOC partners. It is through these mechanisms that institutional strengthening plans and activities are coordinated. LRDP requests information and reporting data through established points of contact in each agency in a timely manner.</p>
<p>3. Political will and specific entity high-level commitment across national and sub-national levels of government is sufficient for the adoption and implementation of inputs, tools and approaches developed and tested by LRDP (e.g. draft regulations, policies, procedures, new methodologies). This means that the government entities implement actions required to achieve outcomes/results.</p>	<p>LRDP has defined clear monitoring action plans with GOC partner entities to ensure inputs, tools and approaches developed and tested by the project can be replicated, adopted and implemented efficiently.</p>
<p>4. There will be a post-conflict scenario, and the GOC and the people of Colombia will respond favorably to post-conflict scenarios, facilitating important advances in restitution, formalization, rural development and information management.</p>	<p>LRDP will support GOC entities and citizens to ensure key points of the peace process are implemented with emphasis on specific rural areas affected by the armed conflict.</p>
<p>5. Implementation of restitution, formalization, and rural development policy does not inadvertently violate others’ rights in the regions (in line with the “do no harm” principle).</p>	<p>LRDP will ensure compliance with USAID and Colombia environmental policies and regulations and analyze potential social and environmental risks and effects of all activities. Support to GOC agencies will be geared towards strengthening risk assessment and socio-environmental analysis of interventions to uphold the “do no harm” principle.</p>

HOW LRDP BUILDS CAPACITY TO DELIVER SECURE LAND RIGHTS AND RURAL DEVELOPMENT

LRDP partners with the GOC to: a) design, test and deploy better tools and approaches; b) to reform policies and procedures; c) to improve resource availability (human and financial); and, d) to create an interoperable web-based platform for reliable data sharing, in real time, among relevant GOC agencies. LRDP assistance will lead to reduced time and cost as well as increased quantity and quality of critical outcomes. LRDP will leave installed capacity to scale outcomes and to sustain these functions over time. Across all of its activities, LRDP will integrate measures to ensure the inclusion of women, ethnic minorities and other vulnerable people (e.g., youth, elderly or disabled persons).

LRDP works in 57 municipalities across five focus regions most affected by the civil conflict. The work areas are shown in the map below.



RESULTS FRAMEWORK

The Results Framework for the USAID/Colombia LRDP (Annex C) includes the Project Objective, the four Component Objectives as well as Intermediate Results (IRs), Sub-IRs, and indicators (shown later in the document) across these levels to enable performance monitoring and evaluation.

Project Objective: Improved ability of regional and national government to equitably meet the needs of people, communities and business for secure land tenure and for rural public goods that support sustainable licit rural livelihoods in conflict-affected areas.

Objective 1: Improved capacity of the GOC, at the regional and national levels, to restitute land to victims of conflict.

- **Intermediate Result 1.1:** GOC, regionally and nationally, increases the quantity of results from implementing land restitution policy throughout Colombia.
- **Intermediate Result 1.2:** GOC, regionally and nationally, improves the quality of the processes for implementing the land restitution policy throughout Colombia.

Objective 2: Improved capacity of regional and national GOC entities to formalize rural property rights and to allocate public lands (*baldíos*).

- **Intermediate Result 2.1:** Regionally and nationally, an increased quantity of applications processed for title on public and private lands achieved by improved quality and coverage of services.
- **Intermediate Result 2.2:** Regional and national GOC entities expand area-wide land formalization initiatives in LRDP target regions.
- **Intermediate Result 2.3:** To support an effective Land Fund, regional and national entities identify the scope of recoverable lands and establish a strategy for their recovery and reallocation.

Objective 3: Improved capacity of national, regional and local government entities to mobilize and execute public investments for rural public goods that meet community needs and market requirements.

- **Intermediate Result 3.1:** Improved ability of national, regional and local GOC entities to plan rural development and to design and implement related initiatives with community and private sector participation.
- **Intermediate Result 3.2:** Capture of regional and national resources to fund local rural development initiatives is made more direct and less cumbersome.

Objective 4: Improved information available and efficiently used to deliver land rights services.

- **Intermediate Result 4.1:** Establishment and maintenance of a system to monitor and evaluate land rights services and programs.
- **Intermediate Result 4.2:** Establishment of a sustainable land information infrastructure that allows interoperability for data sharing across critical GOC entities (the Land Node).

LRDP MONITORING & EVALUATION APPROACH

The work plan details LRDP's approach and activities, which serves as a reference document to this AMEP. The following section outlines the strategic approach to monitor project activities and measure results outlined in the Results Framework.

REVIEWING AND UPDATING THE AMEP

The nature of LRDP will require that the AMEP continually evolve to adapt to changes in the complex socio-political context in Colombia. Tetra Tech will make necessary revisions to the AMEP as relevant and appropriate in consultation with the USAID Contracting Officer's Representative (COR). Updates and revisions to the AMEP will be submitted annually (15 days after receiving USAID's approval of the annual work plan) to reflect changes in LRDP's strategy and ongoing activities.

The following issues are critical to assess prior to recommending revisions to the AMEP:

- Have aspects of the program design or expected results changed that would require the addition, deletion, or revision of performance indicators?
- Do the indicators still meet the seven key criteria as outlined in ADS 203.3.4.2? Are the indicators direct, objective, useful for management, attributable, practical, adequate, and disaggregated, as necessary?⁵
- Do assumptions drawn about the components which are measured by indicators still hold? (i.e the social, economic or political general context in Colombia has changed considerably as to justify adjustments?)

How can the AMEP be improved (particularly in the areas of valid and timely data collection, analysis, knowledge management)? The project considered these issues when making significant revisions to the current version of the AMEP. LRDP gave special attention to ensuring that the results story can be easily communicated by the project. The LRDP M&E Manager, with support of the home office M&E Specialist and under the guidance of the Deputy Chief of Party Technical (DCOP-T) and Chief of Party (COP), will document any major changes to the AMEP regarding indicators or data sources, along with the rationale for these adjustments. If minor AMEP elements change, such as indicator definitions or responsible individuals, LRDP will update the AMEP to reflect these changes. All revisions to the AMEP will be made collaboratively and with the approval of USAID.

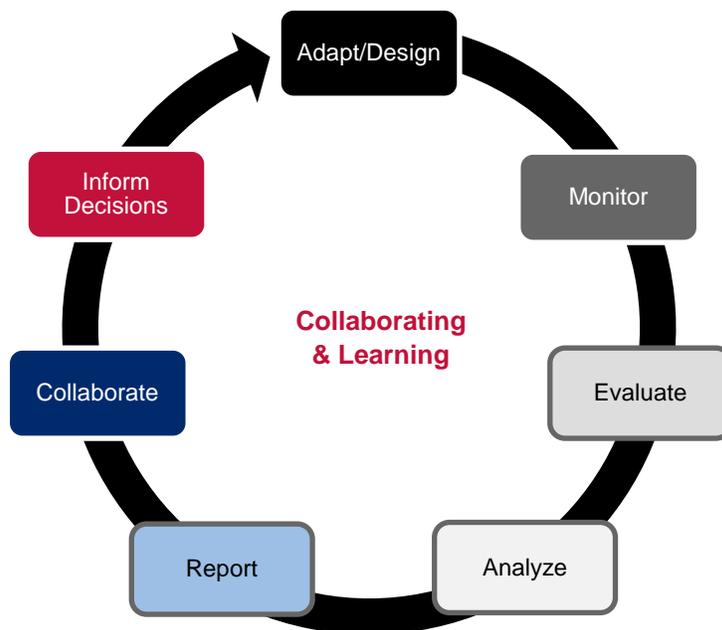
⁵ For more information on evaluation criteria as well as a checklist for reviewing performance indicators, please see USAID TIPs series Number 6: Selecting Performance Indicators (2010).

ADAPTIVE MANAGEMENT OF PERFORMANCE

The AMEP has two primary objectives: learning and accountability. Strategic reviews hosted in coordination with USAID are one important mechanism used to achieve these objectives. The strategic reviews will not only be used as an internal results-assessment mechanism to systematically ensure that performance metrics are met and that evidence-based data drives programmatic direction, but these principles will also be transferred to GOC counterparts participating in these review sessions (including MARD, National Land Agency, Rural Development Agency, IGAC, LRU, and others).

The LRDP adaptive management process will be tested and implemented, first within the program, and then systematically replicated where appropriate to targeted GOC counterparts with the goal of greater Colombian capacity to make informed, evidence-based decisions to reach their goal(s). At a minimum, LRDP's data will follow the seven steps outlined in Figure 2; however, when working with direct program participants/government partner agencies and other local institutions, we will work with implementing partners to establish a similar adaptive management process that is nimble, nuanced, and responsive to each particular institution. LRDP will embrace a systematic and cyclic learning process to ensure continuous, evidence-based decision-making founded on sound, reliable, and timely programmatic data.

FIGURE 2. ADAPTIVE MANAGEMENT CYCLE



In collaboration with the COP, the M&E Manager will drive the adaptive management process to:

- Facilitate accountable, participatory, and effective decision-making processes.
- Identify successful activities versus those that produce less-than-anticipated results, allowing decision makers to redirect funds and/or modify activities to maximize results.
- Use timely information to set up early warning mechanisms necessary to identify “red flags” quickly, thereby addressing problems proactively rather than reactively.

STEP 1: ADAPT/DESIGN

Beginning with Step 1, all LRDP data will follow the adaptive management cycle. During the information-gathering and sharing activities conducted within the first months of the program, the COP, M&E Manager, and component leaders worked closely with USAID and other key stakeholders to finalize the Results Framework (see Annex C). LRDP's Results Framework illustrates the project's logical and causal linkages between project Results and Objectives and USAID/Colombia's CDCS. The work plan and AMEP will be reviewed and updated on an annual basis or as needed to ensure activities are aligned with expected results and key performance indicators.

STEP 2: MONITOR

Upon final approval of the first annual work plan in March 2014, LRDP monitored project activities using systematic qualitative and quantitative data collection methods. For several indicators, data collection relies more heavily on GOC institutions over time as their capacity to collect, analyze, and report data increases. The M&E Manager, with support from the Information Sharing and Management Component Leader (Component 4), will provide training and mentoring for LRDP staff, grantees, and key project partners to increase their M&E capacity to systematically and reliably collect and report AMEP-related data. Additionally, monitoring, consolidating, analyzing, and learning across the project's four regional offices is facilitated through the implementation of LRDP's Electronic Project Observation, Reporting and Tracking (ePORT) data collection system. ePORT allows LRDP to centralize field-based data on a secure cloud-based database promoting learning across regional offices.

STEP3: EVALUATE

On a regular basis, the M&E Manager will evaluate the validity of the data collected and measure progress against targets. This step looks at the accuracy, reliability, and timeliness of data to ensure quality and attribution. On an annual basis prior to work planning sessions, the M&E Manager and M&E Specialists will conduct a rapid evaluation of aggregated project data to identify trends across components and across regional focus areas.

STEP 4: ANALYZE

In-depth analysis of results will occur regularly throughout the project lifecycle—particularly during strategic review sessions and during the annual work planning process. Analysis allows the project to understand how aggregate and disaggregate results ripple across results and objectives; and how impacts of activities affect vulnerable populations—women, youth, ethnic minorities including Afro-Colombian and Indigenous populations, and victims.⁶

STEP 5: REPORT

After analysis, data are ready for reporting and information dissemination. Through the ePORT System, data will flow automatically to a dashboard presenting key indicators in geo-referenced maps, charts, and graphs. These data visualizations can be incorporated on USAID or government partner websites. Quarterly, LRDP will provide, at a minimum:

- Output and outcome level to USAID centralized reporting and tracking systems, including TraiNet;

⁶ Although the program specifically targets women and minorities, LRDP will promote access to restitution, formalization, and rural development services for all of Colombia's marginalized populations, including Afro-Colombians, indigenous, women and youth.

- Higher-level (Development Objective – DO3) result information to MONITOR, the USAID/Colombia Clearinghouse; and
- Quantitative and qualitative information to USAID to contribute to performance evaluations.

The project will disseminate success to larger audiences through implementation of an outreach and communications strategy. This will be done through an internal communication strategy (how LRDP shares data, information, and learning within and between field offices) and external communication (how and to whom LRDP shares information with GOC partner entities and other key local stakeholders). Only as appropriate and necessary (in close coordination with USAID), LRDP will develop new informational networks (e.g., newsletters, pamphlets) as well as strengthen existing networks (e.g., social media, radio, TV, and print) to reach Colombian citizens.⁷

STEP 6: COLLABORATE

Steps 1 through 5 describe program-based learning, whereas the collaboration step promotes participatory and inclusive learning through the use of the strategic reviews. Strategic reviews provide the space for USAID/Colombia, project staff, and stakeholders to celebrate successes, identify innovative activities to achieve maximum impact, increase sustainability and local ownership, and identify qualitative “snap shots” of project success through the voice of program partners and direct and indirect project participants. This participatory process will seek to enhance understanding of:

- Which activities were successful and why?
- How to redesign an activity to increase efficiencies, effectiveness, scope, and customer satisfaction?
- Where are the opportunities for innovation?
- How to modify activities to adapt to contextual challenges outside of our control?
- What, if any, warnings and obstacles exist? Why? What corrective action needs to be taken?

STEP 7: INFORM DECISIONS

The final step of our data cycle is decision-making. Using the strategic review report (due to USAID one week after each strategic review meeting), the project will identify a list of tangible and actionable programmatic recommendations that will be addressed in a timely fashion to increase efficiency, effectiveness, customer satisfaction, and the scope of LRDP activities. The adaptive management cycle then continues as management decisions based on analysis of project results are used to further adapt and design work plans and project activities (returning to Step 1 of the adaptive management cycle).

⁷ All relevant project information and reports will be submitted to USAID’s Development Experience Clearinghouse (DEC) as outlined in the Agency’s ADS Chapter 540.

PERFORMANCE METRICS

Managing, auditing, analyzing, and disseminating performance data, collected primarily by GOC entities, will be the central focus of the M&E Manager. In the spirit of USAID's Forward initiative,⁸ the M&E Manager and Information Sharing and Management Component Leader work to build M&E capacity and sustainability of direct project participants/partner GOC and other local entities, empowering land and rural development entities to better understand their data needs, and how to use data to inform and strengthen decision-making. LRDP will build individual and institutional M&E capacity through a variety of methods, such as web-based trainings, formal classroom-setting instruction, hands-on field-based exercises, experiential learning, and mentoring.

The M&E Manager will evaluate all data collected for the project to ensure data are verifiable (supporting documents are present); accurate (data reflect the result achieved); and timely (data are within a reasonable timeframe of result). To measure the success of our project, LRDP has developed custom indicators and identified prescribed standard indicators that correspond to existing United States Government (USG) and USAID/Colombia strategies and frameworks. A summary indicator matrix is provided on the following page with indicators listed by component (see Table 2). The Performance Indicator Reference Sheets in Annex B provide the entire list of LRDP's performance metrics, with standard indicators clearly marked as such. The annex further outlines the numerous metrics LRDP will use to validate success of the project. During project startup and throughout the work planning process, LRDP senior staff, with support from the home office (HO), worked closely with USAID/Colombia and relevant stakeholders to further refine and consolidate indicators to ensure an effective and efficient M&E system.

Whenever possible, indicators have been disaggregated based on sex (male/female), age (youth will be a particular interest), location, and ethnicity (specifically Indigenous and Afro-Colombian individuals). To complement the performance standards and performance indicators provided by USAID, Tetra Tech has also developed custom indicators as well as identified USAID standard indicators (FACTS indicators) that provide a holistic and comprehensive picture of project success.

The project will track both qualitative and quantitative indicators designed to help improve performance, measure project effectiveness, and provide context to changes occurring as a result of GOC land restitution, formalization, and rural development efforts (see Table 2).⁹

⁸ For more information on the 2011 USAID Forward Initiative visit <http://www.usaid.gov/usaidforward>.

⁹ All performance data will be reported in adherence to data quality standards outlined in the Information Quality Guidelines, ADS Chapter 578.

TABLE 2. SUMMARY INDICATOR MATRIX

No.	Indicator	Baseline (2013)	FY1 Target (2014)	FY2 Target (2015)	FY3 Target (2016)	FY4 Target (2017)	FY5 Target (2018)	LOP Target (Total over 5 years)
LRDP Project Objective: Improved ability of regional and national government to equitably meet the needs of people, communities and business for secure land tenure and for rural public goods that support sustainable licit rural livelihoods in conflict-affected areas								
Cross-Cutting PO1	Percentage of restitution and formalization beneficiaries that are women (custom) ¹⁰	38%	N/A	40%	45%	48%	50%	50%
Cross-Cutting PO2	Number of cases of restitution that benefic families that belong to ethnic groups (custom)	21	N/A	N/A	27	32	37	117
Cross-Cutting PO3	Percentage increase in resources mobilized as a result of LRDP support in the targeted regions (custom)	US\$ 6,745,440 ¹¹	N/A	70% (approximately US\$9.6M)	80% ((approximately US\$10.1M)	85% (approximately US\$10.5M)	90% (approximately US\$10.7M)	N/A (approx. total amount US\$40.9M)
Cross-Cutting PO4	Number of government officials, traditional authorities or individuals trained in restitution, formalization and public project planning, information sharing and management as a result of LRDP assistance (custom) ¹²	0	8,320	3,400	3,400	3,400	3,400	21,920

¹⁰ The targets presented are for each institution included in this indicator: the National Land Agency (previously INCODER); MARD's formalization program or its replacement agency; and the LRU.

¹¹ Exchange rate: US\$1=COP\$2,500.

¹² This indicator contributes to the two following USAID standard indicators: number of public officials, traditional authorities, project beneficiaries, and representatives of the private sector receiving formal on-the-job land training or technical assistance regarding registration, surveying, conflict resolution, land allocation, land use planning, land legislation, land management or new technologies (STARR IQC/LTPR iv); and number of individuals trained in land tenure and property rights as a result of USG assistance (4.7.4-11).

No.	Indicator	Baseline	FY1 Target (2014)	FY2 Target (2015)	FY3 Target (2016)	FY4 Target (2017)	FY5 Target (2018)	LOP Target (Total over 5 years)
Objective 1: Improved capacity of GOC, at the regional and national levels, to reconstitute lands to victims of conflict								
O1.1	Number of restitution cases processed by the LRU (custom) ¹³	0	N/A	5,000	9,101	10,051	11,000	50,000 ¹⁴
O1.2	Percentage increase in the average number of restitution cases processed monthly by the LRU (custom) ¹⁵	0	N/A	N/A	10% (672)	20% (733)	50% (916)	50% (916)
1.1.1	Number of restitution cases supported by LRDP	0	N/A	N/A	500	1,000	1,200	2,700
1.1.2	Number of current vulnerable occupants of land claimed ("secondary occupants") in restitution that are represented in case proceedings (custom)	0	N/A	120	400	400	400	1,320
Objective 2: Improved capacity of regional and national GOC institutions to formalize rural property rights and to allocate public lands (<i>baldíos</i>)								
O2.1	Number of titles issued with legal certainty (custom) ¹⁶	8,744 ¹⁷	N/A	2,000	6,500	9,700	8,056	35,000
O2.2	Reduced cost of formalization (custom)	TBD	N/A	N/A	TBD	TBD	TBD	TBD
O2.3	Reduced time to register issued titles (custom)	1,648 days ¹⁸	N/A	N/A	0 (Change in institution)	20% (1,318)	78% (365 days)	78% reduction over LOP
2.1.1	Number of formalization cases that advance to a key milestone in the process ¹⁹	0	4,374 ²⁰	620	6,000	18,000	20,000	44,620
2.2.1	Reduction in time of the formalization process	TBD	N/A	N/A	TBD	TBD	TBD	TBD

¹³ Contributes to USAID/Colombia standard indicator Number of Restitution Cases Supported (in CSDI municipalities) (D03-41).

¹⁴ The targets for 2015-2018 correspond to targets of the National Development Plan 2015-2018 of the GOC.

¹⁵ These targets will be revised on the basis of results of the LRU's demand study and strategic plan, both of which will be supported by LRDP.

¹⁶ Contributes to the following three USAID standard indicators: number of parcels with relevant parcel information corrected or newly incorporated into an official land administration system (whether a system for the property registry, cadaster, or an integrated system) as a result of USG assistance (STARR IQC Indicators ii (EG.10.4-5)); number of households who have obtained documented property rights as a result of USG assistance (FACTS 4.7.4-5); and number of households with formalized land (FACTS 4.5.1-25).

¹⁷ 2014-2018 National Development Plan.

¹⁸ Number of days it takes to advance a title application from issuance of resolution to its register.

¹⁹ Contributes to USAID/Colombia standard indicator on the number of formalized properties supported in CSDI municipalities (D03-040).

²⁰ 2014 achievement included in LOP target.

No.	Indicator	Baseline	FY1 Target (2014)	FY2 Target (2015)	FY3 Target (2016)	FY4 Target (2017)	FY5 Target (2018)	LOP Target (Total over 5 years)
2.2.2	Legal framework enabling rapid and massive formalization developed with LRDP support	0	N/A	2	1	1	0	4
2.3.1	Number of cases of land parcels inventoried to potentially feed into the Land Fund (custom) ²¹	0	N/A	N/A	200	200	200	600
Objective 3: Improved capacity of regional and national government entities to mobilize and execute public resources for rural public goods that meet community needs and market requirements								
O3.1	Percentage of projects funded with LRDP support that are in implementation (custom)	0	N/A	60%	65%	70%	75%	75%
O3.2	Number of rural households in conflict affected areas that gain access to public goods through expanded funding as a result of LRDP assistance (custom) ²²	0	N/A	1,000	1,000	2,000	1,000	5,000
3.1.1	Number of public-private partnerships (PPPs) formed or strengthened with LRDP support (FACTS-PPP5)	0	N/A	1	4	4	4	13
3.1.2	Number of submissions for resources from municipal governments supported by LRDP to obtain funding from National, Regional or Local GOC entities (custom)	0	N/A	22	26	30	35	113
Objective 4: Improved information available and efficiently used to deliver land rights services								
O4.1	Number of GOC land entity action plans developed, systematized and reporting to the National System for the Evaluation of Public Sector Performance (SINERGIA) (custom)	0	N/A	N/A	4	4	4	12
O4.2	Reduced time to access inputs to restitution processes (custom)	0 ²³	N/A	10%	20%	40%	60%	60%
4.2.1	Number of land related files digitalized	0	N/A	N/A	500,000	1,500,000	2,200,000	4,200,000

²¹ Contributes to USAID STARR IQC Standard LTPR indicator on the number of parcels with relevant parcel information corrected or newly incorporated into an official land administration system (whether a system for the property registry, cadaster, or an integrated system) with USAID support (STARR IQC/LTPR ii).

²² Contributes to USAID standard indicator on the number of vulnerable households benefiting directly from USG assistance (FACTS 4.5.2-14).

²³ This indicator is measured as percentage change (reduction). The baseline is a set of data, as it measures different entities in different regions of Colombia.

Outcome and output indicators have been designed to measure the performance and effectiveness of the project with regard to actors it directly supports, namely, GOC entities and populations receiving assistance as a result of LRDP activities. Specific data collection tools were designed for each indicator during Q2-Q3 2014 and results data will be collected on a regular basis (per activity and/or quarterly) by project staff. The primary purpose of gathering this information is to track the progress of achievement towards goals and targets across each project component. Additionally, regular output and outcome data monitoring will help senior LRDP staff and USAID to assess the effectiveness of the LRDP's coordinated activities and identify additional research questions necessary to test assumptions about restitution, formalization, and rural development.

These outcome and output indicators are of three types:

- **LRDP Custom Indicators:** LRDP is supporting a number of government agencies, civil society organizations, private and public entities, and various populations in targeted project areas. Therefore, the activity will track and measure direct project results as well as changes in knowledge, skills, and ability (KSA). Through performance evaluations conducted by LRDP and any external evaluations conducted by USAID, researchers will attempt to directly attribute these changes to the project's interventions and measure both expected and unexpected results attributed to LRDP activities. Targets have been set for all LRDP custom indicators and will be further refined in collaboration with GOC counterparts and USAID. Targets will be updated in collaboration with USAID annually or on an as-needed basis.
- **Standard Foreign Assistance Indicators (FACTS Indicators):** These indicators will measure results that contribute to broader USG foreign assistance goals and the 2010 USG Global Development Policy. Targets have been set for all FACTS indicators and will be further refined in collaboration with GOC counterparts and USAID. Targets will be updated in collaboration with USAID annually or as needed.²⁴ Table 3 below highlights the standard indicators included in the AMEP.

TABLE 3. STANDARD INDICATORS

Standard Indicator No.	Name of Standard Indicator	LRDP Indicator No.	Name of Related LRDP Indicator
FACTS GNDR-2	Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	PO1	Percentage of restitution and formalization beneficiaries that are women (custom)
DO3-041	Number of Restitution Cases Supported (in CELI municipalities)	O1.1	Number of restitution cases processed by the LRU (custom)
FACTS 4.7.4-11	Number of individuals trained in land tenure and property rights as a result of USG assistance	PO4	Number of government officials, traditional authorities or individuals trained in restitution, formalization and public project planning, information sharing

²⁴ The Department of State and USAID, drawing on technical expertise within both agencies and from within the development and security communities, have jointly developed standard indicators to measure what is being accomplished with foreign assistance. For more information on FACTS indicators, visit <http://www.state.gov/f/indicators>.

Standard Indicator No.	Name of Standard Indicator	LRDP Indicator No.	Name of Related LRDP Indicator
LTPRiv	The number of public officials, traditional authorities, project beneficiaries, and representatives of the private sector receiving formal on-the-job land training or technical assistance regarding registration, surveying, conflict resolution, land allocation, land use planning, land legislation, land management or new technologies.		and management as a result of LRDP assistance
FACTS 4.7.4-5	Number of households who have obtained documented property rights as a result of USG assistance	O2.1	Number of titles issued with legal certainty (custom)
LTPRii (EG. 10.4-5)	The number of parcels with relevant parcel information corrected or newly incorporated into an official land administration system (whether a system for the property registry, cadaster, or an integrated system) as a result of USG assistance.	O2.1	Number of titles issued with legal certainty (custom)
		2.3.1	Number of cases of land parcels inventoried to potentially feed into the Land Fund (custom)
FACTS 4.5.1-25	Number of households with formalized land	O2.1	Number of titles issued with legal certainty (custom)
FACTS PPP-5, D01-033	Number of new USG-supported public-private partnerships (PPPs) formed	3.1.1	Number of public-private partnerships (PPPs) formed with LRDP support
FACTS 4.5.2-14	Number of vulnerable households benefiting directly from USG assistance	O3.3	Number of rural households in conflict affected areas that gain access to public goods through expanded funding as a result of LRDP assistance (custom)

- Land Tenure and Property Rights (LTPR) Division Indicators:** These indicators will measure changes that contribute to USAID’s global Land Tenure Division goals and objectives. Targets have been set for LTPR indicators and will be further refined in collaboration with GOC counterparts and USAID. Targets will be updated annually or on an as-needed basis.

All project monitoring data will be entered into a customized LRDP database called ePORT (see more on ePORT in the section entitled “M&E Systems and Platforms to Measure and Report LRDP Results”). All LRDP data is stored in ePORT’s secure cloud-based database. Additionally, all program records will be backed up on a local server and external drives to increase security and protection of project records. Security for both electronic and hard copy records will be ensured through use of password-protected computers and file folders with limited user access. Project monitoring data will be entered into USAID’s monitoring system MONITOR.

Context Data: LRDP will collect data from a variety of secondary sources on a regular basis to provide additional context and comparison for primary program data collected. The M&E Manager and senior project staff will utilize information gathered by project partners and regional and national government

entities to triangulate project findings and provide context on socio-economic trends affecting target regions. The project will work closely to obtain the most recent and relevant data from secondary sources including but not limited to USAID/Colombia, the National Statistics Department (DANE), MARD, INCODER, DNP, IGAC, the National Land Agency, the Rural Development Agency and the World Bank. Most notably, the M&E Manager will utilize this secondary data to help gauge trends in land restitution, formalization and rural development and present this information in strategic review sessions.

Fixed-Fee Deliverables

On an annual basis, LRDP will work with USAID to update and revise deliverables and methods of verification based on the annual work plan and the changing socio-political dynamics.

EVALUATION

In accordance with the 2011 USAID Evaluation Policy, LRDP will use evaluation methodologies with the dual purposes of *accountability* to government partners and other stakeholders; and *learning* about key results to improve effectiveness. The overall objective of LRDP's approach to evaluation is not only to understand project effectiveness but also to generate new knowledge for the wider land tenure and rural development community. Evaluation will be used for examining relationships between results levels, testing development hypotheses, and validating critical assumptions. LRDP will use performance evaluations to look beyond expected outcomes to examine unanticipated effects of project initiatives, both positive and negative. Together, performance monitoring and evaluation is designed to provide LRDP and stakeholders with a comprehensive picture of the effectiveness and efficiency of its interventions by explaining **what** changes have occurred as a result of the project (monitoring) and **why** (evaluation).

A selection of LRDP performance indicators will be included in the baseline study, and key evaluation questions may be tested as part of any external evaluations conducted by USAID/Colombia. If conducted, an impact evaluation will measure improved public perceptions about security and justice related to land restitution and formalization, improved livelihoods, and the quality of governance and services. The LRDP M&E Manager and component leaders will work closely with USAID and evaluators to collect data required examining key outcomes and impacts under DO-03: Improved Conditions for Inclusive Rural Economic Growth. LRDP's primary role in evaluation (including the aforementioned standardized indices) will be to contribute reliable monitoring data on output and outcome-level indicators.

It is strongly recommended that any external evaluators adapt the Land Tenure Impact Assessment Tool developed by USAID and Tetra Tech in 2010 to measure long-term impacts.²⁵ The LTPR Impact Assessment Tool was designed for use by USAID missions as well as LTPR evaluation professionals hired to carry out land rights assessments. The Land Tenure Impact Assessment Tool can be used to understand and communicate how property rights issues change as economies move through various stages of economic development, democratization, and particularly in Colombia's case, how land tenure has evolved as a result of the Peace Process.

²⁵ http://usaidlandtenure.net/sites/default/files/USAID_Land_Tenure_Impact_Assessment_Tool_0.pdf.

The LTPR Impact Assessment Tool aims to:

1. Enhance learning from local LTPR project interventions and outcomes.
2. Permit missions to share and learn from the experiences of other country missions.
3. Bolster USAID's effectiveness in meeting both project and broader institutional goals.

The purpose of the survey is to compare data collected from targeted and non-targeted regions to evaluate the larger impact of LRDP activities. All survey data will be disaggregated by targeted and non-targeted regions, sex, age, and ethnicity to analyze and measure changes against baseline and differences between targeted and non-targeted groups. Where significant differences (over time or between targeted and non-targeted groups) are detected, additional qualitative data may be collected to assess attribution and to incorporate learning (in terms of both successes and lessons learned) into program planning and decision-making. The data will also allow GOC and USAID to test assumptions about LRDP's approach and highlight what additional qualitative or quantitative data could enable the GOC and USAID/Colombia to refine accordingly its approach to land rights and rural development.

The M&E Manager will work closely with external evaluators to ensure the survey tool includes key LRDP indicators and is aligned with evaluation questions most important to USAID, government partners, and other stakeholders.

Illustrative evaluation questions include:

- 1) What were the LRDP **start-up challenges**, and what are the **accomplishments and progress to date**, in establishing the necessary relationships with, and systems within, GOC partner institutions at the national and local levels to achieve the activities and objectives by July 2018?
- 2) What are the achievements and challenges of the **institutional strengthening** activity/objective given the political and institutional dynamics of GOC entities technically supported by LRDP?
- 3) To what extent is the institutional strengthening activity/objective of the program having an effect in addressing structural land and rural development constraints for effective implementation of land policy?
- 4) Does the progress to date prepare GOC partner institutions well to address new up-coming institutional changes?
- 5) What effect has LRDP had on **beneficiaries, especially on women, youth and ethnic minorities in conflict affected areas** receiving technical support from LRDP?
- 6) Is LRDP using a coordinated and integrated approach among its four components in **responding to multi-faceted problems and diverse regional and institutional requirements**?

This program expects to collaborate closely with USAID and the selected research firm to define further specific evaluation questions and research methodologies in accordance with ADS 203.3.1 and USAID Evaluation Policy.

INFORMATION MANAGEMENT AND EXTERNAL COMMUNICATIONS

LRDP will employ a variety of activities to promote sharing of project results and other key learning and knowledge generated through project activities. The project's goal is for government partners to take ownership of results in restitution, formalization, rural development, and information management processes and commit to ensuring ongoing change and improvements in the land tenure management and property rights of Colombian citizens.

The activities include but are not limited to:

- Ongoing technical support on how to pilot, evaluate, scale-up, and manage performance of land and rural development agencies through assistance to the LRU, formal training of regional and national staff in the land and rural development sector, linking private industry with GOC entities that can provide support such as administrative and financial management tools, information technology services, and consultations on improved project management.
- Technical assistance through Component 4 to improve land and rural development institutions' ability to effectively monitor and evaluate activities, conduct analysis of results, and produce comprehensive reports to disseminate key findings and lessons learned.
- Dissemination of project results as well as key findings through strategic review sessions, site visits, communication materials and regional and national stakeholder consultations.

In addition to the interventions stated above, LRDP will work with USAID to publish program briefs, technical briefers, success stories, info-graphics, and beneficiary testimonials to disseminate LRDP's impact to its primary audience: the USAID Mission in Colombia and a select audience in the U.S. Embassy interested in land and rural development issues.

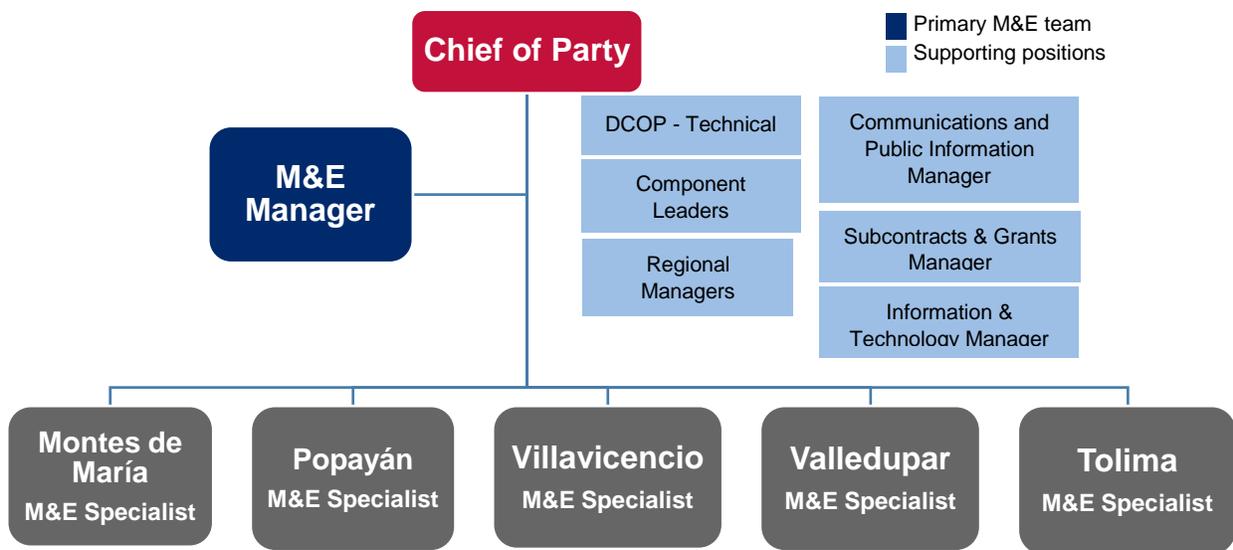
Additionally, key reports and other materials will be shared, at the discretion of the COR, with the USAID Land Tenure and Property Rights Portal (<http://usaidlandtenure.net>).

DATA MANAGEMENT PROCESS

STAFFING AND STRUCTURE

Although there are six staff members with explicit responsibility for collecting and reporting LRDP data, effective project monitoring and evaluation is the responsibility of all LRDP project staff. The COP and M&E Manager will ensure that all staff members understand their role in ensuring data quality and accurate reporting of all project activities. The M&E staffing structure below is an organizational chart depicting the primary M&E team as well as key supporting positions that will play a role in M&E activities.

FIGURE 3. M&E STAFFING STRUCTURE



M&E MANAGER

M&E Manager responsibilities include: overall quality control, analysis, and presentation to senior staff on progress, achievements, and needed actions, and providing technical support to regions to ensure that the M&E system and procedures are followed. Other responsibilities include diagnosing needs for system improvements, designing surveys for indicators needing to be measured through surveys or sample surveys, conducting analysis of regional and cross-regional (compiled) surveys, and liaising

with the USAID Program Office (for MONITOR) and external evaluators (as needed). The M&E Manager:

- Maintains and oversees coordination of data collection and reporting using ePORT and MISSION at the operational level.
- Provides quality control over regional M&E data and specialists.
- Inspects all M&E operations.
- Provides technical support and training to all staff on M&E related topics and staff responsibilities.
- Provides operational support and guidance for regional survey work and does cross-regional compilation.
- Compiles universal data from regions and provides necessary data to USAID MONITOR.
- Guarantees the validity of data reported by the project, ensuring that support documentation is in place (electronic and hard copy) for all data reported.
- Audits every data point provided to USAID.
- Ensures that correct forms are being used by all M&E specialists and technical personnel for the collection and reporting of data.

M&E SPECIALISTS (ONE IN EACH REGIONAL OFFICE)

The M&E Specialist is a regional staff person working directly with the M&E Manager and is ultimately accountable to her/his direct supervisor, the Regional Manager.

M&E Specialists' responsibilities include: ensuring input of data and management of direct program participant registry, training registrations, and relevant AMEP reports into ePORT and MISSION; checking input for validity, transcription errors, and doing necessary data cleaning; ensuring that archives and files are being kept; and preparing reports for Regional Managers on the progress of projects. Other M&E Specialist responsibilities include organizing and implementing surveys (with Technical Specialists) for those indicators requiring surveys or sample surveys and conducting (with the Grants Specialist and technical specialists) interviews and inspections to confirm data and qualitatively assess project quality and benefits. M&E Specialists must also travel to the Bogota office to support central data control, participate in training events, support data quality assessments, and keep the M&E system operating efficiently.

Position requires training in:

- LRDP goals, objectives, and general orientation to Tetra Tech;
- Monitoring and evaluation principles and methodologies;
- USAID AMEP procedures and requirements;
- Use of standard data collection instruments;
- Use of ePORT and mobile data collection tools;

- Use of MONITOR and TraiNet information systems;
- Survey methodology and management;
- Use of GPS camera/phone and how to upload data to GIS software;
- Archiving of hard copy documents;
- Interviewing skills; and
- Quantitative and qualitative data analysis skills.

TABLE 4. LRDP USE OF VARIOUS M&E SYSTEMS AND PLATFORMS

M&E System	Description	Reporting Frequency
ePORT	The ePORT system was created by Tetra Tech in 2012. It is an effective cloud-based data storage and knowledge management system that utilizes commercial software (Google Drive, and Klipfolio) to store and visualize project data. The M&E team will develop, complement, and adapt ePORT to LRDP implementation.	LRDP M&E specialists will enter all program activity and indicator data into the ePORT database. Data will be uploaded on a quarterly basis (as a maximum timeframe). Progress towards targets are verified and supported by official documentation.
MISSION	The MISSION system was developed under CELI-Central (also implemented by Tetra Tech) for registering activities, tracking approvals, inputting M&E data, and producing reports through simple queries. The data stored in the MISSION system for each activity (i.e. ficha) facilitates follow-up by the project's technical staff and M&E staff to ensure that activities are progressing on schedule and to identify potential delays or problems.	Data from the ePORT database will be linked to MISSION through a dynamic dashboard (Klipfolio) once the M&E Manager has reviewed and validated the data. Data will be uploaded on a quarterly basis (as a maximum timeframe)
MONITOR	MONITOR is USAID/Colombia's M&E System developed in 2011, designed to track results and archive reports across all agency projects in Colombia.	Data from the ePORT database will be entered quarterly into MONITOR following USAID approvals of all activities. ²⁶
TraiNet	To maintain consistency and help USAID across missions to meet obligations, LRDP (including subcontractors, technical assistance contractors, and grantees) will enter all training, participant, and program data into TraiNet.	M&E Specialists will enter training data from the ePORT database into TraiNet on a quarterly basis.

²⁶ Our critical assumption is that there can be an efficient interface between MISSION and MONITOR so that (1) we can meet reporting schedules, and (2) any manual input between the two systems does not produce an unacceptable level of transcription error requiring constant revision.

DATA COLLECTION AND REPORTING PLAN

In compliance with Colombia's Presidential Agency for International Cooperation, LRDP will promote several mechanisms for dialogue among the different actors and stakeholders at a local and national level.²⁷ The primary mechanisms for stakeholder dialogue will be a series of **strategic review sessions**, interagency-cooperation committees, and working sessions involving key stakeholders such as program participants, key land and rural development agency staff.

To adhere to the core principles of good governance, LRDP monitoring and reporting activities will promote transparency in the utilization of resources that contribute to development. Working closely with USAID and GOC counterparts, LRDP will take a systematic and coordinated approach for mutual accountability of project results and collaboratively inform about progress made towards LRDP targets.

The methods of data collection vary according to the type of indicator and other data needs; however, the project will collect and report data in compliance with USAID guidelines and standards, particularly ADS 201 on Planning, ADS 203 on Data Quality.

Given the sensitivity of personal information (particularly that of victims of conflict) neither Tetra Tech nor subcontractors and grantees will release information related to direct project participants and/or any individuals working on restitution issues, without the prior approval of the project's USAID COR.²⁸

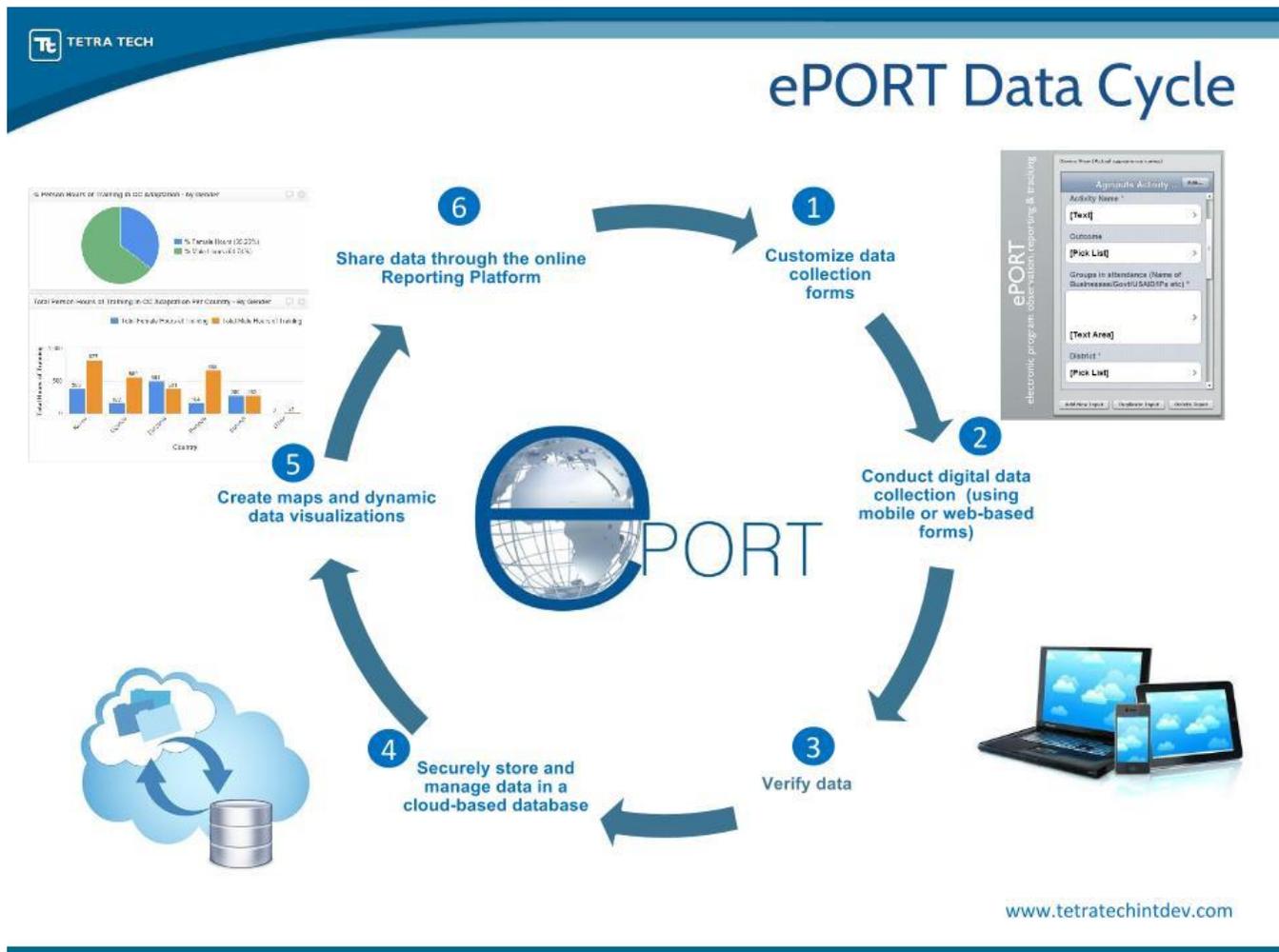
EPORT APPROACH

LRDP will monitor and report activities and results using Tetra Tech's Electronic Project Observation, Reporting, and Tracking approach to monitoring and evaluation. The ePORT approach was created by Tetra Tech in 2012 and is an effective data storage and knowledge management system across multiple international projects. The system utilizes commercial software applications to store and visualize project data. This cloud-based performance monitoring tool combines commercial technologies and straightforward systems that are secure yet flexible enough to be easily adapted to project needs. The result is a cost-saving streamlined approach to data management that enables seamless sharing of project information, facilitates ease of data collection with mobile devices using electronic forms, and allows real-time reporting through a range of media including maps, tables, and graphics, as depicted in Figure 4.

²⁷ National Strategy for International Cooperation 2012-2014, http://www.apccolombia.gov.co/recursos_user/ENCI-2012-2014/ESTRATEGIA%202012-2014-eng.pdf.

²⁸ The STARR IQC contract for this Task Order states that copyrights and rights to data must be in accordance with the clause of the IQC Contract, entitled, "Rights in Data – General" (FAR 52.227-14).

FIGURE 4. EPORT SYSTEM FOR DATA MANAGEMENT



ePORT addresses three major components in the Adaptive Management Cycle: project observation, reporting, and tracking progress:

- Project Observation:** ePORT makes data collection and project observation more efficient and timely through the design and creation of electronic forms. Where appropriate, Google Forms replace paper records, thereby removing the time and resources needed for manual data entry as well as reducing human error when transcribing information from paper forms into a database. Data quality is further improved by making certain form fields required and eliminating data transfer between the field and the head office through automated cloud-based data synchronization that employs either cell phone or Wi-Fi network.
- Reporting:** Once synchronized, all data is viewable in real-time by designated staff via any simple web-browser. The M&E Specialist in each field office will be responsible for regularly auditing incoming data and working with the M&E Manager, COP, and Component Leaders to address gaps or concerns with information. All data is then exportable to a range of formats including Excel and Statistical Package for the Social Sciences (SPSS). In addition, live information feeds are connected

to web applications to dynamically report results through the LRDP reporting dashboard (Klipfolio) for the project management team. Such applications will include maps displaying project data and performance indicator graphics, updated in real-time, that will be accessible through Mission as well as a mobile application.

- **Tracking:** As information is collected, validated and displayed on the Klipfolio dashboard, results are easily accessible and disaggregated for comparison across components and by location to identify areas for improvements as well as enable adaptive management.

Through ePORT technologies, survey instruments (household surveys; knowledge, attitudes, and best practices surveys) are easily programmed into electronic forms allowing LRDP to capture changes in perception and overall impact of project activities over time. Depending on survey design, quantitative as well as qualitative data can be documented via a number of inputs such as photographs, audio recordings, and videos.

Activity-level information gathering is managed by project staff who input relevant activity-tracking data into the ePORT database. Where performance metrics have geographic disaggregates (by district, municipality, or *vereda*), LRDP can map and report this data through dynamic web maps. This functionality provides all project staff with an easily accessible tool to collect data necessary for tracking progress towards reaching the objectives of the AMEP.

The M&E team will take the necessary steps to complement and adapt the ePORT system to LRDP needs throughout the project's implementation.

DATA STORAGE AND REPORTING

All data collected will be stored in a secure, cloud-based database. This database is accessed via an online control panel, which allows the administrator (M&E Manager) to check data, reassign data records where necessary, and edit submitted records when necessary. Reporting from the online control panel will be customized to meet the specific requirements of LRDP as well as USAID's MONITOR and TraiNet. A visualization dashboard (processed through Klipfolio software) shows, in real-time, individual progress for each performance metric, as well as spatially disaggregated data from relevant AMEP indicators. This information can easily be transferred to biweekly or quarterly reports and other USAID reporting needs.

DATA QUALITY CONTROL

ePORT enhances data quality control in multiple ways. At the data collection stage, when applicable electronic forms can incorporate required fields so that data must be completed before a record can be submitted. All records collected with electronic data collection tool include time-stamp and location information. Cloud-based storage assigns users different levels of access ensuring security and more control over data. Data collected incorrectly can be reassigned to a user by the M&E Manager through the online control panel.

REPORTING PLAN

The above data types will appear in four types of reports over the life of the project. Baseline and end line survey reports (produced in collaboration with LRDP evaluators) will present findings with regard to impact indicators, including the baseline and end line reports. The quarterly technical reports will include findings related to outcome and output data in addition to other information related to project implementation. The summary report of the strategic review will provide an overview of key outcomes of the session and any shifts in project implementation, and annual reports will include information on outcomes and outputs in addition to context data.

GRANTS

The implementation of the LRDP grants program is coordinated closely with USAID in accordance with the project's Grants Management Manual. In compliance with regulations in the Tetra Tech Grant Administration Manual (Section 5.5 Reporting), all grantees will work closely with the LRDP Subcontracts and Grants Manager and the M&E Manager to ensure an activity monitoring plan has been established prior to funds disbursement. When deemed appropriate by the LRDP Subcontracts and Grants Manager and M&E Manager, grantees may utilize functions of ePORT for reporting project activity that contributes directly to AMEP indicators.

For additional information on LRDP grants management, please see the LRDP Grants Management Manual, which provides the narrative framework for managing GUC under USAID contract number AID-514-TO-13-00015.

DATA QUALITY ASSESSMENT (DQA)

LRDP's M&E systems and processes will ensure high-quality project data. Although the primary data collectors of the project are the technical staff, M&E Specialists, and other regional project staff (those working most closely with partners and key project participants), LRDP's M&E Manager will conduct interviews, consult with the COR at USAID, and regularly review records to triangulate results. While many of the indicators are relatively easy to collect by technical staff, systematic data verification by LRDP's M&E staff—both in country and from the home office—will ensure data collection is accurate and help to identify data quality constraints. Routine support will be provided to project staff to ensure the provision of consistently high-quality data. Data verification will be carried out during routine monitoring exercises by project managers and random field monitoring, and data validation visits will be carried out by the M&E Manager. All activity records and AMEP indicators will be entered into ePORT, the primary M&E data management system, and compared with the expected results. Outliers will be identified addressed during strategic review sessions to address concerns and identify corrective actions needed for improved effectiveness and efficiency.

In addition, electronic data transcription (e.g., number of participants) will be checked against original hard copy reports, all of which will be archived for DQA purposes. If a data problem is identified (either quantitative or qualitative), the M&E Manager will issue a report that requires the technical staff and M&E Specialists to reconcile discrepancies within 45 days.

This ongoing DQA process is complemented by an internal DQA that will be conducted by the M&E Manager for each performance indicator at an interval specified in each of the PIRS (see Annex B: Performance Indicator Reference Sheets). Each LRDP indicator will undergo this internal DQA process at least twice during the life of the project using Tetra Tech DQA guidelines following the criteria provided by USAID (i.e., validity, reliability, accuracy, precision, and integrity).²⁹ These internal DQAs will be aimed at understanding whether indicator definitions and requirements are being adhered to. The internal DQA will follow the format outlined in Annex A: Data Quality Worksheet. Within 45 days of the completion of the internal DQA, the project will issue a report to the DCOP and component leaders detailing the findings.³⁰ Based on these findings, the AMEP may be modified to strengthen data quality. The internal DQA described here is an internal quality control mechanism and does not substitute for any formalized, USAID-initiated DQA of project data. Additionally, the LRDP project staff and M&E Manager will work closely with USAID to facilitate annual DQAs to ensure ADS 203.3.3.1 compliance of all AMEP indicators, particularly those LRDP indicators contributing to Standard Foreign Assistance Indicators.³¹

²⁹ For more detailed guidelines on data quality criteria, refer to Performance Monitoring & Evaluation TIPS Series: Data Quality Standards (USAID, 2nd Edition, 2009).

³⁰ All internal DQA reports will be made available to USAID, and LRDP evaluators upon request.

³¹ In accordance with ADS 203.3.5.2, a Data Quality Assessment must be conducted at least once every three years for those data reported to Washington.

PERFORMANCE MONITORING TASK SCHEDULE

Below are the activities Tetra Tech LRDP will perform to support data collection and the revision of the AMEP (see Table 4). All major M&E activities will be coordinated with USAID and other agency partners responsible for project monitoring and evaluation (i.e., LRDP evaluators). In addition to the key activities listed below, the M&E Manager and component leaders will conduct regular field visits (at least one per quarter) to verify indicators and consistency and accuracy of results reporting.

TABLE 5. M&E TASK SCHEDULE

M&E Task	FY 2014				FY 2015				FY 2016				FY 2017				FY 2018			
	Q1	Q2	Q3	Q4																
Baseline Study																				
Strategic Review																				
Internal DQAs																				
Performance evaluation																				
USAID-initiated DQA																				
AMEP Revisions																				
Endline Study																				

ANNEX A: DQA WORKSHEET

RECOMMENDATIONS FOR CONDUCTING DATA QUALITY ASSESSMENTS (DQA) ³²

1. Individual(s) conducting the DQA shall describe in detail the methodology used to conduct the DQA. This is **required for each indicator**. This information shall be approved before the DQA is conducted.
2. The data quality assessor shall make sure they understand the precise definition of the indicator. Please address any issues of ambiguity before conducting the DQA.
3. The assessor shall have a copy of the methodology for data collection in hand before assessing the indicator. This information should be in the AMEP file for each indicator. Each performance indicator shall have a written description of how the data being assessed is collected.
4. Each implementing partner shall have a copy of the method of data collection in their files and documented evidence that they are collecting the data according to the methodology.
5. Assessor shall record the names and titles of all individuals involved in the assessment.
6. Does LRDP have documented evidence that they have verified the data that has been reported to USAID? LRDP must be able to provide USAID with documents (process/person conducting the verification/field visit dates/persons met/activities visited, etc.) which demonstrate that they have verified the data that was reported to USAID. Note: Verification of data by the project should be an ongoing process.
7. The assessor shall be able to review the implementing partner files/records against the methodology for data collection laid out in the AMEP. Any data quality concerns shall be documented.
8. The assessor shall verify partner data at the field level using the AMEP methodology. Any data quality concerns shall be documented.
9. Storage of data is critical to this process. The assessor shall document weakness in the files/record keeping associated with the performance indicator being reviewed.
10. The DQA shall include a summary of all weaknesses found, and the significance of the weaknesses and recommendations for addressing the findings. A plan of action for addressing the weaknesses shall be developed as a follow-up date for reassessment.

³² Adapted from USAID's PMP Toolkit (http://pdf.usaid.gov/pdf_docs/PNACT871.pdf).

Note: The following two tables should be filled out for each indicator undergoing the DQA.

**USAID/Colombia Land and Rural Development Program (LRDP)
Data Quality Assessment Form**

Objective: _____

Area: _____

Element: _____

Performance Indicator: _____

Is this a Standard or Custom Indicator? If standard, make sure the title matches the title from the FACTS	<input type="checkbox"/> Standard <input type="checkbox"/> Custom
Data Source(s):	<input type="checkbox"/> Baseline Survey <input type="checkbox"/> Implementing partner reports <input type="checkbox"/> Other (Be Specific)
LRDP Control over Data:	<input type="checkbox"/> High (LRDP is source and/or funds data collection) <input type="checkbox"/> Medium (Implementing partner is data source) <input type="checkbox"/> Low (Data are from a secondary source)
Partner or Contractor Who Provided the Data (if applicable)	_____
Year or Period for Which the Data Are Being Reported	_____
Data Assessment methodology	Describe in detail and attach to the checklist**
Date(s) of Assessment:	_____
Assessment Team Members:	_____

For Office Use Only
 COP/M&E Specialist approval
 X _____

CATEGORY	YES	NO	COMMENTS
VALIDITY			
Is there a direct relationship between the program activity and what is being measured? If not, explain connection with the result.			
Can the result be plausibly attributed to USG assistance?			
Are the people collecting data qualified and properly supervised?			
Are steps taken to correct known data errors?			
Were known data collection problems appropriately assessed?			
Are steps being taken to limit transcription error?			
Are data quality problems clearly described in final reports?			
RELIABILITY			
Is a consistent data collection process used from year to year, location to location, data source to data source?			
Are there procedures in place for periodic review of data collection, maintenance, and documented in writing?			
Are data quality problems clearly described in final reports?			
TIMELINESS			
Is a regularized schedule of data collection in place to meet program management needs?			
Is data properly stored and readily available?			
PRECISION			
Is there a method for detecting duplicate data?			
Is there a method for detecting missing data?			
INTEGRITY			
Are there proper safeguards in place to prevent unauthorized changes to the data?			
Is there a need for an independent review of results reported?			
IF NO RELEVANT DATA WERE AVAILABLE		COMMENTS	
If no recent relevant data are available for this indicator, why not?			
What concrete actions are now being undertaken to collect and report these data as soon as possible?			
When will data be reported?			
SUMMARY		COMMENTS	
Based on the assessment relative to the five standards, what is the overall conclusion regarding the quality of the data?			
Significance of limitations (if any):			
Actions needed to address limitations			

ANNEX B: PERFORMANCE INDICATOR REFERENCE SHEETS

See separate Word document titled “Annex B_LRDP PIRS_June 2016”

ANNEX C: RESULTS FRAMEWORK FOR LAND AND RURAL DEVELOPMENT PROGRAM

See separate PowerPoint document titled “Annex C_LRDP Results Framework_June 2016”

ANNEX D: HISTORY OF CHANGES TO INDICATORS

See separate Word document titled “Annex D_LRDP History of Changes to Indicators_June 2016”

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