Model Woreda Monitoring Framework

LIFT

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LAND INVESTMENT FOR TRANSFORMATION PROGRAMME

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MINISTRY OF AGRICULTURE

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Acronyms

DFID-E	DFID Ethiopia (UK Department for International Development Ethiopia office)
DQA	Data quality assurance
GESI	Gender equality and social inclusion
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoE	Government of Ethiopia
IWORLAIS	Interim Woreda Land Administration & Information System
KLAC	Kebele Land Administration Committee
KLPIT	Kebele Level Project Implementation Team
KIIs	Key Informant Interviews
LIFT	Land Investment for Transformation
MBOCs	Mobile Back Office Centers
M&E	Monitoring and evaluation
MFI	Micro finance institution
MIS	Management Information System
MoA	Ministry of Agriculture (Ethiopia)
MoU	Memorandum of understanding
PSC	Programme Steering Committee
REILA	Responsible and Innovative Land Administration programme
RLAS	Rural Land Administration System
RLAUD	Rural Land Administration & Use Directorate
RLPIT	Regional Level Project Implementation Teams
RToT / ToTs	Regional Trainers of Trainers / Trainers of Trainers
SLLC	Second-level land certification
SLM	Sustainable Land Management
WLAMO	Woreda Land Administration Model Offices
WLAMOP	Woreda Land Administration Model Office Project
WLPIT	Woreda Level Project Implementation Team

Introduction

The purpose of this document is to provide a clear monitoring framework for the implementation of best practices across selected Woreda Land Administration Model Offices (WLMAOs). The introduction of best practices to WLMAOs has been agreed as part of the "Woreda Land Administration Model Office Project (WLAMOP)". The WLAMOP is a joint venture, agreed with the Rural Land Administration and Use Directorate (RLAUD) of the Ministry of Agriculture and Natural Resources (MoANR) in coordination with the following 4 key donor-sponsored programmes:

- The DFID-funded Land Investment for Transformation Programme (LIFT);
- Responsible and Innovative Land Administration programme (REILA-II);
- Sustainable Land Management Programme (SLMP-III); and
- GIZ-Sustainable 2 Responsible Agricultural Investment Programme (GIZ-S2RLIP)

The implementation of the WLAMOP is detailed in the official *Guideline on Best Practices for the Rural Land Administration System (RLAS),*[1] to which it will be referred to throughout in this monitoring framework. More detail on the organizational structure behind the WLAMOP can be found in the concept note on the *Establishment and operationalisation of Land Administration best practices in Woreda Land Administration Model Offices (WLMAOs)*[2].

The WLAMOP is structured in the following 3 phases. Note that more detail on these three phases can be found in the *Guideline on Best Practices for RLAS* mentioned above:

- Phase 1 – Inception phase: In the first 2 months of the project, the suggested best practices are agreed and endorsed with the regions and woredas, and the 8 WLMAOs are established.
- Phase 2 – Implementation of best practices and diffusion to other woredas: The implementation of the agreed best practices will last for 12 months. The first 6 months of this phase will focus on capacity strengthening of WLMAOs with continuous technical back-up support given to all 8 WLMAOs (sub-phase 1). In the second half of this phase, WLMAOs are established as knowledge centers, and best practices are diffused to other woredas in the respective regions through workshops and demonstration visits (sub-phase 2).
- Phase 3 - Preparation of a "Road Map on the establishment and operationalization of RLAS in Ethiopia": This is the last and concluding phase of the project and is kicked-off during the last 2 months of Phase 2 discussed above. During this phase, region-specific implementation performance assessment reports should be synthesised into a final report that is used to disseminate the learnings of the WLAMOP through national workshops. The goal of this phase is to instigate the national roll-out of WLMAOs as knowledge hubs for the dissemination of best practices.

This monitoring framework focusses specifically on Phase 2 of the WLAMOP, and the implementation of best practices and its impact on efficient service provision in particular **(sub-phase 1)**. In the following, a theoretical framework for sub-phase 1 is provided (section 1), then indicators (section 2) and measurement methods (section 3) are defined. In section 4, the reporting structure is elaborated on and in section 5 data collection tools and analysis are discussed. Lastly, section 6 discusses the dissemination strategy for **sub-phase 2** and **Phase 3**.

[1] Guideline on Best Practices for the Rural Land Administration System (RLAS), 2019, LIFT.

[2] Establishment and operationalisation of Land Administration best practice in Woreda Land Administration Model Offices (WLAMOs), Concept Note, August 2018, LIFT, RLAUD, REILA II, SLMP, GIZ.

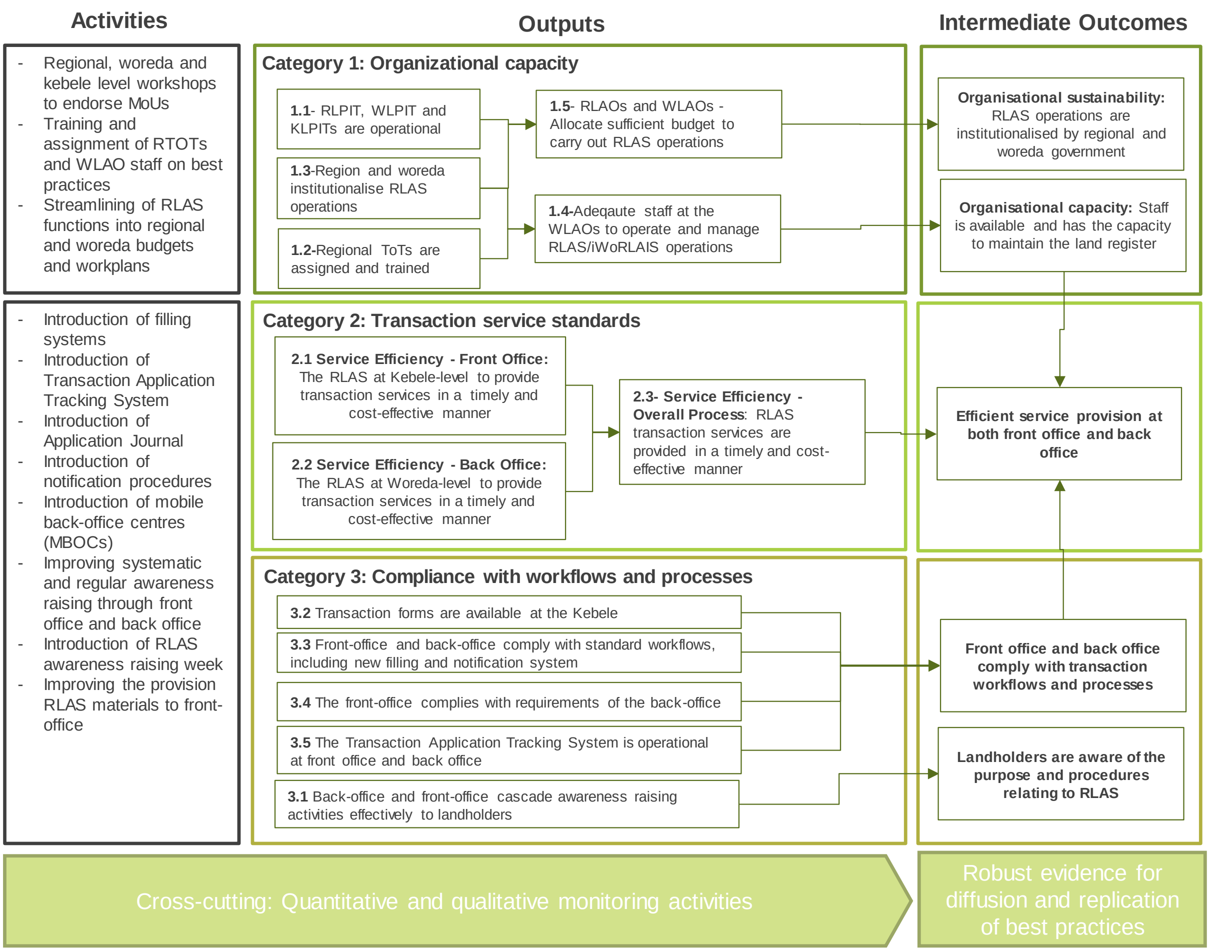
Results chain for the implementation of best practices (Phase 2 - sub-phase 1)

This monitoring framework is designed to monitor the introduction of best practices to WMLAOs and measure the outputs and outcomes of these best practices relating to maintaining the RLAS. In this section, a theoretical framework is provided in the form of a results chain, which links activities with anticipated outputs and outcomes of the introduction of best practices. A results chain visually depicts the causal linkages between activities, outputs and outcomes. The results chain for the introduction of best practices to WMLAOs is shown in Figure 1 below and is structured into the following three main outcome categories:

- **Category 1:** Organizational Sustainability
- **Category 2**: Improved transaction service efficiency at front office and back office
- **Category 3:** Compliance with best practice transaction workflows and processes

Under each of these three categories, specific activities have been agreed, which are outlined in detail in the *Guideline on Best Practices for the Rural Land Administration System (RLAS*. Note that the results chain below only lists high-level activities and a detailed list of activities and a workplan can be found in the *Guideline on Best Practices for the Rural Land Administration System (RLAS).*

Figure 1: Results chain for the implementation of best practices in WMLAOs



Note that outputs shown in the results chain in Figure 1 above link directly to the implementation workplan in section 6 of the *Guideline on Best Practices for the Rural Land Administration System (RLAS)*.

Defining indicators

This section defines indicators to measure the outputs listed in the results chain in Figure 1 above. For each output box, a set of indicators is defined to measure the progress against the stated output. An indicator plan is provided in Figure 2 below, listing the suggested indicators by outputs. All indicators are defined to be SMART, as per DFID's How to note, meaning that they are:

- *Specific* – target a specific area for improvement.
- *Measurable* – quantify or at least suggest an indicator of progress.
- *Assignable* – specify who will do it.
- *Realistic* – state what results can realistically be achieved, given available resources.
- *Time-related* – specify when the result(s) can be achieved.

Figure 2: Indicator plan

Output	#	Indicators
Category-1: Organizational capacity		
1.1 RLPIT, WLPIT and KLPITs are operational	1	Number of model woredas in which the RLPIT, WLPIT and KLPITs are operational
1.2 Regional ToTs are designated and assigned to implement and monitor the best practices implementation process	2	Number of Regional ToT staff that are assigned, trained and carry out their duties as agreed
1.3 Institutionalization of RLAS operation by regional and woreda governments	3	Number of WLAOs and RLAOs that have streamlined RLAS operations in to their quarterly and annual work plans
1.4 Adequate staff at the WLAO with training in and capacity to operate and manage RLAS/iWORLAIS operations	4	Number of WLAO staff that have sufficient capacity, to operate and manage RLAS/iWORLAIS operations disaggregated by GIS, database, and LA specialists
	5	Percentage of WLAO staff working on RLAS that are replaced within one month
	6	6.1 Average number of staff days devoted to RLAS by WLAO staff per total transaction per month, per woreda 6.2 Average number of staff days devoted to RLAS by RTOTs per region per month
1.5 RLAOs and WLAOs - ANRO allocate sufficient budget to carry out RLAS operations	7	Number of RLAOs and WLAOs that allocate an operational budget for RLAS and iWORLAIS that meets the established standard
Category-2: Transaction service standards		
2.1 Service Efficiency - Front Office: The RLAS at Kebele-level to provide transaction services in a timely and cost-effective manner, without unduly inconveniencing the land holder	8	Time taken to review, accept and/or reject transaction applications submitted by landholder to KLAC by key transaction types
	9	Percentage of application rejection due to missing documents and others at kebele level
2.2 Service Efficiency - Back Office: The RLAS at Woreda-level to provide transaction services in a timely and cost-effective manner, without unduly inconveniencing the land holder	10	Time taken to review, accept and/or reject transaction applications submitted by KLAC to WLAO by key transaction type
	11	Percentage of application rejection by WLAO (during review of hard copy documents or processing)
	12	Time taken to approve and /or reject by Head/Deputy Head of the WLAO
2.3 Service Efficiency - Overall Process: The overall RLAS to provide transaction services in a timely and cost-effective manner, without unduly inconveniencing the land holder	13	Time taken from initial application at Kebele to return of processed transaction to land holder
	14	Overall Time to complete transfers through inheritance which is dealt with three actor institutions: Kebele, Woreda court and WLAO
2.4 WLAO and KLAC office staff follows the documented best management practice	15	Percentage of transaction applications that are correctly and properly stored and filled
Category-3: Transaction Workflows / Processes		

Output	#	Indicators
3.1 Extent of the landholder's who are aware on RLAS purpose and procedures involved (i.e. the points of entry into RLAS and the required documents)	16	Percentage of landholders that are aware of the benefits of the formal RLAS system and understand the required procedures to register transactions
3.2 Availability of all the required transactions forms in a kebele	17	Percentage of kebeles that have all the required transaction forms from the total kebeles in a given woreda
3.3 Simple and clear established work flows are implemented and practiced	18	Compliance of the existing practice with the standard work flow by key transaction types
3.4 Compliance of the front-office with requirements of the back-office	19	Percentage of applications accepted by WLAO out of the total applications submitted by KLAC
3.5 Transaction Application Tracking System and MBOCs are operational, enabling transactions to be tracked from application submission at the Kebele "Front office" to the completion of the transaction process	20	20.1 Number of Woredas that implement the transaction recording tracking system as per the best practice 20.2 Number of MBOCs implemented 20.3 Number of WLAOs that effectively cascade public awareness raising campaigns on RLAS through Kebele-level actors[3]

Measurement methodologies

To measure the indicators listed in Figure 2 above, a mix of the following quantitative and qualitative methods is applied:

- **Key informant Interviews (KIIs) with Woreda-level and Kebele-level actors** (data collection tool will include both quantitative and qualitative questions)
- **Review of WLAO and KLAC documentation** (quantitative method)
- **Collection of iWORLAIS data back-ups** (quantitative method)
- **Mixed methods survey with landholders** (includes both quantitative and qualitative survey methods)

Figure 3 below elaborates on which measurement methodologies are used under which of the 3 categories outlined above. It is important to note that a mix of both quantitative and qualitative methods are applied to triangulate findings. For example, while training lists will provide the number of WLAO staff trained, this is triangulated through interviews with WLAO staff to probe whether training was received and what the quality of the training was. Below Figure 3, it is further elaborated on each of the 4 measurement methods above. A comprehensive monitoring plan that outlines the specific methodology for each indicator can be found in Annex 1.

[3] Note that LIFT Ethiopia has a separate, comprehensive monitoring system for awareness raising activities which includes measuring how WLAO staff cascades awareness raising training down to the Kebele. This monitoring system applies to all LIFT woredas, including the 8 WLMAOs, hence evidence to report on Indicator 16.1 can be sourced from LIFT's regular monitoring. A separate guideline is being drafted at the moment at will be annexed to this monitoring framework.

Figure 3: Measurement methods by outcome categories

Level	Measurement method	Description	Frequ.	Indi. #
Category 1 – Organizational capacity	**Method 1:** Review of WLAO documentation	Monitors will collect copies of the WLAO staff ledger and timesheets, quarterly budgets and workplans, and training participant lists.	Monthly for all WLMAOs	1 – 7
	Method 2: KIIs with WLAO staff and RTOTs	KIIs will provide evidence on the capacity of WLAO staff and RTOTs, and will be used to triangulate information shown in WLAO documentation.	Monthly for all WLMAOs	1 – 7
Category 2 – Transaction service standards	**Method 1:** Review of WLAO and Kebele documentation	"Application journals" and "Application receipt forms" will be collected at the WLAO and Kebele to estimate the time certain processes take.	Monthly for all WLMAOs	8 - 15
Category 3 – Transaction workflows	**Method 1:** Review of WLAO and Kebele documentation	Monitors will collect copies of awareness raising participant lists, of awareness raising training provided by WLAO staff to Kebele-level actors, and MBOC event lists.	Monthly for all WLMAOs	16.1, 16.2
	Method 2: KIIs with WLAO staff and Kebele actors	Monitors will conduct interviews at the front and back office to probe how staff complies with different best practices.	Monthly for all WLMAOs and a sample of Kebeles	17 - 20
	Method 3: Collecting IWORLAIS data back-ups	The number of transactions in IWORLAIS will be compared to the amount of transaction submitted and approved.	Monthly for all WLMAOs	19
	Method 4: Survey with landholders	Landholders will be interviewed to understand their awareness und knowledge about RLAS processes	Annual for all WLMAOs	16.3

In the following, each of the above four methods is discussed in more detail:

Method 1: Review of WLAO and KLAC documentation

A central part of the monitoring process is collecting copies of different documents that are maintained by either the WLAO or the Kebele office. Note that since this documentation might be subject to potential error and bias, interviews with WLAO and Kebele staff, as well as spot checks of the collected information is conducted, as elaborated on under method 2 below. While some of the documents are already being maintained at the model offices, others are introduced as part of the best practices. Below all relevant documents of which copies are collected for monitoring purposes are listed, split in existing documentation and new documentation that is introduced as part of the best practices.

Existing documents

- **RLAO and WLAO quarterly and annual workplans (indicators 3 and 7):** These are available at both the regional and woreda land offices, and copies are obtained by monitors on a quarterly basis. As part of the MoU with regions and woreda offices it is agreed that these are made available for monitoring purposes.
- **WLAO staff ledger (indicator 5):** This is used to confirm turnover and replacement of WLAO staff and should already be available at the woreda office. If the baseline assessment

New documents to be introduced to WLAOs as part of best practices

WLAO training participant lists (indicator 2 and 4): These are introduced to RTOTs to administer during the training they are providing to WLAO staff. Training participant lists are administered for each training, detailing the names of participants, date, location, position of participant and woreda. RTOTs will receive training on filling-out these participant lists. Monitors will aggregate electronic copies of these lists from RTOTs and forward for central aggregation. The template for the WLAO training participant lists can be found in Annex 3.

Training participant lists for Kebele-level actors (Indicator 20.1): These are introduced to WLAO staff so that training on awareness raising activities to Kebele-level actors can be documented clearly. Training on administering these are provided by RTOTs. WLAO staff is required to maintain these lists on an ongoing basis and monitors will collect electronic copies on a monthly basis and forward for central aggregation. A template can be found in Annex 4.

WLAO staff timesheets (indicator 6): These are introduced by the intervention to confirm the number of WLAO staff days devoted to RLAS activities. A template is developed and agreed with the regions and woreda offices during inception phase.

WLAO materials distributions ledger (indicators 16 and 17): This ledger is introduced to WLAOs and will allow to keep track of the amount of materials sent out to the front office, including transaction application forms, and awareness raising materials, such as posters and flyers. WLAO staff is required to keep the ledger up-to-date and training on administering the ledger is provided through RTOTs. Monitors will collect electronic copies of the ledger on a monthly basis. A draft template can be found in Annex 5.

WLAO awareness events log (this will include Mobile Back Office Centres (MBOCs) and RLAS awareness week): This ledger should be introduced to WLAOs and will allow to keep track of any events held to create awareness around RLAS, including the mobile back-office centers and RLAS awareness week. WLAO staff is required to keep the ledger up-to-date and training to administer the ledger should be provided through RTOTs. Monitors will collect electronic copies of the ledger on a monthly basis and a template can be found in Annex 6.

RTOT monthly workplans (indicator 2): RTOTs are required to submit monthly workplans, which should be reviewed and endorsed by central management. This will allow to hold RTOTs to account and intervene where performance is weak.

WLAO application journals, application receipt forms and transaction applications (indicators 8-15): These are introduced as part of the WMLAO best practice processes and workflows and should be maintained by WLAO staff on a daily basis. See also the *Guideline on Best Practices for RLAS*. Monitors will collect soft copies of these documents and forward these for central aggregation and analysis on a monthly basis. This will allow to estimate the time that it takes for different processes to be completed. Templates can be found in the *Guideline on Best Practices for RLAS*.

Method 2: Key Informant Interviews (KIIs) with WLAO staff and Kebele-level actors (indicators 2-7, 16-20):

These are in-depth, semi-structured interviews conducted with individual programme stakeholders, and will combine both quantitative and qualitative lines of questioning. KIIs are conducted face-to-face with different actors both at the front office and back office, including KLAC members, Kebele land experts, DAs, WLAO staff, WLAO head, regional and zonal staff.

KIIs will typically involve a single informant but may also involve a small group of informants and will take anywhere from 10-30 minutes to complete. All KIIs will use a pre-prepared questionnaire, which are designed and piloted in preparation for baseline data collection. The KII tool will include both quantitative and qualitative questions, which will allow to generate evidence to report on and triangulate indicators 2-7 and 16-20. KIIs are conducted on a monthly basis by full-time monitors at all WLMAOs and at a sample of Kebeles (see sections 4 and 5 below).

The purpose of KIIs is to obtain opinions from a range of individuals at the front office and back office who have different perspectives and experiences with the implementation of the WMLAO best practices. This will allow to:

- Evaluate the behavior of front office and back office staff, including the **compliance** with best practices
- Evaluate the **capacity** of front office and back office staff in terms of administering best practices
- Triangulate and spot-check the information obtained through **Method 1: Review of WLAO and KLAC documentation**;
- Discuss *why* certain best practices are working or not working.

Scoring methodology for capacity assessments (indicators 2 and 4)

The KII questionnaires are structured in both quantitative and qualitative questions. Quantitative questions will have categorical responses, which will allow to introduce a scoring methodology to analyse results. For example, to establish the capacity of WLAO staff to operate and manage RLAS (indicator 4), a set of 4 questions about administering RLAS are administered. If all 4 questions are answered correctly, the respondent is categorized as having 'sufficient capacity' to administer RLAS, and will as a result be counted under indicator 4. If no questions are answered correctly, the respondent is categorized as 'not having sufficient capacity' to administer RLAS.

Method 3: iWORLAIS data back-ups (indicators 8 – 15, 17)

Data back-ups should be collected on a monthly basis to review progress and to cross-check the accuracy of the *application journal*.

Method 4: Survey with landholders (indicator 16)

Surveys involve a representative sample of the target population selected using population-based survey methods. This measurement method is applied specifically to measure the awareness and satisfaction of landholders with the formal land transaction system, as well as to quantify the extent of both formal and informal practices across model woredas. LIFT has procured two extensive quantitative household surveys with landholders (LIFT RLAS transaction surveys), which will provide statistically robust findings that are generalizable to the entire landholder population across all 8 WLMAOs. A baseline sets targets across all model woredas, and a follow-up survey should be conducted at the same locations one year later to understand changes as a result of the model woreda intervention.

Data collection and responsibilities

The monitoring framework described in the sections above requires LIFT to build a system that allows the collection of a large amount of information on a frequent basis (monthly and quarterly). Furthermore, it requires skilled and diligent monitoring experts to collect the required information, considering that a large amount of detailed data will need to be collected from different sources.

To manage frequent, high-quality data collection, **full-time Model Woreda (MW) monitoring experts** are hired to be solely responsible for regular data collection and triangulation of information. One MW monitoring expert is deployed per region, who is responsible for carrying out the required monitoring activities for two Model Woredas respectively. The expert is based in one of the model woredas, and conduct regular monitoring visits to Kebeles and the other model woreda in the region. The MW monitoring experts is responsible to collect, aggregate and quality assure all information required to report on the indicators described in section 2 above. This will require frequent contact with WLAO staff, RTOTs, and a sample of Kebele-level actors. Furthermore, the MW monitoring experts will work closely with the RTOTs to build the monitoring capacity of RTOTs and support them in their activities. Overall, responsibilities will include (see Annex 7 for a detailed TOR of the MW monitoring experts):

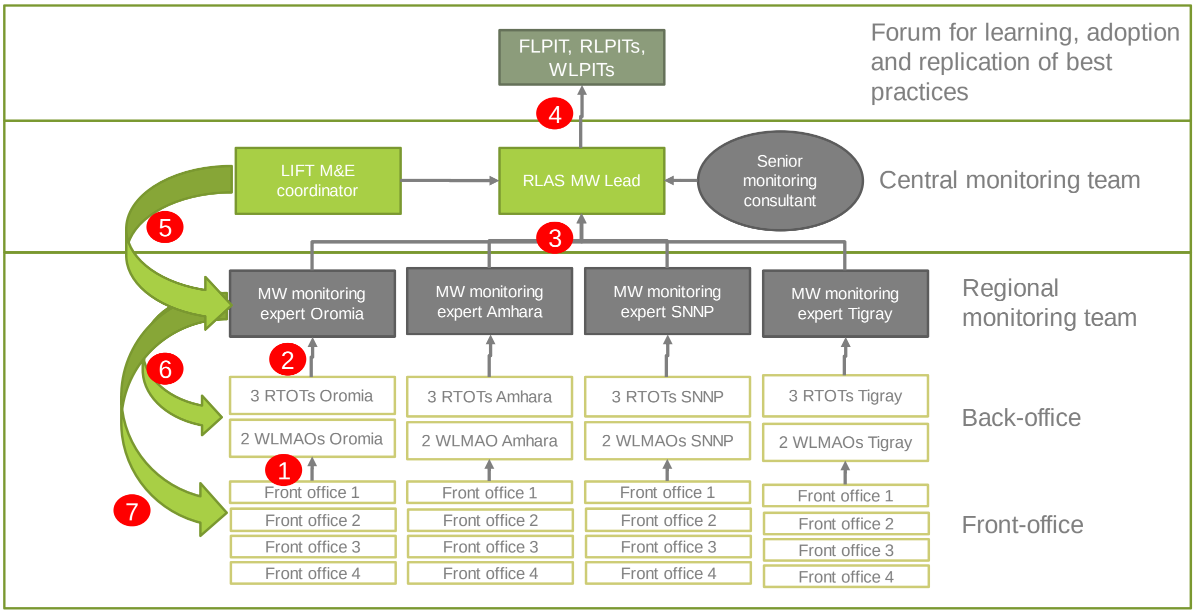
- Verify and spot check *hard copies* of the different documents listed in section 3 above under **Method 1,** both from the WLAO, a sample of Kebeles and RTOTs
- Aggregate and quality assure *soft copies* of the different documents listed in section 3 above under **Method 1,** both from the WLAO, a sample of Kebeles and RTOTs
- Conduct interviews (KIIs) with WLAO staff, Kebele-level actors, and RTOTs using a detailed monitoring checklist as described in section 3 above under **Method 2**
- Collect IWORLAIS data back-ups as described in section 3 above under **Method 3**

- Aggregate findings in a monthly monitoring report and submit to the central monitoring team for analysis and reporting

Monthly reports from MW monitoring experts are shared with the **central monitoring team**, which consists of the **LIFT RLAS model woreda (MW) lead**, **the LIFT M&E coordinator, and a part-time senior monitoring consultant**. The LIFT RLAS MW lead is primarily responsible for the implementation of the WLAMOP, and is leading on managing and quality assuring the work of the 4 MW monitoring experts. The LIFT M&E coordinator assists the RLAS MW lead in compiling and aggregating monthly reports and data submitted by the MW monitoring experts. The M&E coordinator is primarily responsible for compiling the final reporting on the indicators outlined in section 2. Furthermore, spot-checks and monitoring visits to quality assure the work of the MW monitoring experts are conducted. The senior monitoring consultant will support specifically with the compilation of the *quarterly learning reports*, which will synthesis the findings from monthly reporting and evaluate the implementation of best practices across all 8 model woredas. *Quarterly learning reports* are shared with the FLPIT, RLPITs, and WLPITs, and are discussed in workshops to agree in how far activities and behavior of different actors need to be adopted (more in section 5 below on reporting and dissemination).

Figure 4 below shows the flow of data collection through the different actors involved, and how this process is quality assured.

Figure 4: Data collection flows and data quality assurance (DQA)



The figure above includes seven numbers circled in red, representing different stages of information transfer and verification as explained in the table below:

	Data flow	Description	Documentation/ reporting tools
1	Front-office reporting to Back-office	• The front office submits transaction application forms to the back-office on an ongoing basis • At the back-office, transactions are filed and the application journal is updated	• Application journal
2	RTOTs report to MW monitoring experts	• RTOTs share training lists, timesheets and workplans with MW monitoring experts on a monthly basis • RTOTs support with monitoring activities and collect and share other WLAO documentation	• RTOT training lists • RTOT timesheets • Monthly work plans • WLAO documents
3	MW reporting to central	• MW monitoring experts aggregate soft copies of different WLAO and Kebele documentation and filled-out KIIs monitoring checklists to the central monitoring team on a monthly basis	• WLAO and Kebele documentation (Method 1)

	Data flow	Description	Documentation/ reporting tools
	monitoring team		• KII monitoring checklists (Method 2)[4]
4	Central monitoring team data aggregation	• The central monitoring team will aggregate data submitted by MW monitoring experts, quality assure, and produce analysis for all indicators listed in section 2 • A quarterly learning report is produced with recommendations on which best practices are working well in which Woredas and where further adoption is needed	• Quarterly learning report • Data aggregation protocols[5]
5	Data Quality Assurance by central monitoring team	• The LIFT M&E coordinator will conduct systematic data triangulation and random verification visits to quality assure the work of the MW monitoring experts.	• DQA monitoring checklist[6]
6	MW monitoring experts data collection at back-office	• MW monitoring experts collect and verify information at the back-office by both comparing the application journal with data from IWORLAIS as well as checking hard copies and comparing these to entries in the application journal. • KIIs with WLAO staff allow to triangulate quantitative data in WLAO documentation	• Application journal • Transaction applications • IWORLAIS • KII monitoring checklists[7]
7	MW monitoring experts data collection at front-office	• MW monitoring experts collect and verify information at the front-office through KIIs with different Kebele actors (KLAC members, Kebele administrator, Land experts, Development Agents), as well as observations and spot checking the filing system and the application journal.	• Transaction applications • KII monitoring checklists

The central monitoring team develops **detailed monitoring checklists** to administer KIIs, as well as a **methodological note on conducting KIIs to measure best practices** to explain how KII will be administered and how a scoring to report on the different indicators is applied. The content of this methodological note is part of the training of MW monitoring experts on their roles and responsibilities, and includes aggregation protocols, that are used to store data by the central monitoring team and report on the indicators outlined in section 2. The detailed monitoring checklists allow to collect the required evidence from both the front office and back office to report on all indicators in a rigorous way. Both the actual checklists, and a scoring methodology are developed in the inception phase and in preparation of the baseline study.

Reporting and dissemination

The WLAMOP reporting and communication strategy incorporates a set of key activities sought to synthesize and disseminate relevant, adequate, and timely monitoring information from the right source documents, i.e., the range of major monitoring reports and surveys. In doing so, the monitoring reports and surveys will be promoted for publication and dissemination in appropriate formats to the target stakeholder groups involved in the management, coordination, and implementation of the project at the different stages and geographic domains including federal, regional, woreda or kebele levels.

Different awareness raising materials and dissemination platforms are used to ensure effective and targeted communication. The content planning and development processes will involve the steps taken to define the purpose or objectives, key stakeholder or target audience groups, the content to provide to the identified user groups, and the appropriate media and channels to disseminate to the intended

[4] KII monitoring checklists will be developed and piloted in preparation for baseline data collection. The senior monitoring consultant will play a central role in compiling these and in training MW monitoring experts in administering the KIIs.

[5] Data aggregation protocols to report on indicators listed in section 2 will be developed during the inception phase.

[6] The DQA monitoring checklist will be developed during inception phase.

[7] KII monitoring checklists will be developed and piloted in preparation for baseline data collection. The senior monitoring consultant will play a central role in compiling these and in training MW monitoring experts in administering the KIIs.

information and knowledge user groups. Figure 5 below summarises the reporting, communication and feedback cycle and the below sections discuss each step in this cycle in detail.

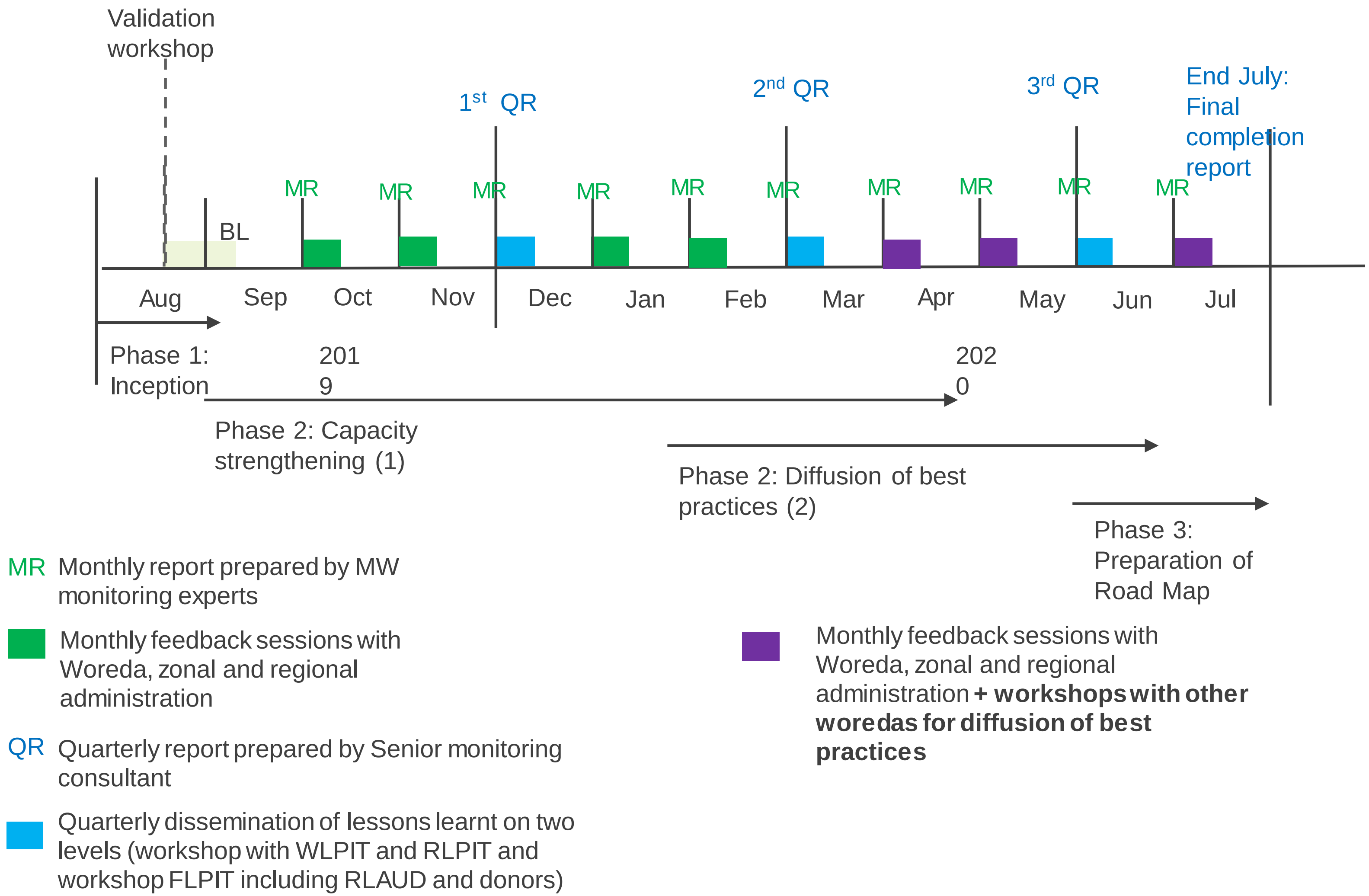
Monthly Model Woreda Monitoring Updates

The model woreda monitoring experts monitor the implementation of monthly woreda work and monitoring plans and report updates to provide adequate, reliable, and timely information that enables the concerned actors for the day-to-day management, coordination, and implementation of the project at woreda and kebele levels.

Objectives

The monthly monitoring information is intended to be used as content inputs for undertaking internal review and evaluation of monthly performance by allowing key stakeholders to track progress towards achievement of results at activity, indicator, output, and outcome levels. As such, the content input is sought to enable the concerned stakeholders to ensure whether the implementation progress is on the right track and to take corrective measures to resolve any emerging implementation issues and bottlenecks.

Figure 5: Reporting and communication cycle



Target Users

The primary target user groups of the monthly monitoring information constitute stakeholders involved in and responsible to manage, coordinate and implement the package of activities planned and supported by the 3 partner projects and the government for the establishment and daily operation of RLAS in each of the 8 model woredas accompanying the launch of phase 1 as well as their additional activities to continue and sustain the implementation of the best practices in these areas while also rendering technical support and backstopping to other neighbouring woredas interested to adopt the best practices accompanying the onset sub-phase 2 of phase 2 of the project lifetime.

These include the following:

- The model woreda Administrators
- The model woreda land administration office head
- Kebele administrators / KLAC members from Kebeles visited during the particular reporting month
- Their counterparts in other woredas and their kebeles in line with the commencement of phase 2 and paces of diffusion and adoption penetration

The monthly reporting information may also be useful for additional user groups. Some of these include:

- Regional stakeholders assigned key roles and responsibilities for the overall oversight and coordination of the difference phase activities and deliverables at model and other woreda levels; and
- Zonal administrations and line land offices of the model and other adopting woredas, particularly in regional states where zones constitute core governance mandates such as SNNP.

Content

The content will be a short, concise update of all key relevant information needed to track progress and issues for action. The report, therefore, should include at least all essential information needed by the mix of primary and secondary user groups to make informed decisions and take necessary actions to address emerging issues over the different phases of the project inception ion and implementation periods. The report format and key information topics will include but may not be limited to the following.

- A short introduction
- Activities planned for the reporting month and current progress status
- Key issues and any corrective measures taken
- Key lessons and action points
- Proposed action plans for the next month

Production of monthly reporting information

The report production follows standard and consistent formats and styles within or across regions. The model woreda monitoring experts, in consultation and close collaboration with the national M&E team, develop most suitable and appropriate formats and use a standard template designed for the production of the monthly reports.

Summary report of the monthly review workshop

It is recommended that a summary report documentation of the workshop be prepared and distributed to participants following the completion of the review workshop. A report should be produced by compiling notes written by chairpersons and rapports of the different workshop sessions and a concise summary shared to debrief participants and inform further learning and planning processes as well as to track workshop recommendations or action items. The summary may contain highlights of presentations and discussions and previous month performance and next month plan as agreed and finally approved by the participating stakeholders.

Quarterly Monitoring Reporting and Information Dissemination

Adequate monitoring information will be documented through a comprehensive survey undertaken by a senior M&E consultant in close collaboration with the model woreda monitoring experts one each based at each of the four regional states. In addition to comprehensive quarterly reports, the consultant will produce and deliver to the LIFT Head Office short, concise summary briefs intended for dissemination to wider stakeholders' groups.

Objective

The major objective of the summaries of quarterly monitoring surveys is to produce and disseminate synthesized information that is necessary to create awareness about the project implementation progress achieved during the reporting quarter in question and any key implementation issues and bottlenecks encountered and requiring action by the concerned stakeholders. These include policy and decision makers at the federal or regional levels or their line offices. In addition, the summary highlights of the quarterly monitoring survey reports will also be used as inputs to inform quarterly stakeholder review fora or to inform the planning and development of the national RLAS roadmap during phase 3 of the WLAMOP project lifetime, among other uses.

The Quarterly Summary Briefs

At the end of each quarter a set of five quarterly project briefs or updates will be produced and disseminated to provide the most relevant information for the key stakeholders involved in the management, coordination, and implementation of the WLAMOP project particularly at national and regional levels. The content will be useful to review progress, monitor and evaluate quarterly performance, make informed decisions, and take timely actions. The quarterly reporting and communication document package includes the following:

- A federal level quarterly project brief or progress status update covering all 4 regions and 8 woredas
- A regional level quarterly project brief or progress status update for Amhara regional state covering all the 2 model woredas selected from the region
- A regional level quarterly project brief or progress status update for Oromia regional state all the 2 model woredas selected from the region
- A regional level quarterly project brief or progress status update for SNNP regional state all the 2 model woredas selected from the region
- A regional level quarterly project brief or progress status update for Tigray regional state all the 2 model woredas selected from the region

Dissemination of the Monitoring Information

The summary briefs of the quarterly monitoring survey reports are disseminated to the intended larger stakeholder groups during the quarterly review workshops that will be organised at federal and regional levels to assess the progress status achieved at each level during the reporting quarter, evaluate performance, discuss issues, find solutions, and approve work plans for the next quarter.

The federal level quarterly monitoring summary report should be disseminated particularly during the national quarterly review workshops organised to provide timely monitoring information and facilitate exchange, sharing, lesson learning, and discussions on key issues and plans of action. The participant stakeholders from both federal and regional level structures of programme management, coordination, and implementation. These include but are no limited to the following:

- The WLAMOP Taskforce members
- The federal level project implementation team members
- The regional level project implementation team members from each of the four regional states

The summaries disseminated during each quarterly review workshop inform the review process on overall results aggregated and presented for all indicators at national level and work plans and action points for the next quarter. The national and regional level workplans and the next quarter are endorsed first during the national review workshop.

The four regional level summaries of reports of the quarterly monitoring surveys conducted in each region are prepared and disseminated during the quarterly regional review workshops. The regional summary briefs are handed out to regional stakeholders attending the events. The summaries inform the review process on overall results presented for all indicators monitored for each respective region and action points for the next quarter. The workplans and budgets for the next quarter should also be endorsed during the review workshop.

Annex 1: Detailed indicator plan for measuring best practices

To monitor the indicators described in section 2, a detailed indicator plan will be agreed including means of verification, data collection frequency, responsibilities for data collection as well as monitoring templates. Table A1 below shows the means of verification and the types and frequency for data collection for each indicator. In column 'description', the process for data collection is elaborated on in more detail for each indicator.

Table A1: Detailed indicator plan

#	Indicators	Type and frequency	Means of verification	Description
Category-1: Organizational capacity (All indicators are critical success factors)				
1	Number of model woredas in which the RLPIT, WLPIT and KLPITs are operational	a) Quantitative b) Quarterly	- KIIs using detailed monitoring checklist	MW monitoring experts will look to participate in RLPIT, WLPIT and KLPIT meetings, and interview members to form a qualitative judgement on whether these are operational. 'Operational' implies that RLPITs, WLPITs, and KLPITs conduct their duties as agreed.
2	Number of Regional ToT staff that are assigned, trained and carry out their duties as agreed	a) Quant & qual b) Monthly	- Training lists - Monthly RTOT workplans	Information regarding how many RTOTs are assigned and trained will come from the programme's training lists. To assess whether RTOTs carry-out their duties as agreed, monthly workplans will have to be submitted, which will detail activities planned for the coming month and report on progress against planned activities of the previous month. Whether activities are conducted as agreed will be spot-checked by MW monitoring experts. RTOTs that are significantly under-performing will not be counted here.
3	Number of WLAOs and RLAOs that actively implement the RLAS functions as agreed in their Quarterly and Annual Workplans	a) Qualitative b) Quarterly	- WLAO and RLAO quarterly and annual workplans	MW monitoring experts will review the annual and quarterly workplans of WLAOs and RLAOs, and conduct qualitative interviews with WLAO and RLAO staff to verify whether workplans are also being implemented. Findings will be included in quarterly reports.
4	Number of WLAO staff that have sufficient capacity, and operate and manage RLAS/iWORLAIS operations according to agreed best practices, disaggregated by GIS, database, and LA specialists	a) Quantitative b) Quarterly	- KIIs using detailed monitoring checklist	Availability and capacity of WLAO staff will be established through KIIs administered during monitoring visits by MW monitoring experts. The RTOTs will conduct a rapid capacity test with WLAO staff on a quarterly basis, which will be scored to quantify 'capacity'. WLAO staff that does not pass the capacity test will not be counted here.
5	Percentage of WLAO staff working on RLAS that are replaced within one month	a) Quantitative b) Quarterly	- WLAO staff ledger - KIIs using detailed monitoring checklist	- As part of quarterly monitoring, MW monitoring experts will interview WLAO leads and RLAO staff and collect a soft copy of the WLAO staff ledger. Where WLAO staff ledgers are not available, these will be introduced through RTOTs during training sessions.
6	6.1 Average number of staff days devoted to RLAS by WLAO staff per total transaction per month, per woreda 6.2 Average number of staff days devoted to RLAS by RTOTs per region per month	a) Quantitative b) Monthly	- WLAO timesheets - RTOT monthly workplans and timesheets	- 6.1: As part of model woreda best practices, WLAO staff timesheets will be introduced to document how much time was spent on RLAS-related tasks. MW monitoring experts will monitor and aggregate these timesheets on a monthly basis. - 6.2: RTOT time spent will be established through the monthly workplans and timesheets. This will include a detailed timesheet as well. A target will be established as part of the baseline rapid assessment
7	Number of RLAOs and WLAOs that allocate an operational budget for RLAS and iWORLAIS that meets the minimum standards set out under the best practice guidance.	a) Quantitative b) Quarterly	- WLAO and RLAO quarterly and annual budgets	The key measure will be the ratio of budget allocated to RLAS activities over the total budget. The standard required budget for RLAS and targets will be defined and set by LIFT during the inception of the model woreda intervention. Regional and woreda budgets will be monitored on a quarterly basis by MW monitoring experts and included in the quarterly monitoring report. As part of the initial MoUs with RLAOs and WLAOs, the quarterly submission of budgets to MW monitoring experts will be agreed.

#	Indicators	Type and frequency	Means of verification	Description
Category-2: Transaction service standards				
8	Time taken to review, accept and/or reject transaction applications submitted by landholder to KLAC by key transaction types	a) Quantitative b) Monthly	- WLAO application journals and Application Receipt Forms	- The data on time taken for the different processes will come from the "Application Journals", which will have to be updated by WLAO staff on a daily basis using the "Application Receipt Forms". MW monitoring experts will spot check the process of filling-out the Application Journals, as well as the Application Receipt Forms on a monthly basis. - MW monitoring experts will aggregate data from the Application Forms in Excel and submit to the central monitoring team on a monthly basis. The central monitoring team will then conduct analysis based on the aggregated data to report on the timeliness indicators mentioned here to estimate the 'average time taken' for the different processes. - Targets will be confirmed through the baseline rapid assessment.
9	Percentage of application rejection due to missing documents and others at kebele level	a) Quantitative b) Monthly	- WLAO application journals and Application Receipt Forms	
10	Time taken to review, accept and/or reject transaction applications submitted by KLAC to WLAO by key transaction type	a) Quantitative b) Monthly	- WLAO application journals and Application Receipt Forms	
11	Percentage of application rejection by WLAO (during review of hard copy documents or processing)	a) Quantitative b) Monthly	- WLAO application journals and Application Receipt Forms	
12	Time taken to approve and /or reject by Head/Deputy Head of the WLAO	a) Quantitative b) Monthly	- WLAO application journals and Application Receipt Forms	
13	Time taken from initial application at Kebele to return of processed transaction to land holder	a) Quantitative b) Monthly	- WLAO application journals and Application Receipt Forms	
14	Overall Time to complete transfers through inheritance which is dealt with three actor institutions: Kebele, Woreda court and WLAO	a) Quantitative b) Monthly	- WLAO application journals and Application Receipt Forms	
15	Percentage of transactions that are filed correctly and updated in iWORLAIS out of total applications	a) Quantitative b) Quarterly	- KIIs using detailed monitoring checklist - iWOLRAIS data back-up	- MW monitoring experts will conduct monthly monitoring visits to verify that WLAOs follow best practices as agreed. - MW monitoring experts will spot-check completed application forms with iWORLAIS and fill-out a detailed monitoring checklist to verify the percentage of transactions that are filed correctly
Category-3: Transaction Workflows / Processes				
16	Percentage of landholders that are aware of the benefits of the formal RLAS system and understand the required procedures to register transactions	a) Quant and Qual b) Annual	- Survey conducted with a representative group of landholders	- A separate survey will be conducted to interview a representative group of landholders across all model woredas to capture knowledge, attitudes and perceptions regarding RLAS and formal land transactions **(see Annex 2).** - The survey will be conducted at baseline and again a year after to compare how landholder's knowledge and attitudes have changed over time. - A target will be established once the baseline survey has been conducted
17	Percentage of kebeles that have all required transaction forms and comply with workflows for each transaction type	a) Quant and Qual b) Monthly	- KIIs using detailed monitoring checklist	- MW monitoring experts will conduct phone monitoring of all Kebeles to verify availability of correct and sufficient transaction forms - The percentage therefore represents all Kebeles in the Woreda.
18	Compliance of the existing practice with the standard work flow by key transaction types	a) Quant and Qual b) Monthly	- KIIs using detailed monitoring checklist	- MW monitoring experts will conduct monitoring visits to a sub-set of Kebeles to verify availability of correct transaction forms and compliance with processes - Compliance criteria and detailed monitoring checklists will be established as part of the baseline rapid assessment.
19	Percentage of applications accepted by WLAO out of the total applications submitted by KLAC	a) Quant and Qual b) Monthly	- KIIs using detailed monitoring checklist - Application Journal and Application Receipt forms	- MW monitoring experts will aggregate data from Application Journals on a monthly basis. - Targets will be set as a result of the baseline rapid assessment

#	Indicators	Type and frequency	Means of verification	Description
20	20.1 Number of Woredas that implement the transaction recording tracking system as per the best practice 20.2 Number of MBOCs implemented 20.3 Number of WLAOs that effectively cascade public awareness raising campaigns on RLAS through Kebele-level actors[8]	a) Quant and Qual b) Monthly	- Application journals - Training participant lists for Kebele-level actors - WLAO events lists - KIIs using detailed monitoring checklist	- MW monitoring experts will collect soft copies of application journals, training participant lists and WLAO event lists to verify whether application journals are applied correctly, awareness raising is cascaded as agreed, and MBOCs are conducted, respectively. - To triangulate information aggregated from these lists, KIIs will be conducted with both WLAO staff and kebele-level actors (detailed monitoring checklist for interviews with different actors to be developed in preparation of the baseline).

[8] Note that LIFT Ethiopia has a separate, comprehensive monitoring system for awareness raising activities which includes measuring how WLAO staff cascades awareness raising training down to the Kebele. This monitoring system applies to all LIFT woredas, including the 8 WLMAOs, hence evidence to report on Indicator 16.1 can be sourced from LIFT's regular monitoring. A separate guideline is being drafted at the moment at will be annexed to this monitoring framework.

Annex 2: WLAO training participant lists

Reporting Month	

Attendee Information						
Only the month needs to be typed. **The month should be fully typed out and not in short form**	The code format is as follows the LIFT/ name of the Woreda the training is being delivered/event number **(i.e. LIFT/Sululta/001, LIFT/Sululta/002, LIFT/Sululta/010, LIFT/Sululta/100)**	Simply type the location of the training **i.e. Woreda Land Administration Office, Town Name**	Type in the full name of the attendee **(i.e. Tesfaye Desalegn Shibeshi)**	Type in the Attendees position **(i.e. LIFT PAC Manager)**	Type in the organisation the attendee is with **(i.e. KA, KLAC, Kebele Land Expert, Development Group, Agricultural Extension Worker, Primary School)**	Type in the name of the woreda that the attendee works in
Month	Event Code	Location of Training	Atendee name	Attendee position	Organisation	Woreda

Annex 3: Training participant lists for Kebele-level actors

Reporting Month	

Attendee Information							
Only the month needs to be typed. **The month should be fully typed out and not in short form**	The code format is as follows the name of the Woreda/event number **(i.e. Sululta/001, Sululta/002, Sululta/010, Sululta/100)**	Simply type the location of the training **i.e. Woreda Land Administration Office, Town Name**	Type in the full name of the attendee **(i.e. Tesfaye Desalegn Shibeshi)** - ***THIS INFORMATION MUST BE TAKEN AT THE EVENT***	Type in the Attendees position **(i.e. LIFT PAC Manager)- *THIS INFORMATION MUST BE TAKEN AT THE EVENT***	Type in the organisation the attendee is with **(i.e. KA, KLAC, Kebele Land Expert, Development Group, Agricultural Extension Worker, Primary School)** - ***THIS INFORMATION MUST BE TAKEN AT THE EVENT***	Type in the name of the kebele that the attendee resides and works in - ***THIS INFORMATION MUST BE TAKEN AT THE EVENT***	Type in the name of thevillage or Gott that the attendee resides and works in - ***THIS INFORMATION MUST BE TAKEN AT THE EVENT***
Month	Event Code	Location of Training	Atendee name	Attendee position	Attendee's Organisation	Kebele Name where Attendee is from	Village / GOTT

Annex 4: Material distribution ledger

Event Information			Materials provided		
Only the month needs to be typed. **The month should be fully typed out and not in short form**	Simply type the name of the kebele	Type in the name of the woreda that they work in	Type the number of transaction forms provided to the Kebele	Type the number of posters provided	Type the number of Leaflets provided
Month	Kebele	Woreda	Transaction forms	posters	leaflet

Annex 5: WLAO awareness events log

Reporting Month	

Event Information					Print materials distributed		
Only the month needs to be typed. **The month should be fully typed out and not in short form**	type a description of the event **(i.e. watershed development meeting, soil and conservation meeting, sub-kebele level meeting, Development Group meeting)**	type in the City, Town or Gott name that the event took place	Type in the name of the kebele that the event took place	a rough estimate can be given of the number of atendees as follows: **0-50, 51-100, 101-200, 201-300, 300+**	if a public talk was given at the event on the importance of registering transactions **type Y** if not and only leaflets were distributed **type N**	Type the number of posters that were placed in public places at the location **(THIS SHOULD NOT INCLUDE POSTERS AT THE EVENT WHICH ARE REMOVED AFTERWARDS)**	Type the numbe rof leaflets that were distributed at the event
Month	Event Description	Location	Kebele	No. attendees	Was a public talk given?	posters	leaflets