



IMPROVING LAND ACCESS FOR WOMEN UNDER THE STRENGTHENING TENURE AND RESOURCE RIGHTS II (STARR II) IDIQ

Complexity Aware Monitoring, Evaluation & Learning (CAMEL) Plan



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Photo: Focus group discussion with women in northern Côte d'Ivoire
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Acronyms and Abbreviations

AAR	After Action Review
ADS	Automated Directives System
AFJCI	<i>Association des femmes juristes de la Côte d'Ivoire</i> (Association of Women Legal Practitioners in Cote d'Ivoire)
AFOR	<i>Agence foncière rurale</i> (Rural Property Agency)
ARK	<i>Animation Rurale de Korhogo</i> (Rural Organization in Korhogo)
AWP	Annual Work Plan
CAHD	<i>Conseil d'Assistance Humanitaire et de Développement</i> (Humanitarian Assistance and Development Council)
CAM	Complexity Aware Monitoring
CAMEL	Complexity Aware Monitoring, Evaluation and Learning
CBO	Community-based organization
CDI	Cote d'Ivoire
CLA	Collaborating, Learning, and Adapting
COP	Chief of Party
CSO	Civil Society Organization
CVGFR	Village Rural Land Management Committees
DDL	Development Data Library
DEC	Development Experience Clearinghouse
DMP	Data Management Plan
DQA	Data Quality Assessment
FY	Fiscal Year
GBV	Gender-Based Violence
GPS	Global Positioning System
GUC	Grants under contract
HO	Home Office
ICS	Integrated Country Strategy
ILAW	Improving Land Access for Women
INDIGO	<i>Initiative de Dialogue et Recherche Action pour la Paix</i>

IR	Intermediate Result
IRB	Institutional Review Board
KAP	Knowledge, Attitude, and Practices
LOA	Life of Activity
MCC	Millennium Challenge Corporation
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MFFE	<i>Ministère de la Femme, de la Famille et de l'Enfant</i>
MSC	Most Significant Change
NDA	Non-Disclosure Agreements
NGO	Non-Governmental Organization
OH	Outcome Harvesting
PAMOFOR	World Bank Land Policy Improvement and Implementation Project
PEA	Political Economic Analysis
PC	Peace Committee
PII	Personally Identifiable Information
PIRS	Performance Indicator Reference Sheet
PLA	Participatory Learning and Action
R4P	Resilience for Peace Project
RRA	Rapid Rural Appraisal
SLLA	Senior Legal Land Advisor
SNET	Social Norms Exploration Toolkit
SOP	Standard Operating Procedures
STARR II	Strengthening Tenure and Resource Rights II IDIQ
STTA	Short-Term Technical Assistance
TBD	To Be Determined
TOC	Theory of Change
TOCO	Task Order Contracting Officer
USAID	United States Agency for International Development
USG	United States Government

Introduction

The Complexity-Aware Monitoring, Evaluation and Learning (CAMEL) Plan is a critical management tool designed to measure progress and assist the implementation of the Improving Land Access for Women (ILAW) Activity. This plan outlines ILAW’s approach to data collection, management, analysis, and reporting of a selection of output- and outcome-level performance indicators. The plan also includes ILAW’s complexity-aware approach to strategic collaboration, continuous learning, and adaptive management (CLA) to obtain feedback from partners and stakeholders, monitor changing conditions in the country, review and discuss successes and challenges, and apply lessons learned to upcoming activities and correct course when necessary.

The CAMEL Plan is a living document, which the ILAW team will update during work planning to reflect continuous learning, with the concurrence of the Task Order Contracting Officer (TOCO). The plan centers on two core concepts:

- **Complexity-Aware Monitoring (CAM).** ILAW takes a complexity-aware approach to monitoring and evaluation (M&E), recognizing that continuous information about changing conditions is critical for successful adaptive management. ILAW will supplement traditional performance monitoring with CAM methods to understand and adapt to changing conditions, measure unintended consequences, and improve knowledge of the cause-and-effect relationships inherent to influencing social change.
- **Do No Harm.** Existing evidence suggests that specifically supporting only women could have the unintended effect of increasing the risk of women losing their land or of gender-based violence (GBV). In addition, Côte d’Ivoire’s socio-political dynamics related to land are highly sensitive, especially in the Western regions where land-based conflicts are cited as a key driver of violence. The ILAW Chief of Party (COP) and Gender Specialist will train all staff and partners on do no harm principles and integrated into weekly reporting and meetings discussion of specific risks related to social conflicts and GBV. Senior ILAW staff and field partners will instruct field agents to inform supervisors immediately in case of acute risks or threats. Field partners will liaise with the national office and local authorities as appropriate, and ILAW staff will liaise with USAID. Table I below shows an indicative list of risks as well as mitigation measures.

Table 1. Do No Harm Risks and Mitigation Measures

Risks	Mitigation Measures
Generate mistrust through misunderstanding of the project’s purpose (such as a false notion that the project seeks to redistribute land) or perceived favoritism towards one group	Ensure inclusiveness of all groups (social classes, ethnic groups, men/women) in all activities. Develop standard messaging tools on project activities to reduce the risk of misunderstanding
Generate new conflicts due to awareness-raising and increased demand for respecting rights, such as conflicts between women and other male relatives over inheritance rights	Ensure that key opinion and community leaders are on board before any sensitization campaigns. Involve local authorities (especially sous-préfets) so local legitimate actors can absorb potential backlash to change.
Become instrumentalized as part of internal or regional disputes to side with a certain position or set of interests	Continue to monitor political dynamics and avoid participation in political events. Ensure maximum transparency (i.e. avoid closed-door meetings with divisive figures, for example)
Increase in marital violence due to men feeling threatened by women’s demands	Ensure that men are included in all activities. Liaise with GBV platforms and authorities to refer suspected cases to appropriate mechanisms as well as detect GBV related to land disputes or project activities.

Risks	Mitigation Measures
Contribute to increased marginalization of groups, such as increasing stigmatization of foreigners by strengthening power and control of indigenous landowners	Ensure an inclusive approach in all activities as well as apply “thinking and working politically” principles. Assess the potential impacts of all documentation and legal assistance support in terms of potential unintended consequences.
Threats or actual aggression against project staff and partners	Use weekly reporting protocols to capture potential threats to assess severity and context. Disengage immediately in case of aggression and liaise with local authorities and community stakeholders on response.

As part of the complexity awareness approach, the Communications/MEL Specialist will monitor sentinel indicators to provide early warnings of potential risks/tensions in Northern and Western Côte d’Ivoire. As an issue emerges, the project management team will use the internal communication and learning mechanisms listed in this plan to determine the extent the potential harm warrants a change in approach and strategy, such as suspending communications activities for a period, calling upon trusted religious or administrative leaders to defuse tensions, organizing a fact-finding mission, or changing messaging.

In these ways the *do no harm* principle will be a cornerstone of ILAW’s approach to flexibility and adaptation. Tetra Tech recognizes that the collection, analysis, and dissemination of findings on sensitive topics like GBV may exacerbate tensions and sensitivities that precipitate oppression, physical, or emotional harm, and even the death of women and girls. For these reasons, ILAW will apply the *do no harm* principle throughout the life of the activity (LOA), assessing our efforts during quarterly data reviews and taking every possible measure to mitigate adverse effects of ILAW’s implementation.

ACTIVITY PURPOSE AND DESCRIPTION

The Activity Purpose of the Improving Land Access for Women (ILAW) Activity is to increase social cohesion, reduce land conflicts, and empower women to contribute to their communities economically by strengthening their legal access to land in the Northern and Western regions of Côte d’Ivoire (CDI).

ILAW will achieve this goal through two Activity Sub-Purposes: Sub-Purpose 1 - Empower communities in Northern and Western CDI through awareness raising, advocacy, and communication campaigns on land and women’s rights in Western and Northern CDI; and Sub-Purpose 2 - Strengthen women’s access to legal and conflict mediation services in rural and urban areas to ensure their access to land in Northern and Western CDI.

The period of performance for the Activity is three years starting from August 4, 2021 and ending on August 2, 2024. The total cost for this estimated program is \$5,249,618 USD.

LINK TO USAID/CÔTE D’IVOIRE STRATEGIC PRIORITIES

ILAW will contribute to the U.S. Mission Integrated Country Strategy (ICS) Mission Goal # 1: Côte d’Ivoire strengthens governance, enhancing stability, transparency, and responsiveness to citizen needs and; Mission Goal # 2: Côte d’Ivoire achieves inclusive growth through a diversified, modern economy supported by a healthy, educated population.

ILAW falls under USAID’s Democracy and Governance (DRG)’s Project Authorization Document (PAD) Political Inclusion and Accountability (PIA) project. The main purpose of the PIA project is to improve the Ivorian population’s confidence in government through increased inclusion of citizens and government accountability. The project has two sub-purposes:

- The Government of Côte d'Ivoire (GOCI) is more inclusive of citizens needs and concerns, particularly for marginalized populations, and,
- The GOCI and civil society are more accountable to citizens

COMPLEXITY-AWARE THEORY OF CHANGE

Due to the high degree of complexity regarding women's land rights in CDI, ILAW will develop and maintain a complexity-aware theory of change (TOC), which focuses on defining the problem and describing higher-level outcomes the project hopes to achieve, while leaving lower-level outcomes undefined or illustrative to allow for a more iterative theory of how ILAW expects to achieve these outcomes. Because of the uncertainty of lower-level outcomes, the team will need to test and adapt interventions constantly, either because the context is changing rapidly, more analysis is needed, or because numerous variables affect outcomes in a non-linear fashion.

ILAW's TOC is as follows:

IF rural and urban women and men increase their understanding and acceptance of national land and inheritance laws,

AND if women are able to individually and collectively assert and formalize their land and inheritance rights in a way that is relevant to community interests,

THEN women's social and economic position will be improved, land-related conflict will be reduced, and community resilience will be increased.

A key aspect of a complexity-aware TOC is recognizing that the initial TOC is an evolving draft based on many assumptions at the time of design. The following are key assumptions behind the current TOC:

1. There is a latent demand by women for formal property rights.
2. The process of making land access more inclusive of women will contribute to reducing overall social tensions, including those related to migration and land pressures.
3. A lack of legal education and access to mediation services is a primary barrier to women being able to access formal property.
4. Customary tenure norms and practices will evolve in the face of legal provisions that strengthen women's land rights.

By combining traditional performance data with targeted complexity-awareness methodologies, ILAW will identify and understand the effects of changing circumstances and hidden variables on the project's interventions. The team will use this continuous stream of qualitative data to assess the TOC and enable adaptive management.

ORGANIZATION OF ILAW RESULTS

ILAW results are organized per Figure I.

FIGURE 1: ILAW RESULTS

USAID/CDI Mission Goal #1: CDI strengthens governance, enhancing stability, transparency, and responsiveness to citizen needs
USAID/CDI Mission Goal # 2: CDI achieves inclusive growth through a diversified, modern economy supported by a healthy, educated population

ILAW Purpose: Increase social cohesion, reduce land conflicts, and empower women economically to contribute to their communities by strengthening their legal access to land in Northern and Western CDI

Sub-Purpose 1. Empower communities in northern and western CDI through awareness raising, advocacy, and communication campaigns on land and women’s rights in western and northern CDI

Sub-Purpose 2. Strengthen women’s access to legal and conflict mediation services to ensure their access to land in northern and western Côte d’Ivoire

IR 1.1: Conduct localized political economy analysis (PEA) assessments to understand the political economy of land issues, particularly as relevant for women’s economic empowerment in northern and western communities.

IR 1.2: Catalyze collective action by promoting women’s land rights through dialogue and understanding of the new women’s Inheritance Law

IR 2.1: Mediation services to help women landowners and land users resolve differences in understanding of the terms and/or nature of their existing agreements

IR 2.2: Increase access to legal services to promote women’s access to land in selected regions of Côte d’Ivoire

IR 1.3: Increase positive narratives and raise awareness about the rights given to women in the Marriage and Inheritance Law in northern and western communities around women’s land ownership

IR 1.4: Change gender norms and perceptions in northern and western communities around women’s land ownership

IR 2.3: Support access to land documentation to strengthen women’s tenure security

Complexity-Aware Monitoring Plan

While performance monitoring is about measuring outputs and outcomes, Complexity-Aware Monitoring (CAM) is about learning and adapting, as described in the Complexity-Aware Monitoring Discussion Note¹ from 2016 on USAID's Learning Lab website. ILAW has also begun internal reflections on what complexity means for its particular context and set of activities, noting three main dimensions:

- 1) Complexity derived from the diversity of interests, beliefs, and experiences around women's land tenure in Côte d'Ivoire, making it difficult to generalize as well as understand all aspects.
- 2) Complexity derived from different levels in a large system, from the individual to the collective, from the past to the present. The existence of deeper levels such as historical trends and deep-held beliefs can create unpredictability and constraints to change.
- 3) Complexity derived from conflicts, contradictions and power dynamics. Because land is a finite and vital resource, there is a constant "power play" around it that can create unintended consequences. It is especially important to apply "thinking and working politically" principles to contend with this type of complexity.

ILAW integrates complexity awareness into activity work planning, including reviewing and revising the complexity-aware TOC to ensure an ambitious, rigorous, and adaptive approach to implementation that seeks out and capitalizes actively on opportunities. There are three key principles that can help ILAW develop and implement robust new monitoring solutions, which can be invaluable for monitoring the dynamic aspects of strategies where traditional performance monitoring falls short.

- **Synchronize monitoring with the pace of change.** The ILAW design requires implementing and adapting at a fast pace but traditional performance monitoring measures progress with "lagging indicators" (after the result), which can come too late to make quick course corrections. To improve the timeliness of useful information, ILAW will monitor the signs of progress toward the result outside of traditional M&E reporting. One way to ensure timely data for adaptive management will be to collect continuous stakeholder feedback during weekly partner meetings and regular collaboration with community focal points and authorities.

An internal WhatsApp or Signal group by staff and partners will allow information on progress and impediments to reach ILAW project managers quickly. Another way will be to conduct a Most Significant Change (MSC) analysis during semi-annual pause and reflect retreats, where the team collects and analyzes qualitative data on broadly defined "domains of change," which point to where to look for change, but not exactly what change will look like. Finally, the ILAW team will identify and refine a series of sentinel indicators that can measure potential progress in the key domains of change.

- **Account for performance monitoring's blind spots.** Performance monitoring is blind to unexpected outcomes, alternative causal factors, and pathways of contribution outside ILAW's manageable interest. Having insight on these variables is critical to ensure ILAW's interventions have the intended outcome without negative unintended consequences.

One way to engage with this complexity is to regularly review and update the ILAW TOC internally and with Activity stakeholders. One potential tool for verifying and updating the TOC is outcome harvesting (OH), which involves aggregation and analysis of the perspectives of various ILAW stakeholders on important outcomes. In this case, the team will look at how behavior, relationships, actions, activities, policies, or practices have changed within the individual, group, community, or

¹ <https://www.usaid.gov/sites/default/files/documents/1865/201sad.pdf>

institution connected to ILAW, and use a verification process to assess whether Activity interventions really led to these outcomes.

This type of monitoring is also crucial for identifying and managing risk effectively, as it can act as an early warning to issues outside the purview of performance monitoring. As the data becomes available, ILAW staff will identify and monitor sentinel (contextual) indicators to monitor operational conditions that affect implementation but are outside the attributable scope of ILAW.

Examples of sentinel indicators include:

- Number of security incidents in targeted regions (Possible sources: USAID R4P Project, Ministry of Interior / Defense)
 - Number of assistance requests to national GBV hotline in project intervention zones (Source: Ministry of Interior / MFFE)
 - Number of rural land certificates issued nationally by AFOR (Rural Property Agency),
 - Number of land-related court cases in target areas (Source: Ministry of Justice)
- **Monitor relationships, perspectives, and boundaries.** The essential features of any system lie in the dynamic interconnections among parts, not in the individual parts themselves. Since ILAW focuses on improving awareness, public perceptions, and dialogues, it is important to monitor the various perspectives about relevant relationships in the system: how stakeholders see, describe, experience, and value those relationships differently. Completing the Political Economy Analysis (PEA) by Month 6 will help establish the boundaries and core expectations of relevant systems and relationships. Throughout ILAW's implementation, the project team will use a combination of stakeholder feedback, learning activities, national and local media monitoring, and various surveys and research to analyze relationships, boundaries, and perspectives; and intentionally disrupt any single interpretation of a situation to provoke more creative thinking and collaborative problem solving. The team will also apply the USAID Thinking and Working Politically methodology² beyond the PEA studies in order to constantly monitor and assess power dynamics that impact project interventions.

TRACKING PROGRESS TOWARD PLANNED RESULTS

Indicator Selection and Design. The ILAW outcome- and output-level indicators, associated baselines, and annual targets can be found in Annex I. The 10 proposed indicators combined different levels (outputs and outcome) as well as a relevant mix of standard (F and Gender indicators) and custom indicators to measure the performance of planned interventions proposed in the Annual Work Plan (AWP).

ILAW will report on the following F indicators:

- GNDR-8:** Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations
- EG.10.4-2:** Percent of individuals trained in land tenure and property rights as a result of USG assistance who correctly identify key learning objectives of the training 30 days after the training.
- EG.10.4-3:** Number of disputed land and property rights cases resolved by local authorities, contractors, mediators, or courts as a result of USG assistance

² *Thinking and Working Politically through Applied Political Economy Analysis: A Guide for Practitioners* (2018). <https://www.usaid.gov/sites/default/files/documents/1866/PEA2018.pdf>

The team will collect indicators based on geographic location using either a global positioning system (GPS: latitude/longitude) point, or by simply noting relevant regions or districts. Where applicable, ILAW will disaggregate all person-level indicator data by sex and age group.

Per the do no harm principle, Tetra Tech has chosen indicators to minimize the likelihood that ILAW activities, indicators, or data collection methods would create incentives for behaviors that are unproductive, unethical, or problematic for beneficiaries. For example, indicators that require an extensive use of attendance lists at village-level events were avoided as they can create an expectation of compensation or result in frustration by illiterate project beneficiaries asked to sign their names on documents they cannot read. During annual learning events, the Communications/MEL Specialist will hold discussions with partners and other stakeholders on possible perverse incentives created by ILAW field M&E activities.

Baselines and Endlines. ILAW has set baselines for indicators that measure interventions, such as “Number of communication and outreach activities held on women’s land rights,” at zero. In cases where an indicator measures a change in an existing condition, the team will establish the accurate baseline within six months after approval of the CAMEL Plan. The team will gather baseline data by utilizing ILAW project data records, partner data, and datasets from other donors, USAID/CDI activities, and others. Where secondary sources are lacking or the validity or quality of existing sources is in question, ILAW will collect the necessary baseline data through a KAP survey. Upon completion of baseline data collection, ILAW will adjust relevant targets as necessary and submit the change for approval by the TOCO as part of the Year 2 work plan. For each indicator requiring a baseline, an endline will be conducted with the same collection tool and methodology to measure change after project interventions have taken place.

Targets. For each indicator in Annex I, ILAW proposes ambitious but realistic annual and LOA targets to gauge performance toward meeting project purposes and results. Targets are based on RFTOP requirements and in alignment with the proposed activities in the AWP. Targets that are yet to be determined (TBD), will be set after relevant baselines are established and in collaboration with USAID/CDI. In addition, it may become apparent during Year 1 that some targets may be too ambitious or too conservative, leading to a need to revise as part of annual work planning.

Data Collection. ILAW will use a variety of tools and sources for collecting data required to report on performance indicators. Several of these tools will be implemented by partner fields agents (working for ARK, CAHD and AFJCI) under supervision of the Communications/ MEL Specialist, while others will be directly managed by the ILAW team (see Annex II for more details). Regardless of data collection method, the Communications/ MEL Specialist will review for data quality and collate all data.

For indicators requiring survey data, ILAW and its partners (ARK and CAHD) will carry out collection via mobile platforms, likely Survey CTO, in line with USAID/CDI’s Digital Strategy, to allow for easy data tracking and management, aggregation, and reporting. Some additional strengths of using digital data collection include: having multiple field types, GPS capture, photo upload, data validation options, and skip logic. The team can gather data in remote regions with or without internet access and then upload it to the server once the device is connected to the internet. Once synchronized, designated staff can view all data in real time. A user-friendly, cloud-based tool will allow the team to audit incoming data more easily and work with the Communications/MEL Specialist.

ILAW will collect data in alignment with USAID/CDI’s Digital Strategy and ADS 579 Open Data and Geographic Data Collection Submission Standards.³ Whenever possible, ILAW will collect and maintain data in a machine-readable digital format such as .csv. Staff will collect Activity data at the relevant local

³ <https://www.usaid.gov/sites/default/files/documents/579saa.pdf>

administrative unit (usually down to village or *sous-préfecture*), and in the case of household data, at the village and site-specific level.

Data Management and Use. High-quality data management is essential to all monitoring and takes place during data collection, data entry or digitization, and data checking. Each partner will be responsible for submitting monitoring data to the Communications/MEL Specialist for review and collation. After collection, s/he will aggregate data into a comprehensive data management system (including AirTable for data storage, management, and basic reporting, Zapier for connecting the MEL tools together and building in automated workflows and notifications/emails and Power BI for automated results calculation and reporting), backed up through Tetra Tech’s cloud-based Egnyte platform. The Communications/MEL Specialist will then review data for validity, reliability, timeliness, precision, and integrity in compliance with strict protocols and support from the Tetra Tech HO MEL team, in accordance with ADS 201 best practices and requirements. While the Communications/MEL Specialist manages ILAW data and ensures quality, the COP is ultimately responsible for overseeing MEL and assuring that the Communications/MEL Specialist’s work meets overall ILAW needs.

ILAW staff will collect and review all data carefully for performance monitoring to identify common errors, including logical inconsistencies, out-of-range values, significant departures from trends, or other errors. Should they identify any problems, the Communications/MEL Specialist will verify data against original sources and other required forms of verification, such as cross-verification from alternate data sources (when available).

Reporting. ILAW will provide MEL updates within the context of regular annual and quarterly progress reporting. Annual and quarterly reports will illustrate progress toward targets, challenges, strategies for overcoming challenges, and key successes. Additionally, these reports provide, where applicable, a summary of activities implemented to control, verify, and validate the MEL data reported, any anomalies discovered, and corrective measures taken to resolve them. These reports also provide contextual analysis when factors beyond ILAW control affect MEL-related information. As deemed useful, ILAW may report performance data more frequently such as through the stand-alone KAP survey report.

Per ADS 579.3.2.2, once ILAW collects data and prepares it for use, such as in annual reports, the team will submit relevant datasets, such as survey results, to USAID/CDI for review and subsequently to the Development Data Library (DDL) within 30 calendar days after first use of the dataset to produce an intellectual work or it is of sufficient quality to produce an intellectual work.

Evaluation Plan

ILAW does not anticipate any internal evaluations, having opted for an ongoing approach to assessing, learning and adapting. However, should USAID/CDI choose to conduct an external evaluation, ILAW staff will cooperate fully to provide all data required within the deadlines set.

Collaboration, Learning, and Adapting Approach

ILAW will embrace coordination and collaboration in order to have more effective results. The team will seek out and test innovative approaches to generate results and build on what works and eliminate what does not—all within complex and changing conditions. Below is an overview of ILAW’s core concepts governing its approach to CLA. CLA links inexorably to ILAW’s complexity-aware approach because each stage of CLA both generates and utilizes data about changing conditions in Côte d’Ivoire.

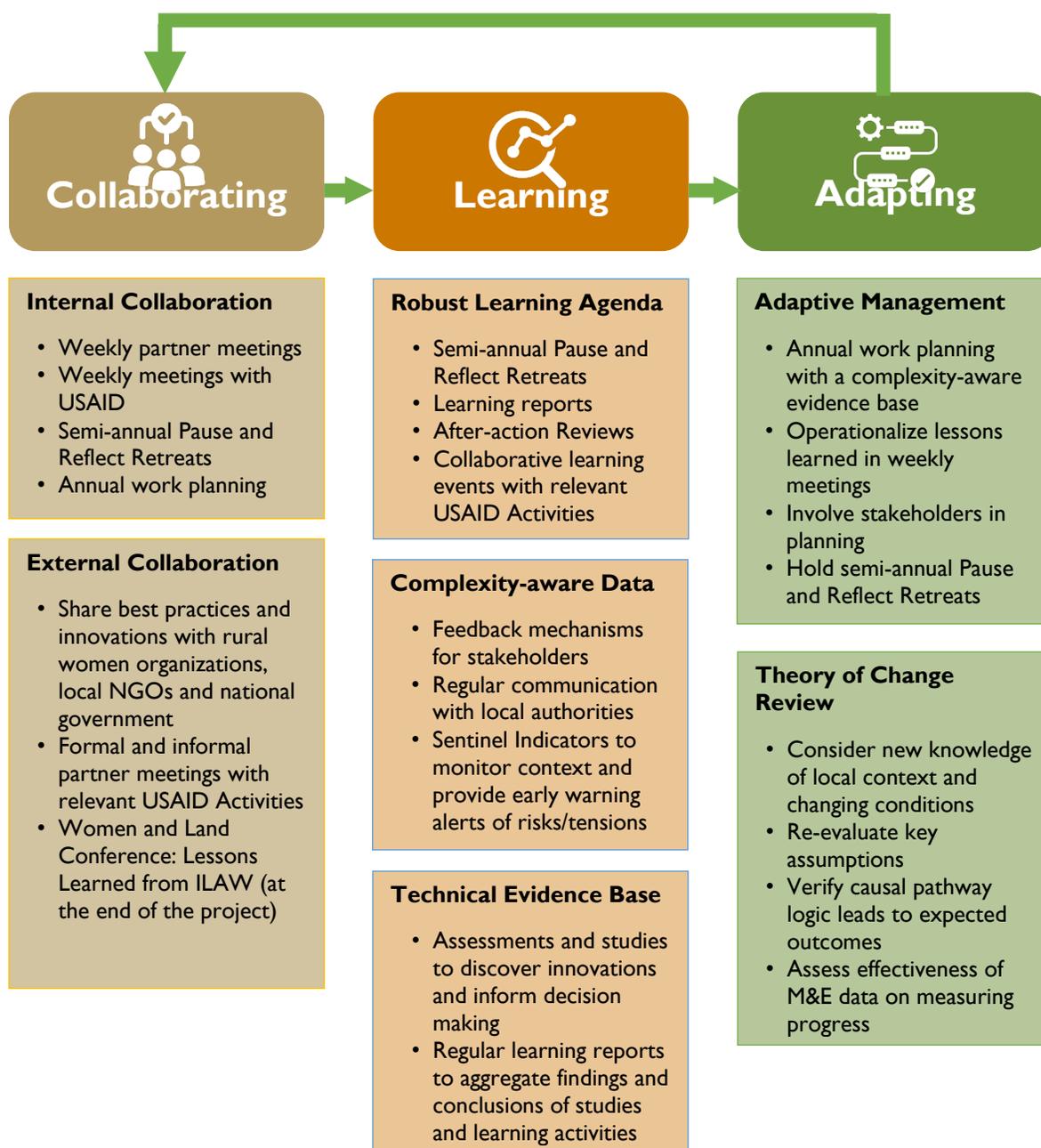
- **Strategic Collaboration.** ILAW will benefit from close coordination and active collaboration across ILAW partners (sub-contractors and grantees). Most field activities are implemented by these partners; ILAW will work closely with them through joint virtual weekly meetings, follow-up calls, an internal WhatsApp group, semi-annual joint retreats and regular missions to the field. In addition, ILAW will collaborate with and build synergies with other USAID/CDI activities such as Political Transition Initiative (PTI), Accountability for Development (A4D) and Resilience for Peace (R4P). This will be achieved through both formal collaboration (briefings at USAID or participation in official project events) as well as informally (monthly coordination lunches). ILAW will adopt a similar approach of information-sharing and collaboration with other international partners including the Millennium Challenge Corporation (MCC) and the World Bank (funder of the PAMOFOR project implemented by AFOR). This approach will help ensure complementarity, reduce overlap, and scale successful practices, all while enhancing stakeholder engagement in learning activities.
- **Continuous Learning.** ILAW has begun to develop a learning agenda with associated learning questions especially as part of methodological development for the PEA and KAP. The research and data collection conducted during the first six months of startup will inform further data needs. Learning activities detailed in the agenda will have different foci and purposes: some intended to monitor and investigate changing conditions in Côte d'Ivoire, some to discover unknown outcomes or variables of ILAW interventions, and others to build a technical knowledge base for improving interventions and maximizing national ownership.

To institutionalize a culture of learning and adaptation, ILAW will conduct semi-annual pause and reflect retreats. The purpose of these joint sessions is for the team (ILAW and partners) to go beyond just discussing options for implementation improvement, but also to discover activity impacts, explore answers to learning questions, and conduct complexity-aware methods such as outcome harvesting. These events question, and if necessary, revise ILAW's logical frameworks and interventions to ensure the team responds to evolving realities and understanding of them. Pause and reflect events will serve as the basis for the next year's work planning, thereby ensuring the learning is taken into account in activity design.

If there is a particularly successful or unsuccessful intervention, ILAW will conduct an in-depth case study to learn more about the circumstances and outcomes using key informant interviews and focus groups to supplement quantitative data. The Communications/MEL Specialist will oversee the design of focus groups and interview questions and pretest and adjust all data collection tools before their use. S/he will include the findings and conclusions from these studies in a final learning report, which will include videos, photos, maps, tables, and other graphical elements to improve readability and facilitate understanding. Subcontractor Indigo will also assist in this process through its role in producing films, which while primarily focused on communicating with beneficiaries, can also document project impacts.

As part of ILAW's participatory approach to learning, the Communications/MEL Specialist and technical staff will organize after-action reviews (AAR) to examine available data and observations focused on topical lessons learned that can improve ILAW program implementation. These discussions will focus on questions like what was supposed to happen? what actually happened? what went well? what might we do differently next time? and what were the unintended consequences? These key learning activities bring together practitioners on a regular basis to foster dialogue and share emerging knowledge and lessons learned at regional, national, and thematic levels. Figure 2 below presents examples of ILAW's learning products.

FIGURE 2. ILAW CLA APPROACH



- **Adaptive Management.** Gathering meaningful data and disseminating findings will only improve programming if the team applies those findings. Adaptive management, a key component of ILAW’s implementation approach, is a structured iterative process for making decisions in response to changes in context and new information that promotes intentional learning and minimizes obstacles to modifying approaches or interventions. This stage is the critical moment where data becomes actionable, applying evidence and lessons learned to make improvements to all aspects of implementation. This includes:

- Reviewing the TOC to validate that the implementation approaches still align with the stated purpose, objectives, intermediate results, and key assumptions. ILAW will use TOC reviews to learn from updated evidence and experience to inform adaptation, innovation, and improvement in project implementation and management.
- Identifying and addressing weaknesses or gaps in available data or learning to adapt the learning agenda to fit ILAW’s immediate needs. This will help ensure high-quality, timely, and reliable data and reporting by reviewing metrics and guidelines for gathering, reporting, and analyzing performance data, and promoting the use of appropriate information technology solutions.
- Promoting accountability and learning through open and transparent reporting achievements of activities, targeted outcomes, and deliverables ILAW shares and discusses with partners.
- Applying the do no harm principle consistently by including up-to-date monitoring data about changing conditions, perceptions, and unintended outcomes in regular meetings and planning events to ensure ILAW takes every possible measure to mitigate adverse effects of ILAW’s implementation.

COMPLEXITY-AWARE LEARNING PLAN

The ILAW learning plan emphasizes a deliberate and systematic effort to implement management best practices that create an environment where the team shares knowledge and uses it to maximize results. Table 1 lists learning activities, along with methods and purposes. These activities will add richness and depth to the learning generated by quantitative performance indicators analysis. This plan is a living and iterative document, which the team can amend based on lessons learned, changing implementation dynamics, and evolving conditions within Côte d’Ivoire.

Table 2. Summary of ILAW Learning Plan

Source Activity/Method	Purpose	Timing	Resources
Regional forums	Forums focus on experience sharing, training, and networking among focal points and key regional authorities/ stakeholders on women’s land rights. The forums will help ILAW refine its activities and messaging based on key feedback and issues identified. The Communication/ME Specialist will participate and analyze these dynamics.	Every 6 months	Community focal points, key government stakeholders, and partners
Localized political economy analysis (PEA) assessments	The PEA—conducted in conjunction with a literature review, regional stakeholder interviews, and participatory field research—will build the required knowledge base at startup. Applied PEA per USAID’s Thinking and Working Politically (TWP) framework will also be used during pause and reflect and weekly meetings.	Y1, Field work complete by Month 4, final report by Month 6	Subcontractor ARK, grantee like CAHD, consultant STTA in participatory learning tools, and ILAW staff
Social Norms Exploration Toolkit (SNET)	The SNET identifies social expectations and beliefs around women’s land tenure, influential people (reference groups/opinion leaders), and sanctions for not complying with injunctive social norms and how they are evolving. The SNET will be used as a data collection tool for the PEA.	Y1, first 6 months	PEA research team and ILAW staff
KAP survey	Survey measures knowledge, attitudes, and practices of targeted populations on gender norms in relation to land and inheritance. ILAW will conduct the KAP again in Y3 to assess change after ILAW community level interventions.	Baseline in Y1, Endline in Y3	Regional hub partners (ARK and CAHD), and ILAW staff

Source Activity/Method	Purpose	Timing	Resources
Women and Land Conference: Lessons Learned from ILAW	Conference will summarize and share lessons learned from activities at the regional and local levels in urban and rural settings.	Y3	Partners (civil society), government, private sector and donors.
Pause & reflect retreats	Internal staff/partner meetings to go beyond just discussing options for implementation improvement, but also to discover Activity impacts, explore answers to learning questions, and conduct complexity-aware methods such as outcome harvesting. These events, combined with annual work planning, are an opportunity to question, and if necessary, revise ILAW's logical frameworks and interventions to identify new high-impact technical assistance opportunities.	Semi-annual	ARK and CAHD, with some participation from INDIGO and AFJCI, and ILAW staff
Data collected from partner hotline for complaints, grievances or legal assistance	The Communications/MEL Specialist and DCOP/SLLA will monitor requests for assistance and resolution actions taken.	Quarterly	Communications/MEL Specialist, field partners
Weekly partner meetings	Forum to discuss implementation strengths, challenges, and review relevant sentinel indicator data. At the beginning of each week meetings will be joint across all partners, and the DCOP/SLLA will follow up individually later in the week.	Weekly	ILAW partners and staff
Weekly meetings or written updates to USAID	ILAW will participate in weekly meetings and/or provide brief written updates via email to USAID/Côte d'Ivoire, depending on COR preference.	Weekly	COP; USAID COR
Regular interactions with community focal points and authorities	Continuous communication with these groups helps elevate the voice of rural women, helps ILAW monitor changing conditions at the local level, and provides direct feedback for adaptive management.	Ongoing	Community focal points, local authorities
Assessments and studies	If complexity-aware monitoring identifies knowledge gaps or uncertainties, ILAW may choose to conduct ad hoc assessments or studies to learn more about the circumstances and outcomes of a topic.	Ad-hoc	COP, Gender Expert, DCOP/SLLA
After-action reviews and learning reports	These explore topics or interventions to identify and document what was supposed to happen, what actually happened, what went well, what might ILAW do differently next time, and unintended consequences	Ad-hoc	ILAW partners and staff

ILAW LEARNING AGENDA

Currently ILAW's learning agenda focuses on questions under development for the PEA study methodology. The agenda will be continually updated based on these foundational study results (PEA and KAP) as well as the social dialogue activities (IR 1.2).

Foundational factors

- How do tensions and contradictions between the statutory and customary systems and institutions affect women's access to land?
- How does women's land tenure vary across different agro-ecological zones of the country?
- How do different internal and external migration histories affect women's tenure situation?

Rules of the game

- What social norms create barriers and opportunities for women's access to land?
- How does household decision-making and power dynamics affect women's land rights?
- What are the options for women to gain formal property under current laws?
- What are options for women to gain land under customary laws and practices?
- What incentives and disincentives do women have to access formal state-recognized land rights?

Actors

- Who are the champions or spoilers for women's land rights at different levels?
- Who are the main stakeholders for land-related conflict prevention and resolution?
- What collective and individual strategies have worked and/or failed with respect to asserting women's rights to land?
- What are the power relationships and incentives with respect to key stakeholders in land management and control?

Dynamics

- How much demand is there for formal land rights and what affects that demand or lack thereof?
- What motivates or makes possible the formalization of land rights by some women and not others?
- What are key changes in norms, rules, attitudes and practices around women's land ownership and inheritance, and what is driving those changes?
- To what extent does conflict and social or political tension affect women's land access?
- What are the similarities and differences in dynamics between urban and rural contexts and Western/Northern zones?

Implications

- What are the key entry-points and pathways for increasing understanding and acceptance of women's land rights in urban and rural contexts?
- What types of messages are likely to resonate with communities and individuals around women's land rights?
- What strategies for reducing barriers for women's land access are likely to succeed?
- What are the main risks in terms of backlash and negative unintended consequences, and measures to mitigate those risks?

MEL Roles and Responsibilities

All ILAW staff must participate in MEL and CLA activities for the MEL system to be effective and successful. This section provides a general description of the MEL roles and responsibilities for ILAW staff.

Technical Staff and Partners. ILAW technical staff (including partners) have a critical role to play in the MEL processes and systems. Technical staff must work with the Communications/MEL Specialist to arrive at consensus on how ILAW's planned interventions contribute to indicators and expected results. Technical staff are necessary in collecting data and data documentation (photos, GPS coordinates, agendas, sign-in sheets, etc.), using data collection forms and the methods outlined in the PIRS, and submitting data to the Communications/MEL Specialist according to the required schedule. Technical staff should also provide recommendations to the Communications/MEL Specialist on any needed changes to the CAMEL Plan or MEL processes, such as revisions to data collection forms, methods, indicators, or targets.

Technical staff participation in forums intended to facilitate learning and promote complexity awareness from ILAW data is critical in ensuring that adaptive management takes place. Successful scaling and maximization of impact relies on technical staff to highlight successes for learning and dissemination. It is also critical that technical staff have a clear understanding of the ILAW indicators and targets so they may implement interventions with the targets in mind and collect data to support the achievement of the project's goals.

Communications/MEL Specialist. The Communications/MEL Specialist is responsible for guiding all MEL-related interventions indicated in the CAMEL Plan. Specifically, s/he will provide professional guidance and hands-on assistance to all ILAW staff on issues related to MEL. This may include organizing trainings and orientations for ILAW staff on the CAMEL Plan and MEL processes, data collection tools, USAID/CDI ADS 201 and ADS 579 guidelines, data collection techniques, standards, and best practices. With assistance from the HO MEL Advisor, the ILAW Communications/MEL Specialist will develop the project data collection system, including any standardized electronic data collection forms, a cloud-based MEL database, and any performance monitoring or sustainability dashboards needed. S/he will also maintain up-to-date hard and electronic files of all data and documentation. S/he will coordinate closely with technical specialists and the ILAW project management team to facilitate a complexity-aware adaptive management approach throughout implementation. S/he must ensure that MEL data inform ILAW management and decision making and communicate relevant findings to ILAW stakeholders to facilitate learning and key takeaways identified for regional learning and dissemination.

Home Office MEL Advisor. In Year 1, a HO MEL Advisor assigned to ILAW will assist with development of the CAMEL Plan and train the Communications/MEL Specialist on data collection tool development and CAMEL Plan operationalization. The HO MEL Advisor will continue to provide support to the Communications/MEL Specialist, as needed, throughout the LOA. In addition, s/he will conduct at least one internal DQA during the life of the activity, preferably prior to any USAID/CDI DQA.

Chief of Party. The Chief of Party supervises the Communications/MEL Specialist, liaises with the Tech HO MEL Advisor and has overall responsibility for the CAMEL. This responsibility includes reviewing indicator data, writing relevant sections of quarterly and annual progress reports and participating actively in learning activities during pause and reflect retreats.

Schedule of ILAW MEL Tasks

The table below presents key MEL events in Years 1-3 of the ILAW activity.

Table 3. Calendar of MEL Events

Event	Date	Responsible Party
Develop data collection tools	Year 1, Q1-2	Communications/MEL Specialist and HO MEL Advisor
Conduct baseline survey	Year 1, Q2	Communications/MEL Specialist and ILAW Technical staff
Conduct MEL training, coaching, and mentoring for partners	Year 1, Q1-2	Communications/MEL Specialist
Perform routine data collection and reporting	Years 1-3	Communications/MEL Specialist and ILAW Technical staff
Conduct internal data review in advance of work planning	Years 1-2, Q4	COP, Communications/MEL Specialist, and technical staff
Updating ILAW CAMEL	Years 1-2, Q4	COP and HO MEL Advisor, working with Communications/MEL Specialist
Submission of data to the Development Data Library	Years 1-3	Communications/MEL Specialist, with support from HO MEL Advisor
Internal Data Quality Assessment (DQA)	Year 2	HO MEL Advisor, with support from Communications/MEL Specialist and COP
Internal Evaluation	Year 2	Communications/MEL Specialist, with support from ILAW technical staff, COP, and stakeholders

Change Log

Table 4. Updates to ILAW Activity CAMEL Plan

CAMEL PLAN VERSION NUMBER	UPDATED BY	APPROVED ON	CHANGES TO THE VERSION
Version 1	Chris Huey (Tetra Tech home office MEL Specialist) and Terah De Jong (COP) with contributions from Jean-Cédric Sawadogo (Communications/MEL Specialist)	Submitted Nov 2, 2021	<ul style="list-style-type: none"> No changes (This is the original version.)
Version 2	TBD	TBD	<ul style="list-style-type: none"> TBD

Annex I. Performance Monitoring Indicator Table

#	Indicator Name	Disaggregation	Method; Source; Frequency	Targets				
				Base line	Y1	Y2	Y3	LOA
Purpose: Increase social cohesion, reduce land conflicts, and empower women economically to contribute to their communities by strengthening their legal access to land in Northern and Western CDI								
Sub-Purpose 1: Empower communities in Northern and Western CDI through awareness raising, advocacy, and communication campaigns on land and women's rights								
1	Percent of individuals in activity intervention areas with positive beliefs around women's land rights [custom] (outcome)	Sex; Age Group; Region	KAP Survey; Sample of Target Population; Baseline/ Endline	Baseline Survey in Y1	-	-	-	Pending Baseline
2	Percent of individuals in activity intervention areas with basic knowledge of the inheritance and land laws [custom] (outcome)	Sex; Age Group; Region	KAP Survey; Sample of Target Population; Baseline/ Endline	Baseline Survey in Y1	-	-	-	Pending Baseline
3	Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations [GNDR-8] (output)	Sex	Document Review: Training Attendance Sheets; Quarterly	0	100	50	0	150
4	Percent of individuals trained in land tenure and property rights as a result of USG assistance who correctly identify key learning objectives of the training 30 days after the training. [EG.10.4-2] (outcome)	Sex	Post Training Survey; Trainees; Annual	0%	75%	75%	75%	75%

#	Indicator Name	Disaggregation	Method; Source; Frequency	Targets				
				Base line	Y1	Y2	Y3	LOA
5	Number of distinct outreach materials on the inheritance law and women's land rights disseminated [custom] (output)	Material Type	Document Review; Project Records; Quarterly	0	10	20	5	35
6	Number of communication and outreach activities held on women's land rights [custom] (output)	Activity Type; Region	Document Review; Reports, Training Attendance Sheets; Quarterly	0	250	300	200	750
Sub-Purpose 2: Strengthen women's access to legal and conflict mediation services to ensure their access to land in Northern and Western CDI								
7	Number of disputed land and property rights cases resolved by local authorities, contractors, mediators, or courts as a result of USG assistance. [EG.10.4-3] (outcome)	Region; Resolution Mechanism (local authorities, contractors, mediators, courts)	Document Review; Partner Records (<i>Centres d'écoute</i>), Legal Clinic Records; Annual	0	0	50	50	100
8	Number of women accessing legal and/or mediation services to improve their access to land [custom] (output)	Region; Urban/Rural	Document Review; Partner Records (<i>Centres d'écoute</i>), Legal Clinic Records; Quarterly	0	0	150	150	300
9	Number of documents delivered that secure women's access to land as a result of USG assistance [custom] (output)	Region; Individual/Collective; Sex; Document Type; Urban/Rural	Document Review; Legal Clinic Case Registries, Grantee Data; Annual	0	0	50	100	150
10	Number of women with formalized land rights as a result of USG assistance [custom] (outcome)	Region; Individual/Collective; Document Type; Urban/Rural	Document Review; Legal Clinic Case Registries, Grantee Data; Annual	0	0	100	100	200

Annex 2. Performance Indicator Reference Sheets (PIRS)

INDICATOR I

USAID PERFORMANCE INDICATOR REFERENCE SHEET
<p>Indicator I: Percent of individuals in activity intervention areas with positive beliefs around women’s land rights [custom]</p>
<p>Name of Result Measured: Objective I - Empower communities in Northern and Western CDI through awareness raising, advocacy, and communication campaigns on land and women’s rights</p>
DESCRIPTION
<p>Precise Definition: For the purposes of this indicator, beliefs around women’s land rights will be measured through a series of around five questions on the ILAW KAP survey. Responses will generally be recorded on a Likert scale (strongly agree / agree / disagree / strongly disagree / do not know). The questionnaire is a Year I deliverable to be submitted to USAID. Therefore, the final questions are not yet known but will likely include:</p> <ul style="list-style-type: none"> • Men and women should make decisions on how their family land is used • Women should participate in decisions on who gets access to village land • Women can own land without the permission or control of their husbands or other men • If a husband gets a document for family land, the wife’s name should also be on the document • Both male and female children should receive equal parts of land as inheritance <p>For each statement, respondents who answer that they agree or strongly agree will be counted as having positive beliefs around women’s land rights.</p>
<p>Unit of Measure: Respondents, representing people in the activity’s intervention areas</p>
<p>Data Type: Percentage</p>
<p>Result Level: Outcome</p>
<p>Disaggregated by:</p> <ul style="list-style-type: none"> • Sex (Male/Female) • Age group (18-34; 35-54; 55+) • Region (Poros, Tchologo, Bere, Cavally, Guemon, Tonkpi)
<p>Rationale for Indicator: This indicator aims at providing a snapshot of key attitudes and social norms around women’s land access. The purpose is to be able to measure any changes in these attitudes and social norms over time as a result of project activities or other dynamics. While qualitative data from the PEA and learning activities will provide a richer understanding of social norms, including this indicator helps provide a quick way to see how these beliefs evolve.</p>
PLAN FOR DATA COLLECTION
<p>Data Source: Sample of Target Population</p>
<p>Method of Data Collection and Construction: KAP Survey undertaken of sample of target population. This percent is first calculated for each statement as follows:</p>

- Numerator: Total number of respondents who either agree or strongly agree with statements reflecting positive beliefs around women’s land rights
- Denominator: Total number of respondents who responded to that question

The overall percent will be the average of the individual statement percentages.

Reporting Frequency: Baseline/ Endline

TARGETS AND BASELINE

Fiscal Year	Cumulative Target	Annual Target	Actual Annual Value
Baseline	TBD	TBD	TBD
Year 1	-	-	-
Year 2	-	-	-
Year 3	TBD – pending baseline	TBD – pending baseline	TBD

Rationale for Targets: TBD

DATA QUALITY ISSUES

Date of Future Data Quality Assessments: Internal – Q4, Year 2

Known Data Limitations: None to date

CHANGES TO INDICATOR

Changes to Indicator: Any future change(s) to the indicator will be included in future versions of the CAMEL Plan along with the effective date of change and other relevant details.

Other Notes: None to date

THIS SHEET LAST UPDATED ON: October 25, 2021

INDICATOR 2

USAID PERFORMANCE INDICATOR REFERENCE SHEET
Indicator 2: Percent of individuals in project intervention areas with basic knowledge of the inheritance and land laws [custom]
Name of Result Measured: Objective 1 - Empower communities in Northern and Western CDI through awareness raising, advocacy, and communication campaigns on land and women's rights
DESCRIPTION
<p>Precise Definition: For the purposes of this indicator, knowledge of inheritance and land laws will be measured through a series of around ten questions on the ILAW KAP survey. Responses will generally be coded as True or False. The questionnaire is a Year 1 deliverable to be submitted to USAID. Therefore, the final questions are not yet known but will likely include:</p> <ul style="list-style-type: none"> • According to the law, both a husband and wife must agree to sell their land or house acquired during their marriage (Answer: True) • According to the law, when a husband dies, his family gets all the land, even if his wife is still living (Answer: False) • According to the law, when a husband dies, his surviving wife and children both have rights to the family land (Answer: True) • According to the law, what percentage of assets does a wife get when the husband dies? (Answer: 25%) • According to the law, what percentage of assets does a husband get when the wife dies? (Answer: 25%) • According to the law, when both parents die, male children get a larger portion of their parents' land than female children (Answer: False) • According the law, only men can obtain documents proving that they own land (Answer: False) • According to the law, documents for collective family land should include all family members' names including women (Answer: True)
Unit of Measure: Respondents representing individuals in the project's intervention areas
Data Type: Percentage
Result Level: Outcome
<p>Disaggregated by:</p> <ul style="list-style-type: none"> • Sex (Male/Female) • Age group (18-34; 35-54; 55+) • Region (Poro, Tchologo, Bere, Cavally, Guemon, Tonkpi)
<p>Rationale for Indicator: This indicator aims at providing a snapshot on the level of understanding of specific rights and provisions in national law with respect to women's land and inheritance rights. By including this "test" in both a baseline and endline KAP survey, ILAW will be able to track the change in knowledge over time, including change potentially attributable to activity interventions.</p>
PLAN FOR DATA COLLECTION
Data Source: Sample of Target Population;
Method of Data Collection and Construction: KAP Survey undertaken of sample of target population

For each respondent, a score will be attributed based on how many knowledge questions they answer correctly.

The indicator's percent is then calculated as follows:

- Numerator: Total number of respondents who answer at least 50% of questions on land and inheritance law correctly
- Denominator: Total number of respondents who participate in the KAP survey

Reporting Frequency: Baseline/ Endline

TARGETS AND BASELINE

Fiscal Year	Cumulative Target	Annual Target	Actual Annual Value
Baseline	TBD	TBD	TBD
Year 1	-	-	-
Year 2	-	-	-
Year 3	TBD	TBD	TBD

Rationale for Targets:

DATA QUALITY ISSUES

Date of Future Data Quality Assessments: Internal – Q4, Year 2

Known Data Limitations: None to date

CHANGES TO INDICATOR

Changes to Indicator: Any future change(s) to the indicator will be included in future versions of the CAMEL Plan along with the effective date of change and other relevant details.

Other Notes: None to date

THIS SHEET LAST UPDATED ON: October 25, 2021

INDICATOR 3

USAID PERFORMANCE INDICATOR REFERENCE SHEET
<p>Indicator 3: Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations [GNDR-8]</p>
<p>Name of Result Measured: Objective 1 - Empower communities in Northern and Western CDI through awareness raising, advocacy, and communication campaigns on land and women’s rights</p>
DESCRIPTION
<p>USAID’s Precise Definition: This indicator is a count of the number of persons trained with USG assistance to advance gender equality or female empowerment objectives in the context of their official/formal role(s) within a public or private sector institution or organization.</p> <p>To be counted under this indicator, a person must have been trained in their role as an actor within a public or private sector institution or organization. Persons receiving training in their individual capacity, such as livelihood training designed to increase individual or household income, should not be counted under this indicator. Public or private sector institutions or organizations include but are not limited to: government agencies forming part of the executive, judicial, or legislative branches; public and private health, financial, and education institutions; and civil society organizations such as rights advocacy groups, business associations, faith-based groups, and labor unions.</p> <p>To be counted under this indicator, persons must have participated in a training of at least 3 hours, with content designed to develop or strengthen the institution’s/organization’s capacity to advance gender equality or female empowerment objectives. Stand-alone gender trainings may be counted under this indicator, as well as trainings where gender is integrated within a broader sector training. In the latter case, the training must include a substantial focus on gender issues (e.g., gender issues are addressed throughout the training, there is a gender module that explores the relevant gender issues in depth, etc.).</p> <p>ILAW Definition: <i>ILAW will count unique participants in trainings on gender bias in conflict resolution (administered to government authorities in activity intervention areas); participants in the forum and training on women’s land rights for traditional authorities; forum and training on women’s land and inheritance rights for local public officials; other similar trainings identified in Year 2 and Year 3 work plans.</i></p>
<p>Unit of Measure: People</p>
<p>Data Type: Number</p>
<p>Result Level: Output</p>
<p>Disaggregated by:</p> <ul style="list-style-type: none"> ● Sex (Male/Female)
<p>Rationale for Indicator: Information generated by this indicator will be used to monitor and report on achievements linked to broader outcomes of gender equality and female empowerment and will be used for planning and reporting purposes by Agency-level, bureau-level and in-country program managers. Specifically, this indicator will inform required annual reporting or reviews of the USAID Gender Equality and Female Empowerment Policy; U.S. National Action Plan on Women, Peace, and Security; and the U.S. Strategy to Prevent and Respond to Gender-Based Violence Globally, as well as Joint Strategic Plan reporting in the APP/APR, and Bureau or Office portfolio reviews. Additionally, the information will inform a wide range of gender-related public reporting and communications products and facilitate responses to gender-related inquiries from internal and external stakeholders such as</p>

Congress, NGOs, and international organizations. For ILAW, this indicator provides basic statistics on numbers of people having participating in training sessions and forums with a training component.

PLAN FOR DATA COLLECTION

Data Source: Training Attendance Sheets

Method of Data Collection and Construction: Document review of Training Attendance Sheets

Reporting Frequency: Quarterly

TARGETS AND BASELINE

Fiscal Year	Cumulative Target	Annual Target	Actual Annual Value
Baseline	0	0	0
Year 1	100	100	TBD
Year 2	150	50	TBD
Year 3	150	0	TBD

Rationale for Targets: We anticipate 2 trainings of maximum 50 people each in Year 1. The first is the training/forum for traditional leaders and the second is the training on gender bias in conflict resolution. In Year 2, an additional training is likely but the exact subject is not yet known.

DATA QUALITY ISSUES

Date of Future Data Quality Assessments: Internal – Q4, Year 2

Known Data Limitations: None to date

CHANGES TO INDICATOR

Changes to Indicator: Any future change(s) to the indicator will be included in future versions of the CAMEL Plan along with the effective date of change and other relevant details.

Other Notes: None to date

THIS SHEET LAST UPDATED ON: October 25, 2021

INDICATOR 4

USAID PERFORMANCE INDICATOR REFERENCE SHEET			
<p>Indicator 4: Percent of individuals trained in land tenure and property rights as a result of USG assistance who correctly identify key learning objectives of the training 30 days after the training. [EG.10.4-2]</p>			
<p>Name of Result Measured: Objective 1 - Empower communities in Northern and Western CDI through awareness raising, advocacy, and communication campaigns on land and women's rights</p>			
DESCRIPTION			
<p>USAID's Precise Definition: The percent of individuals (e.g. public officials, traditional authorities, project beneficiaries, and representatives of the private sector) receiving training (including formal on-the-job training) in registration, surveying, conflict resolution, land allocation, land use planning, land legislation, land management, resettlement, restitution, or new technologies who correctly identify the key learning objectives of the training 30 days after the conclusion of the training. An individual who receives training or technical assistance multiple times can be counted multiple times for this indicator.</p>			
<p>ILAW Definition: The percent of training participants related to land tenure and conflict resolution who correct answer one or two questions asked by ILAW staff by phone or in person 30 days after the conclusion of the training. At least a third of participants must answer the questions, selected randomly.</p>			
<p>Unit of Measure: Individuals</p>			
<p>Data Type: Percent</p>			
<p>Result Level: Outcome</p>			
<p>Disaggregated by:</p> <ul style="list-style-type: none"> Sex (Male/Female) 			
<p>Rationale for Indicator: Building capacity in land tenure and property rights is critical to improving land tenure security. This indicator incorporates a broad range of beneficiaries of land-related training, including project beneficiaries and private sector representatives. Building capacity in land tenure and property rights is vital to improving land tenure systems globally.</p>			
<p>USAID and ILAW will use the data generated by this indicator for the purposes of program planning, making adjustments to USAID strategy, programs, making budget decisions, and reporting to Congress and other external stakeholders, including the G7 Land Transparency Initiative.</p>			
PLAN FOR DATA COLLECTION			
<p>Data Source: Post training survey of trainees</p>			
<p>Method of Data Collection and Construction: Post training survey of trainees</p>			
<p>This percent is calculated as:</p> <ul style="list-style-type: none"> Numerator = Number of trainees who correctly answer several questions on the training objective 30 days after the training Denominator = Number of trainees who respond to the survey (minimum 30% of participants, selected randomly) 			
<p>Reporting Frequency: Annual</p>			
TARGETS AND BASELINE			
Fiscal Year	Cumulative Target	Annual Target	Actual Annual Value

Baseline	N/A	N/A	N/A
Year 1	75%	75%	TBD
Year 2	75%	75%	TBD
Year 3	75%	75%	TBD
Rationale for Targets: For any given training, ILAW expects that at least 75% of participants should be able to identify basic training themes and objectives.			
DATA QUALITY ISSUES			
Date of Future Data Quality Assessments: Internal – Q4, Year 2			
Known Data Limitations: Level of intensity and quality of training may vary. This indicator does not capture how the training is applied. Any training indicator has the fundamental problem of only capturing the training provided. For this purpose, training includes any length of formal training, pre- or in-service for public officials, traditional authorities, project beneficiaries, and representatives of the private sector. Training courses are sessions in which participants are educated according to a defined curriculum and set learning objectives. Sessions such as meetings that do not have a defined curriculum or learning objectives are not counted as training. The level of training and requirements for the completion of a given training will be varied across country settings. Baseline needs to be established. Sensitization and other public outreach events do not count as training.			
CHANGES TO INDICATOR			
Changes to Indicator: Any future change(s) to the indicator will be included in future versions of the CAMEL Plan along with the effective date of change and other relevant details.			
Other Notes: None to date			
THIS SHEET LAST UPDATED ON: October 25, 2021			

INDICATOR 5

USAID PERFORMANCE INDICATOR REFERENCE SHEET			
Indicator 5: Number of distinct outreach materials on the inheritance law and women's land rights disseminated [custom]			
Name of Result Measured: Objective I - Empower communities in Northern and Western CDI through awareness raising, advocacy, and communication campaigns on land and women's rights			
DESCRIPTION			
Precise Definition: For the purposes of this indicator, distinct means it delivers a different message to a different audience in a different format. An outreach material can be any format, such as videos, posters, placards, and radio shows, intended for public consumption, which covers the topics of inheritance law and women's land rights. A material is considered to be disseminated when it is screened, broadcast, posted or utilized as part of communication activities at least once.			
Unit of Measure: Materials			
Data Type: Number			
Result Level: Output			
Disaggregated by:			
<ul style="list-style-type: none"> Material Type (Print, Radio, Video, Other) 			
Rationale for Indicator: A significant portion of project resources under Objective I will be used to produce communication tools to vehicle messages and change norms. This indicator captures the degree to which ILAW succeeds in producing a significant amount of content needed to achieve intermediate results under Objective I.			
PLAN FOR DATA COLLECTION			
Data Source: Project records			
Method of Data Collection and Construction: Document Review of project records			
Reporting Frequency: Quarterly			
TARGETS AND BASELINE			
Fiscal Year	Cumulative Target	Annual Target	Actual Annual Value
Baseline	0	0	0
Year 1	10	10	TBD
Year 2	30	20	TBD
Year 3	35	5	TBD
Rationale for Targets: In Year 1, communication products will focus on videos produced by Indigo. In Year 2, a broader diversity of communication products will be used including radio programs, poster and community theatre scripts. In Year 3, relatively fewer products will be made.			
DATA QUALITY ISSUES			
Date of Future Data Quality Assessments: Internal – Q4, Year 2			
Known Data Limitations: None to date			
CHANGES TO INDICATOR			
Changes to Indicator: Any future change(s) to the indicator will be included in future versions of the CAMEL Plan along with the effective date of change and other relevant details.			
Other Notes: None to date			
THIS SHEET LAST UPDATED ON: October 25, 2021			

INDICATOR 6

USAID PERFORMANCE INDICATOR REFERENCE SHEET			
Indicator 6: Number of communication and outreach activities held on women's land rights [custom]			
Name of Result Measured: Objective I - Empower communities in Northern and Western CDI through awareness raising, advocacy, and communication campaigns on land and women's rights			
DESCRIPTION			
Precise Definition: For the purposes of this indicator, communication and outreach activities such as social dialogue sessions, video screenings, community theatre, trainings, and communication activities can be counted. Activities that form part of a series (such as the same film screened in multiple villages) will be counted separately if in a different location with different participants. Radio programs broadcast more than once will be counted as separate communication and outreach events. In addition, semiannual regional workshops that bring together key stakeholders (notably the focal points) will also be counted as communication and outreach events.			
Unit of Measure: Activities			
Data Type: Number			
Result Level: Output			
Disaggregated by:			
<ul style="list-style-type: none"> • Activity type (Film screening, Social dialogue, Forum or Workshop, Radio broadcast, Community theatre, Other) • Region (Poros, Tchologo, Bere, Cavally, Guemon, Tonkpi) 			
Rationale for Indicator: This indicator captures the intensity with which community and outreach activities are occurring. It also serves as a proxy indicator for numbers of people reached, which is difficult to capture reliably due to mixed media and the administrative burden of ensuring against double counting. As such this indicator provides a way to indirectly measure the reach of ILAW's communication and awareness-raising activities.			
PLAN FOR DATA COLLECTION			
Data Source: Project records, weekly reports from field partners, attendance sheets, communication activity reports.			
Method of Data Collection and Construction: Document review of social dialogue session reports, training attendance sheets, communication activity reports. A justification for inclusion of the activity will be included in the project's M&E database.			
Reporting Frequency: Quarterly			
TARGETS AND BASELINE			
Fiscal Year	Cumulative Target	Annual Target	Actual Annual Value
Baseline	0	0	0
Year 1	250	250	TBD
Year 2	550	300	TBD
Year 3	750	200	TBD
Rationale for Targets: Because sessions per village are counted separately, ILAW anticipates up to 60 social dialogue exercises in a month during peak implementation. As such the targets need to be fairly generous in order to capture the volume of activities foreseen.			
DATA QUALITY ISSUES			
Date of Future Data Quality Assessments: Internal – Q4, Year 2			

Known Data Limitations: None to date

CHANGES TO INDICATOR

Changes to Indicator: Any future change(s) to the indicator will be included in future versions of the CAMEL Plan along with the effective date of change and other relevant details.

Other Notes: None to date

THIS SHEET LAST UPDATED ON: October 25, 2021

INDICATOR 7

USAID PERFORMANCE INDICATOR REFERENCE SHEET
<p>Indicator 7: Number of disputed land and property rights cases resolved by local authorities, contractors, mediators, or courts as a result of USG assistance. [EG.10.4-3]</p>
<p>Name of Result Measured: Objective 2 - Strengthen women’s access to legal and conflict mediation services to ensure their access to land in Northern and Western CDI</p>
DESCRIPTION
<p>USAID’s Precise Definition: Land and property rights disputes are defined as disagreements between two or more parties, whether or not they have been reported to a formal court or administrative dispute resolution institution, that require adjudication by a third party and pertain to one or more of the following:</p> <ul style="list-style-type: none"> ● Overlapping or contradictory claims over a particular area of land, ● Disagreements over the authority to assign property or adjudicate disputes in a particular area, ● Disagreements related to inheritance or other transfers of land, ● Violation of property rights, such as unauthorized access or use, damage, etc. ● Unauthorized encroachment onto designated for other purposes such as livestock corridors, or protected areas. <p>ILAW Definition: <i>The number of land and property rights disputes as defined above that are observed by focal points and/or field partners in project intervention villages, or directly affecting villages or residents of project intervention villages. In urban areas, only disputes that are brought to the attention of the project for action and/or are recorded by legal clinics will be counted towards this indicator.</i></p>
<p>Unit of Measure: Resolved disputes</p>
<p>Data Type: Number</p>
<p>Result Level: Outcome</p>
<p>Disaggregated by:</p> <ul style="list-style-type: none"> ● Disputes resolved by local authorities ● Disputes resolved by contractors ● Disputes resolved by mediators ● Disputes resolved by courts
<p>Rationale for Indicator: Property rights disputes are a common occurrence in many developing countries and often represent well over half of all formal court cases. At best, conflicts over property rights can result in idle land that could be used more productively; at worst, they can be a source of underlying grievances that leads to broader conflict. Although the resolution of property rights cases, whether formal or informal, often presents particular challenges, it is typically a prerequisite for the achievement of long-term impacts toward many other development outcomes, including peace and stability, good governance, and economic growth.</p> <p>USAID and ILAW will use the data generated by this indicator for the purposes of program planning, making adjustments to USAID strategy, programs, making budget decisions, and reporting to Congress and other external stakeholders, including the G7 Land Transparency Initiative.</p>
PLAN FOR DATA COLLECTION
<p>Data Source: Weekly field partner reports, Conflict monitoring form, <i>Centres d’écoute</i> reports, Legal Clinic Records</p>

Method of Data Collection and Construction: Document review of weekly field partner reports, conflict monitoring form, *Centres d'écoute* reports, Legal Clinic Records.

Partner field agents will use a smartphone-based conflict monitoring form to record new conflicts that focal points tell about or they observe during field visits. The legal clinics will also record conflicts in urban areas that are brought to their attention. Updates on existing conflicts will be recorded by field partners through weekly field reports. Reports by the *Centres d'écoute* will also constitute a source of information. The MEL/Communications Specialist will receive and review all data, and then input into a database of all current conflicts that meet the above definition. When the conflict has been resolved with USG assistance, that specific conflict will be marked as resolved and counted for this indicator.

Reporting Frequency: Quarterly

TARGETS AND BASELINE

Fiscal Year	Cumulative Target	Annual Target	Actual Annual Value
Baseline	0	0	0
Year 1	0	0	TBD
Year 2	50	50	TBD
Year 3	100	50	TBD

Rationale for Targets: Given the specific definition for conflicts under this indicator, as well as the requirement to properly document the nature and evolution of the conflict, the above targets will likely be accurate in terms of the number of conflicts that are both documented as well as resolved. Targets will be revisited as needed over the life of activity.

DATA QUALITY ISSUES

Date of Future Data Quality Assessments: Internal – Q4, Year 2

Known Data Limitations: None to date

CHANGES TO INDICATOR

Changes to Indicator: Any future change(s) to the indicator will be included in future versions of the CAMEL Plan along with the effective date of change and other relevant details.

Other Notes: None to date

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INDICATOR 8

USAID PERFORMANCE INDICATOR REFERENCE SHEET
<p>Indicator 8: Number of women accessing legal and/or mediation services to improve their access to land [custom]</p>
<p>Name of Result Measured: Objective 2 - Strengthen women's access to legal and conflict mediation services to ensure their access to land in Northern and Western CDI</p>
DESCRIPTION
<p>Precise Definition: For the purposes of this indicator, women access legal and/or mediation services consist of the following categories of people:</p> <ul style="list-style-type: none"> • Women who receive legal advice or assistance from a legal clinic run by AFJCI in the two urban areas covered by the project (Guiglo and Korhogo) • Women who receive legal advice or assistance from the <i>Centres d'écoute</i> teams • Women who receive mediation services from local and traditional authorities, as well as any other third party, <i>and</i> these women were identified and referred by the project field partners (ARK and CAHD) <p>Moreover, the types of issues addressed by mediation or legal assistance that will be counted for this indicator include all disputes or legal needs with a direct or indirect link to land or property rights, including inheritance. For example, a domestic dispute related to childcare will not be counted even if the mediated; however, a domestic dispute related to a woman's farm plot or land inheritance will be.</p>
<p>Unit of Measure: Women</p>
<p>Data Type: Number</p>
<p>Result Level: Outcome</p>
<p>Disaggregated by:</p> <ul style="list-style-type: none"> • Region (Poro, Tchologo, Bere, Cavally, Guemon, Tonkpi) • Context (Urban/Rural)
<p>Rationale for Indicator: This indicator is necessary to assess the extent to which women require legal assistance and mediation services, as well as the extent to which activity interventions succeed in meeting that demand.</p>
PLAN FOR DATA COLLECTION
<p>Data Source: <i>Centres d'écoute</i> reports, Legal Clinic Records and Weekly field reports</p>
<p>Method of Data Collection and Construction: Each legal clinic will maintain records of women who use the clinics to obtain legal advice; if the advice can be justified as directly or indirectly related to land and property rights, it will be counted towards this indicator. The MEL/Communications Specialist will make that determination based on the subject and nature of the legal assistance provided.</p> <p>The <i>Centres d'écoute</i> reports will also document each person who requested and received legal advice or mediation assistance, noting the nature of the assistance provided. The reports may opt to keep certain names confidential to protect security.</p> <p>Field agents can also record activities related to mediation and legal assistance in their weekly field reports.</p>

The MEL/Communications Specialist will maintain a database of all mediation and legal assistance beneficiaries using the above sources of information. Care will be taken to avoid double-counting, especially in the case of beneficiaries that do not disclose their names; in those cases the nature of the dispute and location will help corroborate the instance as unique. In case the documents are incomplete or not sufficient to document the link to land and property rights or the activity's role in providing that assistance, the MEL/Communications Specialist will prepare a memo to justify its inclusion.

Reporting Frequency: Quarterly

TARGETS AND BASELINE

Fiscal Year	Cumulative Target	Annual Target	Actual Annual Value
Baseline	0	0	0
Year 1	0	0	TBD
Year 2	150	150	TBD
Year 3	300	150	TBD

Rationale for Targets: It is hard to determine at this point the level of demand for these services. The targets are relatively conservative and assume a certain amount of reticence by users. By the end of Year 1, it should be apparent whether the targets need to be increased.

DATA QUALITY ISSUES

Date of Future Data Quality Assessments: Internal – Q4, Year 2

Known Data Limitations: None to date

CHANGES TO INDICATOR

Changes to Indicator: Any future change(s) to the indicator will be included in future versions of the CAMEL Plan along with the effective date of change and other relevant details.

Other Notes: None to date

THIS SHEET LAST UPDATED ON: October 25, 2021

INDICATOR 9

USAID PERFORMANCE INDICATOR REFERENCE SHEET
<p>Indicator 9: Number of documents delivered that formalize land rights as a result of USG assistance [custom]</p>
<p>Name of Result Measured: Objective 2 - Strengthen women’s access to legal and conflict mediation services to ensure their access to land in Northern and Western CDI</p>
DESCRIPTION
<p>Precise Definition: For the purposes of this indicator, documentation that formalizes land rights includes:</p> <ul style="list-style-type: none"> • Individual rural land certificate • Collective rural land certificate • Official rural land contract • Private and notarized land-related contracts (including sales deed) • Wills and donations • Farm certificates (<i>attestation de plantation</i>) • Village land certificate (<i>attestation villageoise</i>) • Urban land title (including <i>arrêté de concession définitive</i>) • Court decision asserting inheritance or other rights • Village or family land management plan / decision • Any other document that offers property rights recognized and enforceable by the government <p>For the purposes of this indicator, the phrase “as a result of USG assistance” means the development and/or delivery of the document was supported directly or indirectly through the work of the ILAW Activity, such as subsidies from the legal clinic or directly by ILAW, mediation or facilitation by partner field agents and any other such intervention that makes the delivery of the recorded document possible.</p> <p>The documents can be in the name of a man or a woman.</p>
<p>Unit of Measure: Document</p>
<p>Data Type: Number</p>
<p>Result Level: Outcome</p>
<p>Disaggregated by:</p> <ul style="list-style-type: none"> • Region (Poro, Tchologo, Bere, Cavally, Guemon, Tonkpi) • Sex of primary document holder (Male/Female/Collective) • Individual/Collective • Context (Urban/Rural) • Document Type (Land Certificate or Land Title, Land Use Contract, Sales Deed, Inheritance Document, Marriage Document, Customary Authority Document, Other)
<p>Rationale for Indicator: This indicator covers the number of documents obtained thanks to the ILAW Activity. Because the activities under Intermediate Result 2.3 are aimed at being inclusive, this includes men as well as women beneficiaries. The indicator aims to capture the broad variety of documents that can help afford women land access. The indicator will measure the extent to which the Activity facilitated the obtention of these documents.</p>
PLAN FOR DATA COLLECTION
<p>Data Source: Land document memos (see below), Weekly reports, Legal clinic records</p>

Method of Data Collection and Construction: The MEL/Communications Specialist will review various sources of information (see above) regarding documents that were obtained with Activity support. Documents that fit the following criteria will be counted:

- 1) The document directly or indirectly helps formalize land rights in Activity intervention areas
- 2) The Activity played a significant direct or indirect role in facilitating the obtention of the document

All instances will be justified with a memo prepared by the MEL/Communications Specialist and reviewed by the DCOP/SLLA.

Reporting Frequency: Annual

TARGETS AND BASELINE

Fiscal Year	Cumulative Target	Annual Target	Actual Annual Value
Baseline	0	0	0
Year 1	0	0	TBD
Year 2	50	50	TBD
Year 3	100	150	TBD

Rationale for Targets: The above target reflects a ramping up of land document activities in Year 2 and Year 3. The targets may need to be revised depending on the level of demand observed by the project as well as the financial and technical capacity of ILAW and its partners in responding to the demand.

DATA QUALITY ISSUES

Date of Future Data Quality Assessments: Internal – Q4, Year 2

Known Data Limitations: None to date

CHANGES TO INDICATOR

Changes to Indicator: Any future change(s) to the indicator will be included in future versions of the CAMEL Plan along with the effective date of change and other relevant details.

Other Notes: None to date

THIS SHEET LAST UPDATED ON: October 25, 2021

INDICATOR 10

USAID PERFORMANCE INDICATOR REFERENCE SHEET
Indicator 10: Number of women with formalized land rights as a result of USG assistance [custom]
Name of Result Measured: Objective 2 - Strengthen women’s access to legal and conflict mediation services to ensure their access to land in Northern and Western CDI
DESCRIPTION
<p>Precise Definition: This indicator counts the following two categories of people:</p> <ol style="list-style-type: none"> (1) The number of women who obtain land documentation as a result of USG assistance. This number is a subset of Indicator 9 after sex disaggregation. (2) The number of women in addition to the primary document holder who directly benefit from the formalized property rights as a result of USG assistance. This includes the following cases: <ul style="list-style-type: none"> • Women who are not the primary document-holder mentioned in land documentation, such as the wife or sister of a certificate holder • Court decision in the name of a man or collective group (including family) that doesn’t directly name one or more women beneficiaries • Women who are members of a cooperative or agricultural association who sign a formal agreement that secures land rights for their economic activity <p>The indicator does not count broad extrapolations, such as all the women in a village or a clan that signs a customary land management agreement. The indicator counts only direct women beneficiaries of documents counted under Indicator 9.</p> <p>For the purposes of this indicator, formalized land rights are defined as possessing, being named in or directly benefitting from one of the following types of documents:</p> <ul style="list-style-type: none"> • Individual rural land certificate • Collective rural land certificate • Official rural land contract • Private and notarized land-related contracts (including sales deed) • Wills and donations • Farm certificates (<i>attestation de plantation</i>) • Village land certificate (<i>attestation villageoise</i>) • Urban land title (including <i>arrêté de concession définitive</i>) • Court decision asserting inheritance or other rights • Village or family land management plan / decision • Any other document that offers property rights recognized and enforceable by the government <p>For the purposes of this indicator, the phrase “as a result of USG assistance” means the development and/or delivery of the document was supported directly or indirectly through the work of the ILAW Activity, such as subsidies from the legal clinic or directly by ILAW, mediation or facilitation by partner field agents and any other such intervention that makes the delivery of the recorded document possible.</p>
Unit of Measure: Women
Data Type: Number
Result Level: Outcome

Disaggregated by:			
<ul style="list-style-type: none"> ● Region (Poro, Tchologo, Bere, Cavally, Guemon, Tonkpi) ● Context (Urban/Rural) ● Document Type (Land Certificate or Land Title, Land Use Contract, Sales Deed, Inheritance Document, Marriage Document, Customary Authority Document, Other) ● Individual/Collective 			
Rationale for Indicator: While the number of documents delivered with the assistance of the ILAW Activity is important (Indicator 9), reflecting a gender-inclusive approach, focusing on the specific number of women beneficiaries is also important given the project's focus and overall objective. In addition, sex disaggregation of Indicator 9 may miss a number of women beneficiaries of the project's assistance to facilitate access to formal property.			
PLAN FOR DATA COLLECTION			
Data Source: Data from Indicator 9, Weekly partner field reports, Document review			
Method of Data Collection and Construction: As part of the database on land documentation that formalizes property rights, the MEL/Communications specialist will include after analysis the number of direct women beneficiaries associated with that document. In the case of ambiguity or a need to justify inclusion, a memo will be prepared with additional supporting documentation (meeting attendance sheets, organization member lists) that justifies the choice to include non-named women beneficiaries of that document.			
Reporting Frequency: Annual			
TARGETS AND BASELINE			
Fiscal Year	Cumulative Target	Annual Target	Actual Annual Value
Baseline	0	0	0
Year 1	0	0	TBD
Year 2	100	100	TBD
Year 3	200	200	TBD
Rationale for Targets: The above target assumes that this figure will be similar to the number in Indicator 9, except in certain cases such as collective certificates. As such, it is foreseen that this target will likely surpass the target for Indicator 9. However, this remains to be seen and these targets will be revisited each year to align with complex field realities.			
DATA QUALITY ISSUES			
Date of Future Data Quality Assessments: Internal – Q4, Year 2			
Known Data Limitations: None to date			
CHANGES TO INDICATOR			
Changes to Indicator: Any future change(s) to the indicator will be included in future versions of the CAMEL Plan along with the effective date of change and other relevant details.			
Other Notes: None to date			
THIS SHEET LAST UPDATED ON: October 25, 2021			

Annex 3. ILAW Data Management Plan (DMP)

DATA COLLECTION

ILAW will use primary data as a means for reporting progress and results against Activity indicators and will create standardized data collection tools for each indicator as needed and as described above. In addition, ILAW will use an indicator matrix to share methods of calculation, data elements and responsibility with staff. These will be used to train program staff in data collection to ensure data quality.

DATA QUALITY STANDARDS AND ASSESSMENTS

Although the Communications/MEL Specialist ensures data quality, the entire ILAW team (including partners) plays a critical role in providing quality controls with any data they gather or handle. To ensure quality, accuracy, and objectiveness of data used for management purposes and submission to USAID/CDI, ILAW employs proven practices at the IR activity level, systematic data quality assurance measures unique to each indicator, and an internal data quality assessment (DQA) in Year 2.

Data Standards & Descriptions

- **Validity** is how well the data measures the intended result, and whether the data reflect a bias such as interviewer bias, unrepresentative sampling, or transcription bias.
- **Integrity** stems from established mechanisms that eliminate or reduce the possibility that they are manipulated for political or personal reasons.
- **Precision** ensures that the data present a fair picture of performance and enable decision-making. Thus, data are required to be disaggregated at an appropriate level of detail.
- **Reliability** stems from stable and consistent data collection processes and analysis methods over time.
- **Timeliness** is a critical aspect of data collection and reporting to USAID. Data should be timely enough (and current enough when they are available) to support decision-making.

The Communications/MEL Specialist will implement the measures below to ensure data quality throughout the LOA:

- **Staff training:** To promote data consistency, train all staff involved in data collection, management, or reporting on MEL standard operating procedures (SOPs).
- **Simplified, standardized procedures:** Ensure data collection methods are as simple and straightforward as possible, supported by SOPs and standard MEL tools.
- **Data entry protocols:** Check all data regularly with the COP, Senior Legal Land Advisor (SLLA) and Gender Expert as needed for completeness prior to entry into spreadsheets and the designated MEL database.
- **Quarterly data reviews:** Conduct a quarterly review of MEL data for any inconsistencies, beyond standard annual DQAs. In addition, s/he will select a small set of the recently reported data for spot-checks and validation, including a field trip once per quarter. S/he will conduct routine checks using probabilistic procedures (e.g., random sampling), using phone (participant) confirmation, or by visiting ILAW partners and counterparts responsible for collection to review source data and processes.

Data Quality Assessments

The HO MEL Advisor will lead one internal DQA over the LOA to evaluate the limitations to data quality for each indicator. The DQA will include a review of documents and data collection practices, and interviews with key individuals contributing to data collection. Tetra Tech’s internal process complements but does not substitute for USAID/CDI’s formal DQA. It allows the ILAW team to address data validity issues proactively. The Communications/MEL Specialist will prepare a report with findings, recommendations for improved data collection, and revised tools or procedures where needed. Where possible, indicator-specific procedures will account for, mitigate, or minimize these data quality concerns. The internal DQA process will serve to identify the effectiveness of data quality improvement strategies and additional data quality issues observed during implementation.

ILAW will contribute toward and actively participate in any external Data Quality Assessments (DQA) as directed by USAID.

Below is the DQA form that USAID’s ILAW Activity will use unless other guidance is provided by USAID.

INDICATOR SUMMARY				
Project/Activity Name: USAID’s Improving Land Access for Women				
Title of Performance Indicator: <i>[Indicator should be copied directly from the Performance Indicator Reference Sheet]</i>				
Linkage to Foreign Assistance Standardized Program Structure , if applicable (Program Area, Element, etc.):				
Result This Indicator Measures (specify the Development Objective, Intermediate Result, or Project Purpose, etc.):				
Data Source(s): <i>[Information can be copied directly from the Performance Indicator Reference Sheet]</i>				
Period for Which the Data Are Being Reported:				
Is this indicator a standard or custom indicator?	<input type="checkbox"/>	Standard Foreign Assistance Indicator		
	<input type="checkbox"/>	Custom (created by the OU; not standard)		
Is this indicator a required USAID indicator?	<input type="checkbox"/>	Y		
	<input type="checkbox"/>	N		
Data Quality Assessment Methodology: <i>[Describe here or attach to this checklist the methods and procedures for assessing the quality of the indicator data, e.g., reviewing data collection procedures and documentation, interviewing those responsible for data analysis, or checking a sample of the data for errors.]</i>				
Date(s) of Assessment:				
Assessment Conducted By:				
		YES	NO	COMMENTS
VALIDITY – Data should clearly and adequately represent the intended result.				
1	Does the information collected measure what it is supposed to measure? (E.g. A valid measure of overall nutrition is healthy variation in diet; Age is not a valid measure of overall health.)			
2	Do results collected fall within a plausible range?			
3	Is there reasonable assurance that the data collection methods being used do not produce			

	systematically biased data (e.g. consistently over- or under-counting)?			
4	Are sound research methods being used to collect the data?			
RELIABILITY – Data should reflect stable and consistent data collection processes and analysis methods over time.				
1	When the same data collection method is used to measure/observe the same thing multiple times, is the same result produced each time? (E.g., A ruler used over and over always indicates the same length for an inch.)			
2	Are data collection and analysis methods documented in writing and being used to ensure the same procedures are followed each time?			
TIMELINESS – Data should be available at a useful frequency, should be current, and should be timely enough to influence management decision making.				
1	Are data available frequently enough to inform program management decisions?			
2	Are the data reported the most current practically available?			
3	Are the data reported as soon as possible after collection?			
PRECISION – Data have a sufficient level of detail to permit management decision making; e.g. the margin of error is less than the anticipated change.				
1	Is the margin of error less than the expected change being measured? (E.g. If a change of only 2% is expected and the margin of error in a survey used to collect the data is +/- 5%, then the tool is not precise enough to detect the change.)			
2	Has the margin of error been reported along with the data? (Only applicable to results obtained through statistical samples.)			
3	Is the data collection method/tool being used to collect the data fine-tuned or exact enough to register the expected change? (E.g., A yardstick may not be a precise enough tool to measure a change of a few millimeters.)			
INTEGRITY – Data collected should have safeguards to minimize the risk of transcription error or data manipulation.				
1	Are procedures or safeguards in place to minimize data transcription errors?			
3	Is there independence in key data collection, management, and assessment procedures?			
3	Are mechanisms in place to prevent unauthorized changes to the data?			
SUMMARY				
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 prior to the next DQA (given level of USG control over data):	
IF NO DATA ARE AVAILABLE FOR THE INDICATOR	COMMENTS
If no recent relevant data are available for this indicator, why not?	
What concrete actions are now being taken to collect and report these data as soon as possible?	
When will data be reported?	

DATA PRIVACY AND SECURITY

The ILAW team will use Egnyte and AirTable to store activity data and to limit access to prevent loss of control, compromised data, unauthorized disclosure, acquisition, or access, or any other kind of data breach. The activity will also enforce a strict set of data privacy and security protocols for PII to adhere to the ethical principles governing collection of data on human subjects:

- All quantitative and qualitative data collection efforts will be obtained by lawful and fair means, beginning with a proper consent script notifying participants of their essential rights (e.g., who to contact if they have questions, whether or not they will be compensated, and the option to decline to participate without fear of retribution). ILAW will obtain and document locally appropriate consent where possible.
- The activity will obtain all appropriate non-disclosure agreements (NDAs) and data releases as an integral part of data privacy and security. ILAW will obtain NDAs and keep them on file for individuals with access to proprietary and confidential information (e.g., consultants, survey enumerators, or any other person involved in the project monitoring and evaluation system).
- In addition to collecting NDAs, the activity will obtain necessary data releases from individuals when using their image or likeness or an attributable quote. Further, when a data collection exercise such as a focus group discussion or key informant interview is planned to be recorded, the activity will seek acknowledgement and acquiescence for recording from the participants. The activity will also inform participants how attribution will be made (e.g., by name, by job title, by gender, or by location).
- Given that the activity is not conducting research, it is not expected that ethical review by an Institutional Review Board (IRB) will be necessary. However, should this change, an IRB will conduct an ethical review for human subject protections where required by regulation. Tetra Tech home office MEL staff will assist with research determination and preparation of a protocol for review by an IRB. ILAW will obtain any locally required approvals in Côte d'Ivoire.
- ILAW will save all data files containing PII on Tetra Tech's secure cloud-based storage space (Microsoft Egnyte) and saving of local versions of files on flash drives or laptops will not be permitted.
- The activity will ensure whenever possible that the individuals whom the data describe remain anonymous. ILAW will not share any data files containing PII with partners or USAID until PII and other sensitive data are removed, encrypted, anonymized, or aggregated. This includes submissions to the Development Experience Clearinghouse (DEC) and Development Data Library (DDL). Internally, once PII is no longer needed for longitudinal tracking or other specific project purposes, or at closeout, data will be de-identified.
- Any data sets the activity shares with partners or USAID will be copies. ILAW will place these into a folder created specifically for sharing so that the end user (partner or USAID) has a de-identified copy and no access to the original. Sharing may be revoked at any time.

DATA STORAGE

As noted above, ILAW will use the Survey CTO platform for data collection and ensure datasets are securely stored on Egnyte. The Communications/MEL Specialist will save all datasets for performance monitoring or surveys as .csv or open-format text files to ensure the Activity is able to contribute to USAID’s DDL rapidly as appropriate. Table 5 below summarizes the data types with which the Activity will work, including their origin, file type, and plans for storage (and archiving in the DDL). One benefit of the Egnyte platform is that access to folders is easily manipulated to limit or grant access. This simultaneously ensures that Activity staff who are not working with data will not have access, and that partners will have ready access through an emailed link. Access may be restricted to “read only” and can be rescinded at any time.

Table 5. USAID ILAW Data Storage

Data Type	Means of Collection	Origin	File Type	Storage Plan
Digital quantitative data for performance monitoring	Collected using tablets / smartphones equipped with GPS and an Android 4.3+ system at least via the SurveyCTO platform	Stored in SurveyCTO’s secure cloud-based system	Downloadable as *.csv, or Excel	All *.csv or Excel will be saved to Egnyte, along with original text versions of surveys and data dictionaries, as necessary.
KAP survey	Survey measures knowledge, attitudes, and practices of targeted populations on gender norms in relation to land and inheritance. ILAW will conduct the KAP again in Y3 to assess change after ILAW community level interventions.	Stored in SurveyCTO’s secure cloud-based system	Downloadable as *.csv, or Excel	All *.csv or Excel will be saved to Egnyte, along with original text versions of surveys and data dictionaries, as necessary.
Geospatial data for performance monitoring	Collected using tablets / smartphones equipped with GPS and at least an Android 4.3+ system with a 5 MP autofocus camera. Additional geospatial data may be collected by subcontractors and/or grantee partners	Exact site location (latitude and longitude) collected using mobile devices. Various other exact site location and/or exact area or line feature may be collected by subcontractors and/or grantee partners	The Activity will include latitude and longitude in any tabular dataset (*.csv) and request vector data shapefiles for geospatial data *.shp, *.shx and *.dbf when collected by subcontractors and/or grantee partners	All data will be saved to Egnyte over LOA.

Non-digital quantitative data	Hard copy data sheets, such as attendance sheets	Paper copies, which will be scanned at the Activity office	Scanned to *.pdf and summary data (# participants, # men, # women, # youth, etc.) entered in Excel	All *.pdf and Excel workbooks will be saved to Egnyte; hard copies will be filed at the Activity office and kept until the end of the project before being destroyed
Qualitative data	Brief interviews may be written, while detailed qualitative data (e.g., focus group discussions) will be recorded	Targeted interviews may be captured on paper, which will be scanned; full length interviews or focus groups will be recorded	Paper will be scanned to *.pdf; audio or video recordings will be in *.mp3 format	All *.pdf and *.mp3 will be saved to Egnyte; any hard copies will be filed at the Activity office and kept until the end of the project before being destroyed.

DATA ANALYSIS & USE

In line with USAID reporting requirements, data from the Activity MEL Plan will be analyzed regularly and used to determine progress toward expected results. In addition, ILAW MEL staff and other designated program staff will prepare relevant graphs and charts of indicator disaggregates for annual reports.

The kind of analysis necessary will depend on the kind of data that was collected and how that data is intended to be used. Any qualitative data collected will undergo content or pattern analyses to see trends while quantitative data may undergo fairly simple analyses to generate sums or averages, or more complex approaches, if needed. Some data may require multiple analyses, such as if data must be disaggregated and therefore analyzed both as aggregates and disaggregates.

In order for monitoring data and information to be fully utilized, it should be shared with those who may use it. ILAW monitoring data will be used to inform Activity reviews and decisions about possible adaptations as well as to report on ILAW progress towards achievements of planned accomplishments in the Work Plan and MEL Plan targets.

BASELINE DATA COLLECTION AND ESTABLISHMENT OF TARGETS

Baseline data will be used to measure change throughout the LOA as well as to determine the starting point of the ILAW indicators. As noted above, the KAP survey will be used to determine baseline values for two ILAW indicators.

Eight ILAW indicators have baseline values of zero (see Annex I). Two Activity indicators require baseline work to determine baseline values prior to Activity implementation, and in order to be able to measure progress during the Life of the Activity (LOA). These indicators include:

- Ind. 1: Percent of people in activity intervention areas with positive beliefs around women's land rights

- Ind. 2: Percent of people in activity intervention areas with basic knowledge of the inheritance and land laws

ROUTINE REPORTING TO USAID

ILAW will report regularly to USAID to ensure shared understanding of progress toward objectives and learning associated with implementation. Any deviations from the schedule will be agreed to in advance and documented between the TOCOR and Activity.

Under this Activity, there will be three regular reports submitted to USAID that will include MEL input. These include:

1. Quarterly Reports
2. Annual Reports
3. Final Report

All Quarterly, Annual, and Final Activity reports submitted to USAID will be in accordance with contract requirements and adhere to USAID's Branding Implementation and Marking Plan.

Quarterly Reports

ILAW will prepare and submit to the TOCOR quarterly performance reports that summarize ILAW's achievement and progress toward the agreed targets, objectives, and goals outlined in the Annual Work Plan. The format of the report will be determined jointly with the TOCOR. ILAW will, at a minimum, include the following information for the reporting period in each report:

- discussion and analysis of opportunities and constraints encountered, highlights of any issues or problems affecting implementation or timing of activities
- proposed resolutions or corrective actions, including any needed Mission intervention to address issues or problems raised
- targets and list activities proposed for the next quarter, noting where they deviate from the approved Annual Work Plan (noting that deviations from the approved Annual Work Plan require TOCOR approval)
- copies of any outreach or press reporting about the activity
- a one-page activity description status that USAID can post on the Mission's website and social media sites
- designation of responsible parties and timeframes for completion of each activity

Generally, the Quarterly Performance Report must be no longer than 30 pages, address the information listed above, and follow this format:

- I. an executive summary
- II. a performance narrative discussing the program implementation to date, including text as well as graphs, charts, photos, etc. to illustrate and analyze the Contractor's performance
- III. an indicator table and narrative summarizing targets and achievements over the quarter and explanations for any significant deviations
- IV. upcoming Events Calendar: A listing of upcoming events, training, and important meetings with public officials, donor agency representatives, or other USG officers, including estimated dates of events, location, targeted beneficiaries, and short description of the event

Annual Reports

ILAW will prepare and submit to the TOCOR an Annual Report for each year of Activity implementation no later than by October 31 of each calendar year. The concise Annual Report will include:

- progress of major activities
- program highlights, and achievements
- budget information (including amounts obligated, Contractor funds obligated to program and grant activities, and funds disbursed)
- summary of grant implementation and appraisal
- problems encountered and proposed remedial actions
- the issuance and monitoring Grants under Contracts (GUCs)
- overall performance against MEL indicators during the USG fiscal year (FY), which runs from October 1st to September 30th

The Annual Report will be delivered in lieu of the Fourth Quarter Report.

Final Report

ILAW will provide USAID a concise, final report that summarizes:

- the Task Order’s highlights, achievements, and major activities
- funds obligated and disbursed
- summary of grant implementation and appraisal
- lessons learned from the implemented activities
- problems encountered and how they were rectified
- overall performance against MEL indicators during the Activity

DEVELOPMENT DATA LIBRARY SUBMISSIONS

Tetra Tech will ensure that data assets from USAID’s ILAW Activity are submitted to USAID’s DDL as soon as appropriate. Based on the current Activity work plan and CAMEL, Tetra Tech expects to submit the following data assets listed below in Table 6 to the DDL. Additional datasets will be reviewed and submitted as appropriate.

Table 6. USAID ILAW Expected DDL Submissions

Data Asset	Dataset(s)	Frequency	Notes
ILAW KAP Survey	ILAW KAP survey	Y1 and Y3 (30 days after submission of KAP Survey Report)	Data for this data asset will come from the ILAW KAP surveys conducted to report on indicators 1 and 2.
Activity indicators	Performance monitoring indicator datasets, which provide data useful to development	Annually	The Activity will submit datasets and to report on indicators 1 and 2 as these are valuable to development practitioners. All other Activity indicators are simply lists and offer no unique analysis options to

	practitioners in the form of a tabular dataset or shapefile for geospatial analysis.	(30 days after approval of Annual Report)	DDL users. Moreover, the data will be publicly available on the DEC when quarterly and annual reports are posted. Therefore datasets for Indicators 3-10 will not be submitted to DDL.
Supplemental Activity data collection (not directly linked to performance monitoring, to be determined)	To be determined	At the start of the Activity (30 days after approval of any deliverable associated with this potential data)	Certain Activity data collection activities will result in tabular datasets suitable for submission to the DDL. These will be reviewed and submitted with indicator data. Activity data that is purely qualitative will not be submitted. These include data that cannot be entered in the Socrata platform the DDL is built on, or would require such extensive redaction (to protect participants) that the resulting dataset would be uninterpretable.
Activity, subcontractor and/or grantee administrative and finance data	Not applicable	Not applicable	Based on ADS 579, administrative and financial data should not be submitted to the DDL.

ILAW will ensure that any Dataset submitted to the DDL does not contain any proprietary or direct personally identifiable information, such as national ID numbers, home addresses, and dates of birth. Such information will be removed prior to submission, if it is part of the data set.

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