Reporting on M&E Data and Information for EMOPs and PRROs

Monitoring & Evaluation Guidelines

United Nations World Food Programme
Office of Evaluation

Reporting on M&E Data and Information for EMOPs and PRROs

Overview

Introduction. The purpose of this module is to specify the characteristics and roles of M&E reports as tools to convey quality information about operations' results to decision-makers.

Why is this Module important?

At the planning and inception stages of operations it is important to set out the types and content of the M&E reports that will be required and to clarify how they will be used. This helps planners to determine the minimum information requirements and to streamline reporting forms accordingly. During operation implementation, M&E staff need to ensure that they collect and present M&E information in concise and complete reports that facilitate stakeholders and managers to make timely and relevant decisions.

What does this Module aim to achieve?

This module has the following objectives:

- To describe the reporting flows relevant to M&E.
- To identify and describe the required reports for monitoring results for EMOPs and PRROs.
- To describe the purpose and functions of the Country Office Report.
- To provide guidance on how to design field level and management unit reporting forms.
- To describe 5 criteria to use to assess the effectiveness of a reporting system.
- To define the difference between data and information.
- To describe the characteristics of quality information for M&E reporting for decision-making.
- To provide guidelines for writing M&E reports.
- To describe the main content and layout for an M&E field trip report.
- To describe how managers use M&E reports for decision-making.
- To describe the importance of providing feedback on M&E reports.

What should be reviewed before starting?

- How to design a Results-Oriented M&E Strategy for EMOPs and PRROs

Section Titles and Content Headings

- **Reporting Flows**
  - Introduction
  - Reporting Flows within Country Offices and from the Field to HQ
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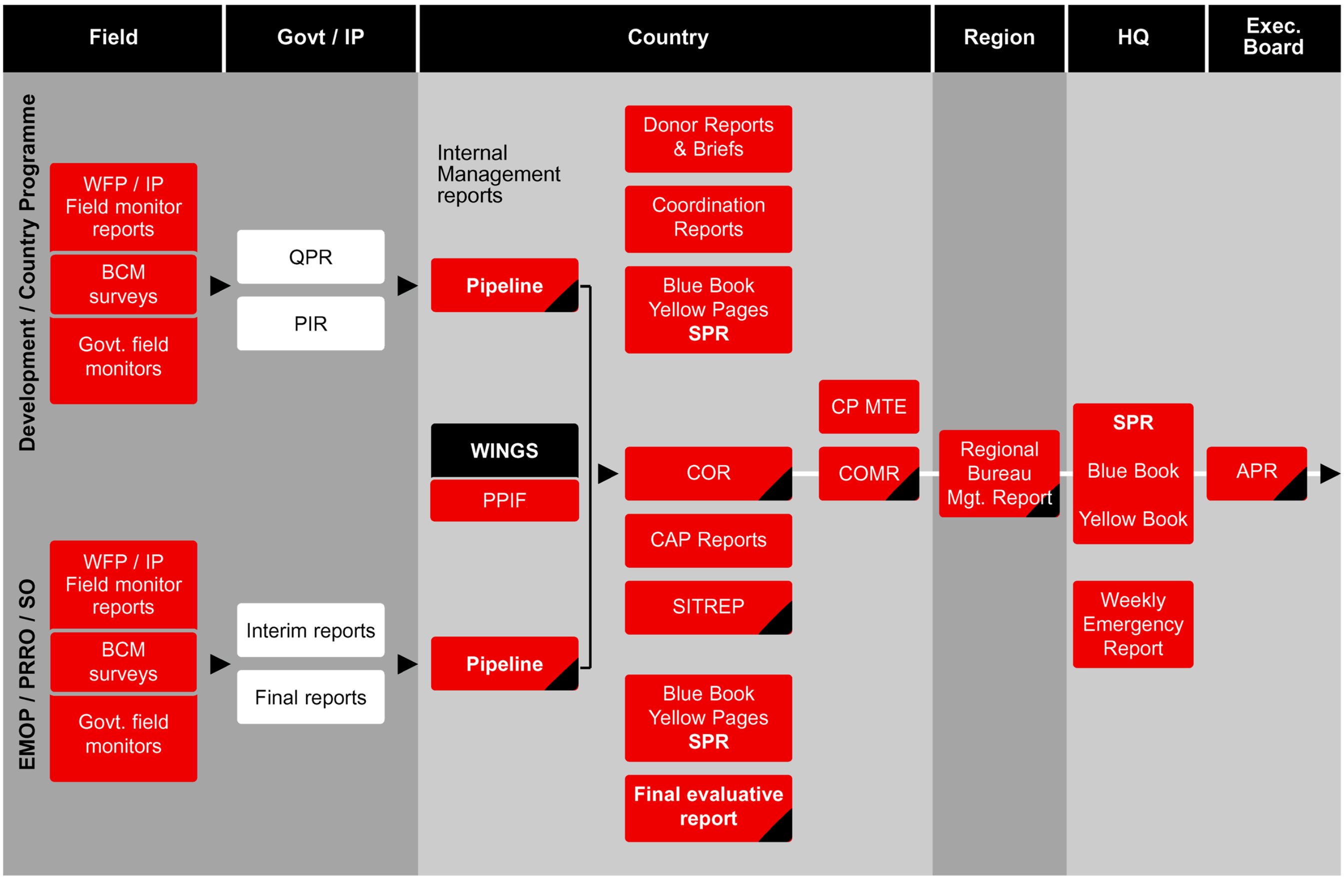
Reporting Flows

Introduction. This section describes the reporting flow by which monitoring and country office based evaluation information is transmitted to inform management decisions.

Reporting Flows within Country Offices and from the Field to HQ

The following diagram outlines the flow of key reports for EMOP, PRRO, and Development operations. Timely information flow is critical for using monitoring and evaluating information to inform decision-making in operations. For operations in which partners are responsible for a significant amount of M&E data collection and reporting, WFP has a role to play in assessing the reliability and accuracy of the partner's reports at both field and country levels.

The Relationship between the different WFP Monitoring Reports



APR	Annual Performance Report
BCM	Beneficiary Contact Monitoring
CAP	Consolidated Appeal
COR	Country Office Report
COMR	Country Office Management Report
CP MTE	Country Prog. Mid Term Evaluation
IP	Implementing Partners
PIR	Project Implementation Reports
PPIF	Project Planning Information Forms
QPR	Quarterly Progress Reports
SITREP	Situation Reports
PCR	Project Completion Report
SPR	Standard Project Report

***SPR** and **Final evaluative report** to be replaced by the COR*

Management Information Reports

Required Reports for Monitoring Results in EMOPs and PRROs

Introduction. This section identifies and describes the reports required for monitoring results for EMOPS and PRROs.

Required Reports for EMOPs and PRROs

Country offices are required to prepare the following results monitoring reports for EMOPs and PRROs:
1. Situation Reports (Sitreps)
2. Country Office Reports

Sitreps

Sitreps are the principal means of sending information to Regional Bureaux and Headquarters about the progress of field operations describing results, problems and constraints or unmet needs. They are numbered by year and sequence order (e.g. 2002/001, 2002/002, 2002/003). The frequency of Sitreps depends on the size and gravity of the emergency. They should be sent every few days in an emergency's early stages, but are usually prepared monthly thereafter. Whatever the frequency, Sitreps should be submitted on a Wednesday morning in order to feed into the preparation of the weekly Emergency Report.

Sitreps (sent by email) provide the Regional Bureau and Headquarters with up-to-date summarised information concerning:
- The progress of the operation, including number of women, men, boys and girls in each beneficiary category
- Any changes in the situation during the reporting period;
- Any particular problems, constraints or unmet needs.

Sitreps also provide input for use in the WFP Emergency Report, issued weekly to donors and other agencies by the Emergency Preparedness and Response Unit (OEP), and a summary record to be filed for future analysis during a management review or an evaluation.

The Country Office Report (COR)

The standard COR is used for EMOPs and PRROs. The report should be completed in draft as basis for discussion at the periodic review meeting with stakeholders, and be finalised and submitted to the Regional Bureau and HQ after the review meeting.

Incountry reports used to prepare the Sitrep and COR

Field level reports, and reports from partners to WFP

Reports from partners – whether a local government entity or an NGO implementing partner – are the basic source of most statistical and much other monitoring information.
- Progress reports should normally be submitted on a monthly basis.
- Analytical summary reports should normally be submitted every 3-6 months and at operation phase completion.

Reporting by WFP Sub-offices

Sub-offices have varying levels of decentralised responsibility. In relation to monitoring, reporting and evaluation, this normally includes:

- Regular, usually weekly, Sitreps to the country office providing an overview of operations;
- Initial processing and analysis of information provided in partners' monthly reports, and provision to the country office of concise synthesis with comments or explanatory notes;
- Monitoring implementing partners' performance.

The Sitreps should be scheduled to feed into the country office's Sitrep to the Regional Bureau and HQ. The monthly synthesis of data from partners should reach the county office within 3 weeks of the end of the reporting period.

The Purpose and Functions of the Country Office Report

Introduction. This section describes the purpose and function of the Country Office Report (COR) required by development programmes, EMOPs and PRROs.

Purpose and Function of the Country Office Report

The purpose of the Country Office Report is to monitor and evaluate performance at the operation level. It is a standard tool to examine progress, solve implementation problems and, at the appropriate stage, evaluate performance and impact against design. Its purpose is to help improve the effectiveness of WFP's operations. It aims to reinforce the Results Based Management principles. The development of the report format is based on the Country Office Project Report, introduced in 1991, but the new format has been extended to cover all WFP operations.

The **Country Office Report** performs the important functions of:

1. Informing staff at Country Office, Bureaux and Headquarters of the **current status** of (i) Development Activities, whether stand alone or within Country Programmes, (ii) EMOPs, (iii) PRROs and (iv) Special Operations.
2. Providing a **record of implementation** with factual details on inputs (funds, food supply), outputs (people fed and assets created) and outcomes (saved lives, improved nutrition, stable livelihoods).
3. **Assessing performance** through comparing planned results with those actually achieved, and by using a standardised rating system to compare progress between different operations, sectors, countries and types of operation.
4. **Measuring the effects** of the operation on the target beneficiaries, and thereby allowing WFP at country, region and corporate level to gauge its success in attaining outputs and purposes, and to report these to the Executive Board, donors and other stakeholders.

How to design Field Level and Management Unit Reporting Forms

Introduction. This section provides guidance on how to design field level and management unit reporting forms, both for WFP and for partners.

Guidelines on Reporting Forms

For many operations the reporting forms at each level in the reporting chain, from initial routine data collection to synthesis of data at district and provincial levels, contain a significant proportion of the overall monitoring information. The purpose, contents and use of the report form must be clear to monitoring and management staff at all levels both within WFP and the implementing partner.

Below is a **'To-Do' Checklist** on how to develop and implement reporting forms.

Make reporting forms easy to fill in	● Use clear language, sufficient space and attractive layout whenever possible.
Build on existing systems	● Take account of the management culture, local traditions and work procedures. ● Use local terminology and adapt the layout of monthly reports to other reporting forms used by the government or implementing partner to ensure their familiarity with the reporting style.
Harmonise the layout of reports	● Present items in the same order, use the same layout for specific items and include items which can be copied from one report to the other.
Test all reporting forms before finalisation and printing	● Ensure that users understand how to use them.
Distribute reporting forms in sufficient numbers and on time	● Encourage field level staff to maintain and use their copies of the reports for monitoring progress and taking decisions. ● Reporting forms can be printed on self-copying paper so that copies are automatically generated as the original is filled in.
Provide for file copies that be kept at operation sites or by district coordinators	● Encourage monitoring staff to consult copies of reports (kept in plastic folders) during field visits.
Agree formally with all major implementing partners on the reports to be submitted to WFP	● Samples of reporting forms should be included and reporting obligations should be clearly outlined in all MOUs, LOUs and operational plans.
Make provision for technical assistance and training	● Ensure that relevant government, implementing partner and WFP staff are trained in the use of reporting forms.

An Example of a Health Activity Initial Data Collection Form and Subsequent Level Reporting Formats for the MCH Activity in Yemen

The first form is for use by MCH centres in reporting monthly data to districts. To summarise health centre forms districts use the second form. Notice that there is additional district level data on training to be added that does not come from the centres. The second form is then sent to the Ministry of Health.

WFP and Government of Yemen MCH		**Monthly Monitoring Form**
Section 1	**Center information**	
[Instructions : answer each month]		

WFP and Government of Yemen MCH			Monthly Monitoring Form
a. Name of MCH Center			
b. Village			
c. District			
d. Governorate			
e. Name of Health Center Director			
f. Name and signature of person filling form			
g. Date			
Section 2	Patient Status and Food Receipts		
[Instructions : Answer Each Month for all patients elegible to receive WFPfood]			

Total Number of Eligible Patients by Category	Male	Female	Total
a. Children under 5 attending MCH clinic/unit this month			
b. Children under 5 malnourished (underweight = weight/ age)			
c. Children under 5 with entry on growth monitoring chart this month			
d. Children under 5 with weight gain this month compared to last (GMC)			
e. Children under 5 with no weight gain or loss this month compared to last (GMC)			
f. Children under 5 with first growth monitoring chart entry this month			
g. Pregnant Women attending MCH clinic/unit this month			
h. Pregnant Women less than 52 kgs at 6 months			
i. Pregnant Women with weight gain this month compared to last			
j. Pregnant Women with weight monitored this month and last month			
k. Pregnant Women receiving full food package/ration this month			
l. Pregnant Women receiving Sectionial food package/ration this month			

WFP and Government of Yemen MCH			Monthly Monitoring Form
m. Children under 5 receiving full food package/ration this month			
n. Children under 5 receiving Sectionial food package/ration this month			

Section 3	Food distribution, Losses and Stores			
[Instructions: Answer each month regardless of whether food was received or not]				
	Wheat	Oil	Sugar	WSB
a. Food balance from last month (in Kgs)				
b. Food received this month (in Kgs)				
c. Food distributed this month (in Kgs)				
d. Food losses this month (in Kgs)				
e. Current food balance (in Kgs)				

WFP and Government of Yemen Health Project	Monthly Monitoring Form
Section 1	Center Information
[Instructions : Answer Each Month]	
a. Governorate	
b. Name of Governorate Project Manager	
c. Name and signature of person filling form	
d. Date	

Section 2	MCH Patient Status and Food Receipts		
[Instructions: Answer Each Month by summing Health Center forms]			
Total Number of Eligible Patients by Category	Male	Female	Total
1 a. Children under 5 attending MCH clinic/unit this month			

WFP and Government of Yemen Health Project				**Monthly Monitoring Form**	
	b. Children under 5 malnourished (underweight = weight/ age)				
	c. Children under 5 with entry on growth monitoring chart this month				
	d. Children under 5 with weight gain this month compared to last (GMC)				
	e. Children under 5 with no weight gain or loss this month compared to last (GMC)				
	f. Children under 5 with first growth monitoring chart entry this month				
	g. Pregnant Women attending MCH clinic/unit this month				
	h. Pregnant Women less than 52 kgs at 6 months				
	i. Pregnant Women with weight gain this month compared to last				
	j. Pregnant Women with weight monitored this month and last month				
	k. Pregnant Women receiving full food package/ration this month				
	l. Pregnant Women receiving Sectionial food package/ration this month				
	m. Children under 5 receiving full food package/ration this month				
	n. Children under 5 receiving Sectionial food package/ration this month				
Section 3		**Trainings Held and Persons Trained**			
[Instructions: Summarise from training records]					
		Male	**Female**	**Total**	
2	**a. Number of MCH Health Worker/CounterSection trainings held**				
	b. Number of MCH Health Workers/CounterSections trained				
Section 6		**MCH Food Distribution, Losses and Stores**			
[Instructions: : Answer Each Month by summing Health Center forms]					
		Wheat	**Oil**	**Sugar**	**WSB**
a. Food balance from last month (in Kgs)					

WFP and Government of Yemen Health Project			Monthly Monitoring Form	
b. Food received this month (in Kgs)				
c. Food distributed this month (in Kgs)				
d. Food losses this month (in Kgs)				
e. Current food balance (in Kgs)				

Criteria to assess the Effectiveness of a Reporting System

Introduction. This section describes 5 criteria to use to assess the effectiveness of a reporting system.

Criteria to assess the Effectivenes of a Reporting System

For monitoring information WFP Country Offices are largely reliant on the reports produced by their government counterparts and implementing partners, both for development operations and for many EMOPs and PRROs. In many cases WFP also depends on field level monitoring reports prepared by its own staff. Breakdowns in this flow of information can seriously undermine WFP's ability to monitor or, in some cases directly manage, operations. It is important that the Country Office monitors the reporting flow and content to ensure that at least its minimum information requirements are met.

The Country Office should assess the reporting systems for operations in terms of the following 5 criteria:

- **Timeliness** - whether reports are submitted at the specified and agreed times. A simple flow chart can record when reports are received.
- **Completeness** - whether all of the information required by the report form is provided. This can be monitored by checking actual report contents against what was agreed in the Operational Contract or Letter of Understanding (LOU).
- **Consistency** - whether the units used in consecutive reports facilitate comparisons in performance over time. Checking reports against agreed milestones and indicators specified in the monitoring plan. The information reported can provide a link between the baseline studies, follow up studies and associated evaluations.
- **Content** - the extent to which the report provides an analysis of what has taken place, or simply presents 'bare' figures.
- **Reliability/accuracy** - the extent to which the report is a fair representation of the facts.

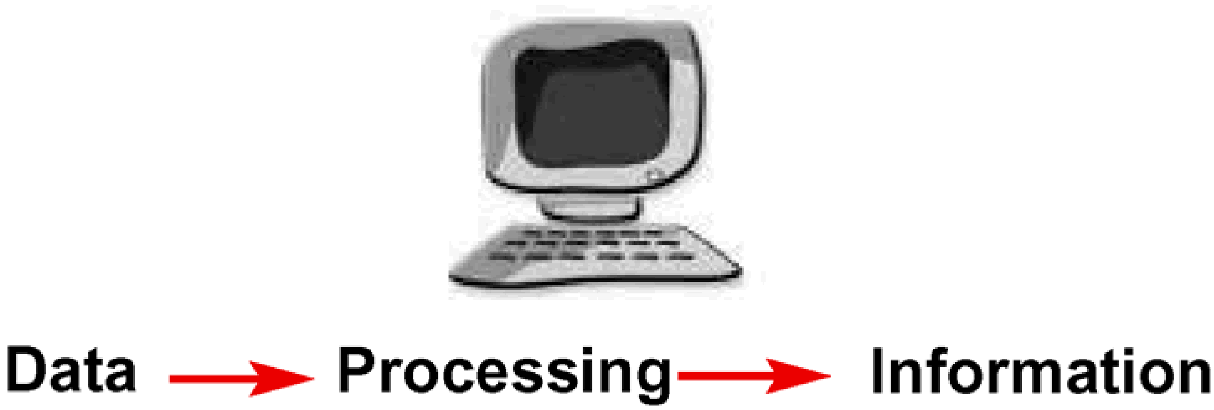
What is the Difference between Data and Information

Introduction. This section describes the key differences in the terms data and information.

Defining Data and Information

Data is a term given to raw facts or figures, which alone are of little value. These can be anything from a date or number, to a name or event.

Information is data that is useful because it has relevance and meaning, which results from processing. We collect data for M&E, then analyse the data and present the resulting information in reports to management and other stakeholders.



An Example of Data and Information

We might have 2 pieces of data, Nairobi (a name) and 652467 (a number). Each item on its own is purely data and means little to us. However, together, Nairobi 652467 is more useful as it associates the 2 items and with a little deduction we can assume that it is a telephone number in Kenya. The combination of putting the name Nairobi with the number yields information in the form of a telephone number. This would be of more use to us if we also had data concerning the address and who lived there. Without these additional data this information has very little value.

What are the Characteristics of Quality Information for Reporting

Introduction. This section describes the characteristics of high quality information for M&E reporting. Well-presented high quality information is critical for effective decision-making.

What does 'Quality' Information Imply

Information aims to increase the user's knowledge and reduce the user's uncertainty and can only achieve this if it is of quality. The word 'quality' refers to the characteristics that information should exhibit if it is to be useful for rational and effective decision-making.

Guidelines for ensuring High Quality Information

The characteristics of high quality information include:

- **Conciseness** – Information should be refined and summarised in a manner that gives the user precisely what is required, no more and no less. Every superfluous character means extra storage, more processing, extra assimilation and hence poorer decisions.
- **Completeness** – All information should be presented in 1 document where possible to prevent time loss and the misinterpretation of interrelated facts.
- **Accuracy/Reliability** – Supplied information should be sufficiently accurate for the purpose for which it is intended. Raising the level of accuracy raises costs while not always raising the value of the information. (For example, knowing that average family size is 4.7 is no more useful than knowing that average family size is between 4 and 5.)
- **Timeliness** – No matter how accurate, information that is too late to be used is of no value. A compromise between speed and accuracy must be established for useful results to be obtained in the time available.
- **Good presentation** – Information should be open to speedy assimilation by the user. Poor presentation can often obscure the message that the information is intended to convey. The use of graphs, charts and other diagrams helps make information more digestible, but care must be taken to ensure that each 1 conveys its intended message.
- **Relevance** – Only information that is of importance to the decisions being taken is of value. Failure to relate the information provided to decision-making requirements, by providing the wrong information, too great a volume, or an inappropriate level of detail, will undermine its value.
- **Cost effectiveness** – As a resource in a decision-making process, information has both a cost and a value. Costs in terms of the resources expended to collect and process the data, and value in terms of the greater returns associated with a correct decision made on the basis of findings.

An Example of Good Quality Information

An anthropometric survey was held to determine the prevalence of moderate and severe malnutrition in the target area covered by an EMOP.

Knowing that the average manager does not understand the meaning of Z-scores, the analyst converts her findings into the percentage of children that are moderately malnourished and the percentage of children that are severely malnourished using the standard cut-off points of -2 standard deviation (sd) and -3 sd respectively.

Moderately malnourished – 23% Severely malnourished – 10%

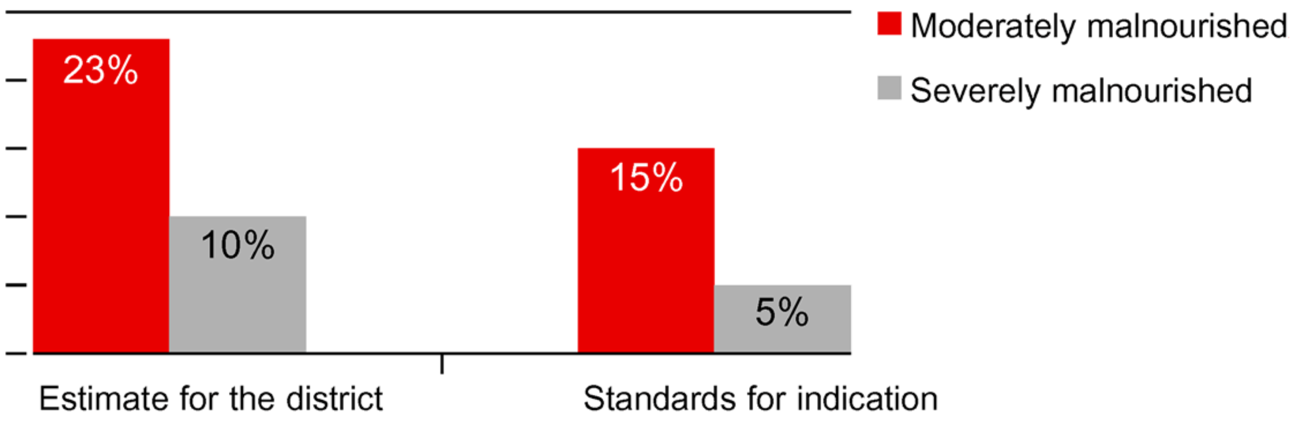
Furthermore she uses a scale for determining the degree of the nutritional emergency and combines it with the estimates in a concise graph that provides decision making information that is relevant for decision makers, but does not provide excess statistical information that is not understood by the average manager.

A simple and easily understood graph is all that needs to be presented in the report accompanied by the recommendation that the EMOP continue for at least 1 more month.

a) **Estimates** of moderate and severe malnutrition
(among children under 5)

versus

b) **Standards** for indication of moderate and severe malnutrition



An Example of Poor Quality Information

An anthropometric survey was held to determine the prevalence of acute malnutrition in the target area covered by an EMOP.

The analyst presents her findings that the mean weight-for-height Z-score among children under 5 in the population is -2.13 and that almost 10% of the population has a Z-score of below -3 sd. On the basis of this information she recommends that the EMOP continue for at least 1 more month.

How to write a Monitoring and Evaluation Report

Introduction. This section provides guidelines for writing M&E reports.

Guidelines for writing M&E Reports

1. Be as **concise** as possible given the information that needs to be conveyed. Be consistent with the amount of information to be presented.
2. Focus on **results** being achieved compared with the expected results as defined in the log-frame or defined in the objectives, and link the use of resources allocated to their delivery and use. Check that the expected results were realistic. All too often expected results are 'heroic' and unattainable!
3. Be sure to include a section describing why the data was collected and the report produced (e.g. Introduction).
4. Be sure to include a section describing the **data sources** and **collection methods** used so that your findings are objectively verifiable.
5. Be clear on your **audience** (e.g. Country Directors, Governments, donors, technical persons) and ensure that the information is meaningful and useful to the intended reader. You will need to adjust the content of the report to the 'user' of the information.
6. Write in **plain language** that can be understood by the target audience. Avoid technical jargon and detail when submitted reports to management.
7. Ensure **timely submission** of progress reports. Even if incomplete in certain aspects or component coverage, it is better to circulate key results in other areas rather than wait for the complete picture.
8. Provide a **brief summary** (1 page) – sometimes called an executive summary - at the beginning and ensure it accurately captures the content and recommendations in the report. This is often the only part of the report that the majority of people who receive it will read.
9. Be consistent in your use of **terminology**, **definitions** and descriptions of partners, activities and places. Define any technical terms or acronyms.
10. Present complex data with the help of **figures**, **summary tables**, **maps**, **photographs**, and *graphs*.
11. Only highlight the most significant **key points** or **words** (using bold, italics or other stresses).
12. Include **references** for sources and authorities.
13. Include a **table of contents** for reports over 5 pages in length.

An Example of a Table of Contents for an M&E Report

Table of Contents

How to write an M&E Field Trip Report

Introduction. This section describes the main content and layout for an M&E field trip report.

Guidance on writing an M&E Field Trip Report

After field visits, WFP staff should report their findings in Field Trip Reports (FTRs). Although designed for individual operations there are some features of a FTR layout that should be standard throughout WFP. Each field visit should result in a short to-the-point report, and should include at least the following information: objectives of the field trip, people and groups met, sites visited, methods used to collect and analyse data, findings, conclusions and recommendations.

The report should make comparisons between the most recent findings and those of earlier visits, requiring a certain degree of consistency between the different reports.

An Example Format for a Field Trip Report

1. Objectives of the field trip (linked to the indicators noted in M&E plan);
2. People and groups met and sites visited during the visit;
3. Methods used to collect and analyse the data;
4. Findings;
5. Conclusions (includes analysis);
6. Recommendations for action by WFP staff, Implementing Partners and government; and names of the people responsible and the time frame for implementing these actions.

How do Managers use M&E Reports for Decision-making

Introduction. This section describes how managers use M&E reports for decision-making.

M&E Reports as Decision-making Tools

M&E reports are 1 of the critical decision-making tools that management relies upon to make decisions about operations.

How Different M&E Reports are used by Managers

Timely M&E reports inform the Country Office, government and implementing partners about whether or not the operation is on track regarding the delivery of outputs and achievement of outcomes, and, thereby, permit management to focus its energy on addressing the most critical issues. These reports also assist managers in making decisions related to plans for new operation phases.

Progress monitoring reports at quarterly and 6 monthly intervals should:

- Be results-oriented (provide updates on outputs achieved, and include Beneficiary Contact Monitoring information).
- Be action focused.
- Allow management to review what has been done in the last reporting period as compared to the plans.
- Permit management to decide on what needs to be done in the next period.

Evaluation reports (including **Self-evaluation**) should:

- Be results-oriented (provide an assessment of actual output and outcomes achieved).
- Permit the preparation of new or follow-up operations in a way that incorporates the experiences of the existing operation.
- Provide a close-out analytical report for those operations that are being terminated.

Thematic evaluation reports support institutional learning and so guide policy formulation for management at the strategic level. Out of these policies and corporate lessons, practical guidance emerges to help managers prepare better operations.

An Example of how Specific M&E Reports are used in Development Operations

The **Quarterly Project Report**, **Project Implementation Report** and **Field Visit Reports** – are essential tools for the Country Office, government and implementing partners managers to measure progress against plans for the period. Timeliness is critical to permit management to focus on resolving the most critical problems and shortcomings. These reports are used by the Country Office to prepare the COR and make the necessary analysis of progress.

The **Country Office Report** (**COR**) –The COR's rating system permits the Country Office to judge the progress of each Activity and the Country Programme towards achievement of the planned targets. Country Office staff identify serious problems and indicate who should be responsible for producing corrective measures. Although the COR is an internal WFP document, a draft of the report should be discussed at a review meeting with the implementing partners. In these meetings, agreement needs to be reached on what past actions have been completed and what future actions are needed.

An Example of the Use of M&E Reports in Stakeholder Reviews for EMOPs

Frequent systematic reviews of reports by all stakeholders are essential in fast-moving emergency situations. They should normally be reviewed at least every 3 months – perhaps every 6 months – depending on the rate and extent of changes occurring. Such reviews should be organised within each distinct operational area as well as at national level (following shortly after the decentralised meetings).

These report reviews – where the main findings contained in progress monitoring reports and other evaluation reports, when available -- should focus on:

- What an operation is achieving.
- The underlying reasons for any problems or under-performance.
- The way the overall situation is evolving.
- Agreed action to be taken.

Providing Feedback on M&E Reports

Introduction. This section describes how to ensure that relevant monitoring and evaluation (M&E) information triggers dialogue and decision-making by the various stakeholder groups.

Guidelines for providing Feedback on Reports

The M&E Plan identifies the report in which the M&E information is included and sets out at which forums or meetings the information or the reports themselves will be presented and discussed. The M&E Plan, therefore, sets out the major formal feedback opportunities and ensures that M&E reports are disseminated to all stakeholders and appropriate formal and informal discussions are held concerning key finding. This aims to permit timely and informed decision-making by the various stakeholder groups. This is especially crucial for information relating to results.

Those units and individuals receiving M&E reports need to provide both formal and informal feedback to the authors of reports. To the extent possible, they should acknowledge receipt of progress report and provide comments regarding report conclusions, recommendations and timeliness. Informal feedback to authors of M&E reports provides valuable lessons for them and ensures them that the information is being used and reviewed. This in turn provides motivation to maintain high data collection and reporting standards. Individualised feedback is especially important when the author and the receiver are not working in the same organisation or are in different locations.

Examples of Formal Feedback Opportunities to be stated in the M&E Plan

The following are examples of meetings or workshops where M&E information or reports could be shared. The appropriate content and purpose of sharing the information is briefly explained.

- **Government/donor/UN briefing sessions** – To update key stakeholders on operation progress, performance, partnerships and critical assumptions as well as emerging results.
- **Quarterly progress review meetings** – To review output progress (planned versus actual), BCM findings and early evidence of outcome and to act on improvement proposals.
- **Semi-annual** or **annualCountry Office Report meetings/workshops** – To review output progress (planned versus actual), BCM findings and early evidence of outcome and to formally agree to/decide on concrete action to be taken.
- **Self-evaluation workshop** – To include Implementing Partners (relevant Government agencies and NGOs) in the finalisation and review of the self-evaluation section of the Country Office Report. They may take part in the assessment of the operation's performance.
- **Evaluation debriefing workshop** – To present and discuss initial evaluation findings at the end of the field mission stage of the evaluation to stakeholders to obtain their feedback ensuring that it is incorporated into the final report and appropriately addressed in follow-up action.

Module Summary

What has been covered in this module?

The characteristics and roles of M&E reports as tools to convey quality information about operations' results to decision-makers has been covered in this module. At the planning and inception stages of operations being aware of the key roles of M&E reports helps planners to determine the minimum information requirements and to streamline reporting forms accordingly. During operation implementation, it is important that M&E information is presented in concise reports that facilitate stakeholders and managers to make timely and relevant decisions.

What additional resources are available?

For further information the following modules and resources might be useful:

- Choosing Methods and Tools for Data Collection
- Going to the Field to collect Monitoring and Evaluation Data
- How to consolidate, process and analyse Qualitative and Quantitative Data

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