REPUBLIC OF LIBERIA
LIBERIA LAND AUTHORITY

M & E MANUAL

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Contents

Preface

The Liberia Land Authority (LLA) is implementing land reforms in Liberia. This process is being directed by its enabling legislation of October 2016 and the Land Rights Act of September 2018. Reforms require continuous institutional capacity development of the Authority.

Ongoing capacity building entails many efforts. A product of current efforts is this **Monitoring and Evaluation (M & E) Manual.** The manual establishes a framework that will improve the tracking and assessment of the achievements of the goals and objectives of projects and programs within the Authority.

The manual is a resource material primarily for the M & E Division to assist enhance its effectiveness and efficiency. It is also a useful tool for department heads, program directors, and project managers in understanding M & E issues, applying M & E processes, and relating to the M & E Division. The manual is thus supportive of a learning environment within the Authority.

We thank Subah-Belleh Associates (SBA), the Liberian Management Consulting firm that worked with our professionals in producing this manual.

Our compliments also go to the World Bank funded Liberia Land Administration project (LLAP) for supporting this worthwhile undertaking. We remain grateful to the international development community for its continued assistance to Liberia.

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Abbreviations & Acronyms

ADR	Alternative Dispute Resolution Mechanism
CREAM criterion	Clear, Relevant, Economic, Adequate, Monitorable
CSC	Customer Service Center
DOPA criterion	Direct, Operational, Practical, Adequate
GPS	Global Positioning System
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross and Red crescent Societies
IPDET	International Program for Development Evaluation Training
LLA	Liberia Land Authority
LRA	Liberia Revenue Authority
M & E	Monitoring and evaluation
MAXQDA	An All-in-One Qualitative and Mixed Methods Data analysis Software
MFDP	Ministry of Finance and Development Planning
MIA	Ministry of Internal Affairs
MOJ	Ministry of Justice
MPW	Ministry of Public Works
NDPC	National Development and Planning Commission (Ghana)
Nudist	Software for Qualitative text data analysis
NVivo	Qualitative text data analysis software
OECD	Office for Economic Cooperation and Development
Quirkos	Software package for qualitative analysis of text data
SMART criterion	Simple/Specific, Measurable, Attainable, Relevant Timely
ToR	Terms of Reference
WASH	Water Sanitation and Hygiene

Glossary of Monitoring and Evaluation Terms

Term	Definition
Activity	Actions taken or work performed in a project to produce specific outputs (which contribute to results) by using inputs, such as funds, technical assistance and other types of resources.
Assessment	A process of gathering information, analyzing it, then making a judgement on the basis of the information.
Baseline Information	Information – usually consisting of facts and figures collected at the initial stages of a project – that provides a basis for measuring progress in achieving project objectives and outputs.
Effectiveness	The extent to which the project or program produces its expected outputs and thereby achieving its purpose and contributing to its goal.
Efficiency	The extent to which project or program is achieving its expected outputs at minimum cost.
Evaluation Design	The parameters that define the evaluation and how it is to be undertaken, including the evaluation questions, methodology, data collection plan, methods of analysis
Evaluation	Evaluation is process of making determinations about a project or program, either during or after its implementation. The issues on which determinations are often made in a project or program are effectiveness, efficiency, relevance, impact, and sustainability, as well as design.
Formative Evaluation	This is undertaken during the implementation of project or program interventions. It is intended to identify implementation challenges to be addressed with the view to improve performance.
Impact	The changes in the lives of people, as perceived by them and their partners at the time of evaluation, plus sustainability enhancing change in their environment to which the project or program has contributed. Changes can be positive or negative, intended, or unintended.
Impact Assessment	The process of assessing changes in beneficiaries or their environments as the result of project and program interventions area.
Indicator	A pointer or gauge that determine if performance target are being achieved or not.
Mid-term Evaluation	This is conducted half-way into the implementation of a project or program. It provides information on performance mid-way into implementation and consider possible needs for modifications.
Monitoring	It is a process of tracking project or program interventions or activities to ascertain if progress towards desired goal or objectives are being achieved.
M & E Framework	The M & E structure developed during the design phase of a project or program and included in the project or program documentation.
M & E Matrix	A table that logically links M & E objectives to indicators, verifiers, and data sources on each indicator, as well as inputs required to implement key activities of the project or program.
Program	A group of interventions that consist of several planned, interrelated projects designed to achieve defined goals and objectives within a given budget and time.
Project	An intervention that consists of a set of planned, interrelated activities designed to achieve defined objectives within a given budget and a specified period.
Qualitative Data	Non-numeric information that are descriptive and conceptual such as perceptions, attitudes, and opinions.
Quantitative Data	Information expressed in numbers such as percentages, ratios, averages, and totals.
Reliability	The degree of a measurement that is consistent when repeated several times, and

	can, therefore, be depended upon.
Sample	The selection of a representative part of a population to determine parameters or characteristics of the whole population
Summative Evaluation	This is carried out at the end of a project or program. They provide valuable information on the effectiveness and identify lessons learned, including best practices that could be employed in similar future projects.
Validity	The extent to which conclusions of a monitoring and evaluation work are correct as justified by the data presented.

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1.0 Introduction

1.1 Background

The Liberia Land Authority (LLA) was established in 2016 to lead land reforms. The mandate of the Authority is “to develop and implement, on a continuous basis, policies and programs in support of land governance and management.” The Authority consolidates all land functions that were spread across several ministries and agencies of government to remove the fragmentation of land functions and centralize them in one agency as the means to enhance effective and efficient land governance services delivery. The Act also mandates the Authority to establish County Land Offices and implement land administration policies and programs in all the fifteen (15) counties.

With World Bank funding, LLA has embarked on a project to strengthen its institutional capacity though the continuous development and implementation of policies and programs in support of land governance and management. This will ensure that resources are used efficiently, and the intended results, outcomes, and impacts of projects and program being implemented are achieved. Monitoring and evaluation (M & E) of projects and programs are directed towards this end. They will assist the LLA identify problems early and improve decision-making and project performance.

Monitoring and Evaluation has become a leading system for performance measurement. Most consider it as advancement in measurement approaches, performance monitoring and managing for results (impact). As such, M & E has increasingly become an acceptable means to evaluate progress and program impact adequately and effectively in organizations and in programs that are intended for communities and a multitude of stakeholders. M & E is essential for the design of appropriate and effective programs and projects, and to monitor implementation and evaluate the impact of specific activities on target populations consistently and effectively *(TANGO International Inc., March 2007)*.

Consistent with this thinking and to better meet programming goals, the LLA is seeking to enhance its management capability with the inclusion of a monitoring and evaluation system. Building the Authority’s capacity to establish an effective M & E system will improve project and program designs, ensuring that each oncoming project/program develops M & E plans appropriate to their purposes.

1.2 Objectives of the Manual

This manual is to enhance understanding and institutionalize the practice of M & E at the Authority. It serves to achieve the following specific objectives:

- Guide the building of capacities of M & E staff,
- Provide a tool for planning and implementing M & E activities,
- Contribute to institutional learning and staff participation in M & E processes,

- Guide the preparation, dissemination, and communication of M & E results; and
- Enhance relations between the M & E Division and other units at the Authority.

1.3 Expected End Users

It is within the above context that the LLA has developed this M & E Manual as a resource material to assist the M & E Unit to enhance the effectiveness and efficiency of its work. It is meant to fully institutionalize M & E practice at the Authority. Accordingly, as a manual, it is also useful to program directors/managers in understanding M & E issues, applying M & E processes, and relating to the institutional M & E Unit.

The manual is meant to be supportive to the learning environment within LLA by describing the ways in which a meaningful M & E system can be consistently used to inform project/program design, implementation, monitoring and evaluation, and reporting of findings.

1.4 Source Acknowledgement

This document draws on many sources. However, the bulk of the materials are adapted from the Ghanaian National Monitoring and Evaluation Manual. In this regard, the LLA wishes to recognize and give credit to National Development and Planning Commission of Ghana.

2.0 Conceptual Framework

2.1 What is Monitoring?

Monitoring is the process of tracking project or program interventions or activities to ensure that progress towards stated goals and objectives are being achieved. It may involve tracking processes, resource utilization, and results. In the public sector, it may focus on the delivery of goods and services.

Thus, monitoring is not only concerned with asking the question, “Are we taking the actions we said we would take?” but also, “Are we making progress in achieving the results that we said we wanted to achieve?” *(UNDP, 2009)*

Monitoring provides organizational leaders, at both the policy making and management levels, with information for periodic comparison of actual performance levels of a project or program with desired levels. In this context, it informs changes and/or adjustments in given project and program interventions, including the justification and re-allocation of resources.

Monitoring serves many purposes. The principal purposes of monitoring are as follows:

- Information on level of progress: It provides information on whether progress is being made towards achieving stated goals and objectives.
- Basis for remedial actions: It provides the rationale for taking corrective actions in interventions to ensure that state goals and objectives are eventually met.
- Learning from feedback: It enhances institutional learning and improves planning and organization processes towards the effectiveness and efficiency of interventions.
- Enhances accountability: It contributes to accountability of results and the utilization of resources to stakeholders, including donors.
- Enhances positive reinforcements: It assists project and program managers and staff to recognize and reinforce positive results, strengths, and successes, while simultaneously minimizing identified challenges.
- Opportunity to review relevance: It provides opportunities to review continued relevance of a project or program by studying the rationale for the project or program interventions.

2.2 What is Evaluation?

Evaluation is process of making determinations about a project or program, either during or after its implementation. The issues on which determinations are often made in a project or program are effectiveness, efficiency, relevance, impact, or sustainability. The assessment may cover issues of design, implementation, and results *(OECD, 2002)*.

The key outcomes of evaluations are often the findings, conclusions, and recommendations. Another important outcome is lessons learned that are meant to guide and direct future project or program design, planning and implementation.

There are many reasons for undertaking evaluations. The most important reason is to inform policy and management decision-making as it relates to success, commitment of resources, sustainability, and accountability. Below are some of the reasons for implementing evaluations, they:

- Provide information for decision-making: They provide policy makers and management with information regarding performance (effectiveness).

- Determine Strengths and weaknesses of projects and programs: They determine strengths and weaknesses of project or program implementations thus enabling policy makers and managers to maximize strengths, while minimizing weaknesses.

- Determine relevance and efficiency of projects and programs: They inform policy makers and managers objectively determine the relevance and efficiency of project or program activities.

- Validate results of monitoring: They validate the results of assessments obtained from project monitoring activities.

- Determine success of project and program impacts: They determine the extent to which project and program interventions are successful in terms of their impact.

- Assist policymakers rethink the direction and implementation of Projects and programs: They assist policymakers review and re-think projects and programs in terms of their goals and objectives, and the means (the how) to achieve them.

- Provide useful information for future project and program design and implementation: They provide useful information about the project and program design and implementation for future design, planning and implementation of similar projects or programs.

- Strengthen institutional learning: They enhance institutional learning especially from the lessons learned.

2.3 Relationship between Monitoring & Evaluation

Monitoring and Evaluations are highly related and mutually reinforcing. Monitoring tracks project or program activities, *what is being done,* while evaluation assess the project or program results, *what is being or has been achieved.*

Monitoring can provide the needed information for the design, planning and implementation of evaluations. Thus, on the one hand, the information produced by monitoring informs evaluations. On the other hand, utilizing the results of periodic evaluations can be used to revisit and refine monitoring tools and methods.

Table 1: Differences between Monitoring and Evaluations

Criterion	Monitoring	Evaluation
Rationale	Provide basis for corrective measures	Provide assessment of continued relevance
Focus	Where delivery or results according to plan? Where there any deviations? Are they justifiable?	Relevance Effectiveness Efficiency Impact Sustainability
Timing	On-going, during the life of the project	Mid-term, End-of-project Impact evaluation: some years later
Indicators	Often describe expected results for individual cases	Often aggregate data giving an overview of many cases
Number of people involved	Often involve many people	Often involve limited number of persons
Info Sources	Routine systems, field observations, progress reports, rapid assessments	Mostly surveys and studies
Undertaken by	Internal managers	Mostly external consultants

Source: National Monitoring and Evaluation Manual, NDPC, Ghana, 2004

2.4 Monitoring and Evaluation as a System

An M & E system is a structured way of tracking progress of a project or program, as well as accessing whether the said project or program is achieving the goals and objectives intended.

Within this context, the LLA M & E system, should be a structured and systematic way of periodically tracking LLA projects and programs to ascertain if they are making progress, as well as evaluating their results to ensure that these are what were designed and planned.

The overall mission of the system is to ensure that the mandate of the Authority, as laid out in its enabling legislation, is continuously being fulfilled in a sustained and environmentally friendly manner.

The key characteristics of an LLA M & E system will be the following:

- An M & E Division that is properly staffed with the requisite competences (knowledge, skills, and experiences)
- An annual M & E Work Plan that covers identified departmental projects and programs which the Board and Executive Director would like to ensure are producing the desired results

- Adequate resources for implementation of M & E activities outlined in approved Annual Work Plan

- A mechanism for handling M & E findings and conclusions, including how feedbacks from reports are received and processed

- An institutional learning process through which staff can learn from the processes and results of M & E undertakings, including lessons learned.

Informed by the above, the key assumptions are that the M & E will be given the importance it deserves and that adequate resources will be allocated to M & E activities. Reversely, the key risks are that M & E will not be accorded the importance it deserves, and accordingly, adequate resources will not be allocated to this function.

2.5 Logical Framework Approach to M & E

This manual adopts the Logical Framework (log frame) Approach. This framework provides two (2) sets of logical directions represented as the vertical logic and the horizontal logic. The vertical logic shows the linkages from inputs (activities) to outputs to outcomes to impacts. The horizontal logic shows the linkages from objectives to indicators to verifiers to sources of information/data. These are usually depicted in a matrix as a working tool and for easier comprehension. A generic sample of an M & E Logical Framework Matrix is shown below.

Table 2: Generic Logical frame Framework Matrix

Type	Description	Indicator	Verifier	Source
Impact				
Outcomes				
Outputs				
Inputs/Activities				

2.6 Guiding Principles of M & E

For monitoring and evaluation to be effective, several principles should be followed. Among them are the following:

- Focused on results: Whatever is being done should be tracked in terms of what progress is being made towards intended results.
- Verification and validation of progress: It should continuously follow-up and document achievements and challenges as they occur without waiting until the eleventh hour.
- Participatory: It should include stakeholders. This will ensure commitment, ownership, and easy feedback, including responsiveness in data collection.
- Indicators: It should be based on indicators, including baseline data and realistic targets.
- Project and Program: It should be based on good program or project design, with realistic linkages between activities, outputs, and outcomes.
- Appropriate Frequency: It should be based on the most appropriate monitoring frequency for each objective and its related indicators.
- Environmental Sensitivity: It should be sensitive to social, economic, political, religious, environmental, gender and cultural issues.

3.0 M & E Framework at LLA

3.1 M & E Division

The Monitoring and Evaluation Division is located within the Department of Land Policy and Planning. Its functions are as follows:

a) Establishing appropriate monitoring and evaluation and reporting systems for land governance, including land administration and land use and management,

b) Monitoring and evaluating the performance and progress of development programs and projects in the land sector,

c) Identifying successes, challenges, and lessons learned from program and project activities in the land sector and ensuring appropriate flow of information to the Board and the implementing partners and donors, and

d) Providing information for decision-making within the LLA and its structures, systems, and processes that are expected to be integrated throughout the life cycle of programs.

3.2 Coverage

The Division is responsible for monitoring and evaluating all projects and programs of the LLA. This task covers the projects and programs of the twenty-four (24) divisions of the four (4) Departments. There are also other specialized units that are covered by the Division.

3.3 Staffing

The Division is headed by an Officer-in-Charge who is yet to be elevated to an Assistant Director to be on par with the heads of other divisions. Currently, the division has two (2) junior officers. Clearly, the staffing level of the Division is inadequate. It is, therefore, necessary for the Authority to recruit more personnel for undertaking M & E activities. Ideally, there should be at least one (1) Senior M & E Officer and at least two (2) Junior M & E Officers within the Division with responsibility for one of the four (4) Departments of the Authority. Resultantly, this will mean four (4) Senior M & E Officers and eight (8) Junior M & E Officers within the Division.

There is an M & E Consultant attached to the World Bank funded Projects that assists with M & E activities at the LLA, especially of projects funded by the Bank. Notwithstanding his presence, M & E challenges are concerning.

Human capacity development of staff in the M & E Division should take be undertaken as informed by a capacity needs assessment of the staff. Further, generic training of departmental and other divisional heads in M & E fundamentals is required to enrich M & E activities and experiences.

3.4 Resources

It is not currently known how much operational resources are available to the Division. But suffice it to state that given the importance of M & E and, hence, the enormous responsibilities it carries, meaningful efforts should be exerted to ensure that the Division is adequately funded.

4.0 Implementing M & E at LLA

The M & E concepts, principles and procedures set out in the draft manual are generic. Here, some sample applications are made from the various LLA mandate area. These examples follow the Logical Framework (log frame) Approach which presents a vertical logic and a horizontal logic. The vertical logic shows the linkages from inputs to outputs to outcomes to impacts. The horizontal logic shows the linkages from objectives to indicators to verifiers to sources of data.

There are twenty-four (24) divisions within the four (4) departments. This manual has adopted an incremental approach to rolling out the M & E concepts, principles, and procedures. This enhances learning by doing (experience). Within this context, the divisions covered are as follows: Land Registry; Zoning Services; Alternative Dispute Resolution (ADR); Customer Services; Customary Land Rights; Public Land; Communications and Outreach Services; and Training.

In each area, the following questions were answered:

Impact: What is the overall development objective or purpose to which an effective land registry, zoning services, ADR, and customer service contributes?

Outcomes: What are the specific objectives which describe the changed situations that a land registry, zoning services, ADR, and customer service are to create if the desired objectives in these areas are achieved?

Outputs: What are the specific results that are to be produced or achieved by implementing land registry, zoning services, ADR, and customer services?

Inputs (Activities): What are the tasks that must be undertaken to achieve the results identified in land registry, zoning services, ADR, and customer service? To undertake these tasks, resources such as personnel, materials including equipment, and infrastructure will be required.

The presentations below show how these questions were addressed.

4.1 Department of Land Administration

4.1.1 Land Registry

Land Registry falls under the mandate area of Land Administration. Land registration involves all activities commencing from the documentation to registration of land transactions into the national land registry.

Table 3: M & E Logical Framework for a Land Registry

Type	Description	Indicator	Verifier	Source
Impact	Conflict on land matters diminished	Reduction in the number of land dispute cases	Court records	LLA, MIA, Ministry of Justice
Outcomes	Guide future land sale, transfer	Increase in the number of registered land sales or transfers at LLA	Deed registry	LLA, National Cadastre
Outputs	Deeds registered	Number of deeds registered under new guidelines	Deed registry	LLA
	Reissuance of damaged or lost deed document	Number of deeds recovered	Deed registry	LLA
Inputs (Activities)	Ascertain deeds	Customer acquired deed under new guidelines and processes	Tracking number registered deed	Customer Service/LLA
	Conduct due diligence related to deeds	Deed documents reviewed	Deed registry	Customer Service/LLA

4.1.2 Customary Land Rights

The Division of Customary land rights falls under the mandate area of Land Administration. It is responsible for managing all customary land right issues.

Table 4: M & E Logical Framework for Customary Land Rights

Type	Description	Indicator	Verifier	Source
Impact	Effective customary land formalization process in communities nation-wide	Harmony in local communities attained relative to customary land formalization	Minimum land conflicts in communities Media Reports	M & E Division, Customary Land Rights Division, Court Records, ADR Reports
Outcome	Communities formally have ownership and control of customary lands	Number of communities whose lands have been formalized, indicating the total acreage, deeded, and registered.	Deeds issued Deeds registered Customary lands registry	Customary Land Rights Division Customary Land Registry M & E Division
Outputs	Community members acquire knowledge and skills in Customary Land formalization process	Number of community members that have acquired knowledge and skills in Customary Land formalization process (disaggregated by gender)	Number of satisfactory customary land formalized	M&E Division Customary Land Rights Unit Division HR Division
Inputs (Activities)	Develop a structured and standardized, and customary land formalization process	A validated process for formalizing customary lands	Formalization process document	Customary Land Rights Unit
	Train stakeholders in customary Land formalization process	Number of community members trained nation-wide	Roster of Participants and Training materials Facilitator's Report	HR Division

4.2 Land Use and Management

4.2.1 Zoning Services

Zoning services are carried out by the Zoning Division under the Department of Land Use and Management.

Table 5: M & E Logical Framework for Zoning Services

Type	Description	Indicator	Verifier	Source
Impact	Planned development of communities and country	Cities and towns laid out	Land use plans	LLA
	Enhanced aesthetic values of communities	Development and commercial activities are properly located	Deeds for designated lands	LLA, Communities
	Improved land values	Values of land enhanced	Real estate valuation	MFDP, LRA, Real Estate and Architectural Firms
Outcomes	Land spaces are designated for variety of uses	Land use plans available	Land use plans exist	LLA
	Avoidance of incompatible land uses	Land use map available	Land use reports of compliance with land use regulations	LLA Communities
Outputs	Land spaces are demarcated for planned specific uses	Social cohesion enhanced	Land related peace in communities	Communities MIA, LLA, MoJ
	Access to land by users	Absence of structures on right of ways	Access roads in cities and towns	LLA Cities & towns
Inputs (Activities)	Setting standards & regulations	Zoning standards and regulations	Zoning standards and regulations in place	LLA, MIA Cities & Towns
	Undertaking inspection of sites to ensure compliance	Inspection reports	Inspection report available	LLA, MIA

4.2.2 Public Land Division

The Division of Public Lands falls under the mandate area of Land Use and Management. It is responsible for vetting and managing all public land transactions.

Table 6: M & E Logical Framework for Public Land Division

Type	Description	Indicator	Verifier	Source
Impact	Public lands properly managed across Liberia	Guidelines are being properly applied	Public land use transactions reports	County Land Offices, National Records and Archives, LLA Head Office
Outcomes	Baseline for public land use planning established	Decentralized public land use plans	Local Governments (Counties) public land use planning documents	National Records and Archives, LLA Head Office, County Land Offices
Outputs	Public lands identified nationwide	Public land registry	Registry of public lands	National Records and Archives, LLA Head Office County Land Offices
Inputs (Activities)	Take inventory of public lands	Registry of public lands	Established new management process for public lands	National Records and Archives, LLA Head Office
	Establish guidelines for use of public lands	Guidelines document	Public Land Records at County Land Offices	County Land Offices
	Verify public land transactions	Records of public land transactions	Public Land Registry	County Land Offices LLA Head Office

4.3 Land Policy and Planning

4.3.1 Alternative Dispute Resolution (ADR)

Alternate Dispute Resolution falls under the mandate area of Land Policy and Planning.

Table 7: M & E Logical Framework for an Alternative Dispute Resolution (ADR)

Type	Description	Indicator	Verifier	Source
Impact	Peaceful coexistence of communities	Reduction in use of violence to resolve matters	Police Records Court records	Liberia LNP, Courts, MIA
Outcomes	Land disputes diminish	Reduction in court cases	Police records Court records	Courts, LNP, MIA
	Citizens accept alternate approaches to problem solving	Number of cases resolved through ADR mechanism	LLA Records	LLA
Outputs	Non-court approaches used to resolve land disputes	Number of cases resolved through non-court mechanisms	ADR Unit exists and is handling cases	LLA, MIA, Cities, Towns
Inputs (Activities)	Search conducted on traditional and other dispute resolution approaches	Best practices identified	Selected approaches documented and publicized	LLA; MIA
	Training organized	Number of Training sessions planned and conducted	Trainings held	LLA, MIA

4.4 Administration and Customer Services

4.4.1 Customer Services

Customer Service falls under the mandate area of Administration and Customer Services.

Table 8: M & E Logical Framework for Customer Services

Type	Description	Indicator	Verifier	Source
Impact	Enhanced and sustained public confidence in LLA customers services	Reliable customer services	Customer satisfaction levels	Public (media)
		Increased utilization of customer services	Customer utilization levels	LLA CSC reports
Outcomes	Increased customer satisfaction with LLA	Few complaints from customers Number and types of services provided (i.e., deeds registered, and documents verified)	Number of customer complaints Deeds Registry	Public (media) LLA CSC reports
Outputs	Responsive customer services	Turn-around time for services provided Public perception	Low level of complaints from clients	Public (media), users of service, LLA/CSC
Input (Activities)	Processing of information, enquiries, concerns	Records of enquires	Customer service records	LLA

4.4.2 Communications and Outreach Services Division

The Communication and Outreach Services Division falls under Administration and Customer Services. It manages the Authority's information, education, and communication (IEC) services as well as its outreach programs.

Table 9: M & E Logical Framework for Communications and Outreach Services Division

Type	Description	Indicator	Verifier	Source
Impact	Enhanced public awareness of land rights and processes	Increased utilization of land services	Number of persons accessing land services	LLA service records
		Less confusion over land ownership and use Good public perception on LLA performance	Low number of land disputes Media reports, surveys	Court records on land conflicts Media, Perception Surveys
Outcomes	Stakeholders/public informed, educated and sensitized about LLA and land governance and management issues	Enhanced public knowledge of LLA, its mandate, and activities	Enhanced public understanding of land rights	Communication and Outreach Services Department Reports
		Growing public understanding of LLA policies, regulations, guidelines, processes, and activities	Increased public understating of LLA institutional processes	LLA Annual Reports Media Outlets (newspapers, television, radio)
		Increased use of LLA services by the public	Increased access to land services	Judiciary/Courts (Records of land cases)
Outputs	Organized, systematic and sustained information, education, and communication services to the public on LLA mandate, policies, regulations, services, and activities	Continuous public engagement in the media	Public awareness of LLA and its activities and services	Stakeholders/Public
		IEC visual materials (flyers, billboards, etc.) seen across the country	IEC materials seen throughout the country	Communication and Outreach Services Division
		LLA issues continuously carried by the media (newspapers, television, and radio stations) including rural community radio stations	LLA frequently in the media	Media houses LLA Website
Inputs (Activities)	Develop Information, Education, Communication (IEC) strategy	IEC Strategy Document developed and approved	IEC Strategy document	Communications and Outreach Department
	Designing and preparing IEC materials	IEC materials designed and produced	IEC materials produced	Communications and Outreach Department
	Engaging and sensitizing the public through the media (newspapers, radios, flyers, posters, jingles, dramas, etc.	Stakeholders and public engaged through the media	Stakeholders and public feedbacks	Media
	Establish and maintain website	Website developed and maintained	Website Operational Communication and Outreach Services Report	Stakeholders and the Public

4.4.3 Training Division

The Training Division falls under Administration and Customer Services. It manages the Authority's human capacity development programs.

Table 10: M & E Logical Framework for Training Division

Type	Description	Indicator	Verifier	Source
Impact	Strengthened capacity in land governance and management	Better utilization of land resources	National Land Use Plans	Land Management and Development Division
		Enhanced economic growth	Industries in growth corridors National Economic Data	Land Use Planning Division, MOCI, MFDP, CBL
		Limited land conflicts	Records of limited land disputes	Judiciary (Court Records)
Outcomes	Strengthened operational capacity at central and local levels	Operational effectiveness and efficiency in land management programs	Objectives and targets of land programs achieved	M & E Division
			Reduced cost of implementing land programs	M & E Division
Outputs	Staff trained in various land management domains	Category and area of training Number of customized training Number of staff trained disaggregated by gender	Records and certificates of training Types of training Staff trained	Training Division
Inputs (Activities)	Undertake training needs assessments	LLA Division training needs identified	Needs Assessment Report	Training Division
	Prepared short, medium & long term, training programs	Short, medium & long term, training programs developed	Capacity Development Program document	Training Division
	Operationalize training programs	Phased and timed training commenced	Trained Employees; Training records	Training Division

5 Monitoring and Evaluation Data Collection

This chapter presents generic information to guide and direct M & E professionals at LLA in the design, planning and organization of data collection in the assessments of outputs, outcomes, and impacts as identified above in the sample applications.

5.1 Data Collection

Data collections is the process of gathering information (both numerical and non-numerical) on key performance indicators (KPI)s of project or program. It is intended to determine trends in project or program implementation, particularly including whether the project or program is achieving or has achieved its intended objectives.

5.2 Steps in Data Collection

The basic steps in M & E data collection should include the following:

- Determine (clarify and exact) the purpose of the M & E. What specific objectives (outputs, outcomes, impact) are being assessed?
- What types of data are required? This will usually be informed by key performance indicators.
- Which methods are to be used for data collection? Will it require quantitative or qualitative methods, or a mix of both?
- Put together a qualified team to undertake the data collection exercise. The team should include persons to ensure quality control and assurance.
- Identify the logistical requirements and attached costs. Include items such as hand-held data collection devices, power back-up units, vehicles, fuel, and internet connectivity.
- Develop tools to facilitate the data collection process. Develop an instrument for each method of data collection and provide detail procedural guides for application of the instruments in the field.
- Organize and provide training for the data collectors, including and data management personnel. Ensure that the training includes, where necessary, pre-test of the data collection instruments (both quantitative and qualitative).

5.3 Data Collection Methods

Methods used in data collection are quantitative and qualitative. Generally, the decision as to which method to apply is influenced by several factors. ***First,*** the nature of the data to be collected as informed by the KPIs. ***Second,*** the source of the data to be collected. ***Third***, resource availability for the collection of the data. At times, a mixture of both methods can be used.

Quantitative methods are generally used to obtain data that require numerical values. Typical questions in quantitative methods relate to how much and how many. Instruments are generally structured and not open-ended. Quantitative methods are focused and specific in measurement. Results derived from these methods are then generalized to the larger population.

Qualitative methods are used to capture a broader and in-depth views of the people on an issue. They reflect people's judgements, opinions or attitude towards a given issue or situation. They are also used to probe specific data gathered from quantitative methods such as surveys. The most common types of qualitative methods are direct observations, focus group discussions and key informant interviews.

5.4 Sources of Data

Data for M & E are usually informed by in the logical framework matrix. The sources may be primary and secondary. Primary data are required when there is no existing data or baseline is available. Primary data are gotten from surveys and other engagements with a target population.

Secondary data are gathered from reports, publications, and other sources that have already collected the needed data for other purposes. The use of secondary data saves considerably time and cost. However, the concern with secondary data is often the reliability of the data. To the extent possible, users of such data must ensure that the sources are reliable.

5.5 Data Processing and Analysis

Data processing and analysis is the of transforming of raw data to useful information to inform meaningful decision making. It enables M & E personnel and managers to derive findings and draw conclusions about projects or programs that are being or have been implemented.

5.5.1 Data Processing

Data processing is the transformation of raw data into data that lend themselves to analysis and interpretation. It usually consists of a several pre-requisite activities. For quantitative data, may include editing, coding, preparation of data shell, entry, and cleaning. For qualitative data this may include transcribing and editing. The exact types of pre-processing activities will depend on the data and the nature of processing required, manual or computer.

5.5.1.1 Data Analysis

Data analysis is the process of transforming data obtained from all sources into useful information. The process draws on the use of statistical and/or software applications which provide meaning for data generated for use in management making decisions.

5.5.1.2 Analysis of Quantitative Data

The analysis involves the disaggregation of data into various categories to furnish information about the overall performance of a department, division, project, or program. The process should begin with simple descriptive statistics, such as frequencies, central tendencies (mean, mode, median) and depictions by graphs. Common tables are generated from the analysis to include one-way tables or frequency distribution tables, which analyze information on a single variable to explain information such as age, gender, education, or land holding. When the analysis uses two or more variables to explain situations like behavior or the devaluation of land, cross tabulations are used to provide answers for the relationships between the multiple variables.

5.5.1.3 Analysis of Qualitative Data

For qualitative data, the analysis includes detailed descriptions and direct quotations from responses to open-ended/unstructured questions pose in key informant interviews and focus group discussions. The most common method for analyzing qualitative data is using consolidation matrices. There is a host of software like NVivo, Quirkos, MAXQDA, and Nudist that can be used to process and analyze qualitative data.

5.5.1.4 Data Interpretation

Interpreting the results from the analyses of both quantitative and qualitative data collected, processed, and examined is essential to extracting findings and drawing conclusions. It involves explaining patterns and trends and looking for relationships and linkages between the various factors, inputs, outputs, outcomes, and impacts. It is at this point that the M & E team must ask itself, what does the data say; how reliable are the findings; what are the conclusions; what are the resultant recommendations that have been derived; and are there lessons to be learned?

Answers to these questions often attract interest beyond the M & E team that is engaged in the process. They equally claim the interest of management and other directors/managers.

6 Reporting Monitoring and Evaluation Results

6.1 The M & E Report

Reporting is the transformation from analyzed data to a documentation of the results of the M & E process. This report is thus an organized set of analytical narratives and descriptions with supporting tables and infographics (charts, diagrams) that informs the target audience of the results of the M & E process.

An M & E report often includes findings, conclusions, and sometimes, recommendations and lessons learned. Lessons learned are meant to guide future project or program design, planning and implementation.

Given the importance of reports generated by M & E process, it is imperative that the reports be structured and that they meet some minimum standards. Some of these standards are as follows: thorough

Thoroughness: Report preparation must be done with diligence. The reports should be exhaustive and in-depth. Presentations must be factual and limited to results from the process. Inconsistencies should be avoided.

Clarity: Reports should be precise in presentation of findings and conclusions. Use of simple, unambiguous, and standard industry language is recommended.

Sensitivity: The writers should be mindful about sensitive information. The report should be technical, neutral, and apolitical.

Analytical: Reports should be analytical. The narratives should be descriptive, diagnostic, and logical enough to make the reader understand the findings, summaries, and conclusion.

Concise: Reports should not include anything or everything. As much as is possible, they should be exact and succinct in their findings and conclusions, and where applicable, lessons learned.

Action-Oriented: Where reports go beyond findings and conclusions to include recommendations, they should focus actions to be taken and the timelines in which they should be taken.

6.2 Purpose of M & E Reports

M & E Reports are meant to inform stakeholders on the implementation status of a project or program. In the case of LLA, they will provide valuable information on the performance of departments and divisions. These reports will thus provide meaningful information on the status of the results of annual work programs and challenges emanating from their implementation.

M & E Reports have the overall effect of enabling the assessment of progress in the achievement of the statutory mandate of LLA. They enable the improvement of work planning and resultant work plans of the Authority. Further, they form the basis for evidence-based decision-making at all levels of the organization, including the Board of Commissioners.

6.3 Types of M & E Reports

M & E reports can be monitoring, evaluation or combined M & E. Monitoring reports are progress reports. They provide feedback on progress, emphasizing corrective actions that need to be taken relative to challenges identified in the implementation of work plans.

Evaluation reports make judgements on a project or program and indicate the relevance, effectiveness, efficiency, impact, and sustainability of the project or program. Evaluation reports often include midterm reports and end-of project or program reports.

M & E reports can also be classified as internal or external reports. An internal report is produced to facilitate effective and efficient implementation of a project or program. It plays a crucial role in decision making. Examples of internal reports include back to office inspectors' field reports.

An external report is produced mainly to inform stakeholders outside the organization. Examples of external reports include mid-term reports and end-of-project/program reports mostly meant for external stakeholders such as donors.

6.4 Dissemination of Results

Organizations and institutions usually have a communication strategy to guide the release of information to the public and/or other entities. If this is not available, the M & E Division of LLA should take the responsibility to ensure that its plan for monitoring and evaluation includes a strategy for dissemination and communication of results.

Dissemination must be considered an ongoing process as it facilitates decision-making and institutional learning. That dissemination plan must take into consideration the following:

Timeliness: The release of findings must be timely. The Board of Commissioners, the Executive Director, and other managers can best relate to reports if received in time to take required decisions and actions. Information is of little or no value if it is late.

Relevance: A well-packaged M & E report should serve a purpose. The report should be consistent with the purpose for which the M & E processes are planned, organized, and implemented.

Learning: Lessons learned from M & E processes are important. Thus, information shared should be factual, which when internalized, will be knowledge share and support institutional learning.

7 Revision of the Manual

The manual will be reviewed periodically to ensure that it remains appropriate and relevant to the operations of LLA. The goal of the review will be to keep the Authority up to date on M & E practices as well as to comply with changes that may have occurred. The review process will be participatory, involving both technical and managerial staff at the Authority. As much as possible, staff from stakeholder organizations that regularly interact with the LLA shall also be expected to be part of the review process. Such reviews will be facilitated by an external resource person. Reviews and revisions shall be after every three (3) years.

Appendix: Selected M & E Notes

Indicators

Indicators are pointers or gauges that determine if performance targets are being achieved or not. They also measure inputs/activities, outputs, outcomes, and impacts of an intervention. Indicators help to address key questions at all levels of the monitoring process ***(Caldwell 2001).***

Indicators are merely reflective of the trend or changing connected with an intervention and may not necessarily convey the complex dimension of a given situation. Indicators may be quantitative or qualitative and form the basis of data collection on the state of a condition or a situation

Importance of Indicators

The value of indicators is seen in terms of the questions they help to address:

What is the current situation? Indicators help to establish a baseline which can be used as reference point for future performance. Indicators provide information on what the current problems are, their magnitude, incidence, and prevalence.

Where do we want to go? Indicators help to determine priorities and hence appropriate actions to be pursued.

What is the right path to take us where we want to go? Indicators can serve as guidepost as to whether the actions being undertaken are yielding the desired results in terms of outputs, outcomes, and impact.

Are we at the place we want to be? Indicators will enable us to determine whether we have made significant progress towards our chosen goal.

Characteristics of Good Indictors

M & E Staff should be guided by the following essential characteristics in designing M & E undertakings:

Validity: Indicators must be accurate measures of what they seek to assess/evaluate.

Quantifiable: Indicators must be measurable, using appropriate tools and methods.

Precise: Indicators must be exact, specific, and easily understood by relevant stakeholders

Independent: Indicators must be autonomous and definable at one point in time.

Timely: Indicators must provide measurements at the appropriate periods relevant to the objectives being monitored or evaluated.

Programmatic: Indicators must be linked to the desired changes that are consistent with the project or program.

Criteria for Assessing Indicators

The most common approach to assessing indicators is the SMART criterion. This approach requires that for a measure to be considered appropriate and relevant as an indicator for monitoring, it must be: Simple/specific, Measurable, Attainable and Timely. This SMART criterion requires that the indicator meets the following conditions:

Simple/Specific: It must be stated as simple as possible and exactly describe what is to be measured. The indicator must be specific sufficient to describe progress towards planned results.

Measurable: The indicator must objectively identify desirable change in an intervention and must serve as a reliable measure of results.

Attainable: A good indicator must be directly related to the results or elements it is meant to measure. It must be clearly linked to the aspect of the project Log Frame to be measured.

Relevant: The indicator must be relevant to the outputs and outcomes to be measured. Further, it must capture the essence of the project being monitored.

Timely: The indicator must be measured at the most appropriate time. Data collected in support of the indicator must be processed and reported on a timely basis.

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