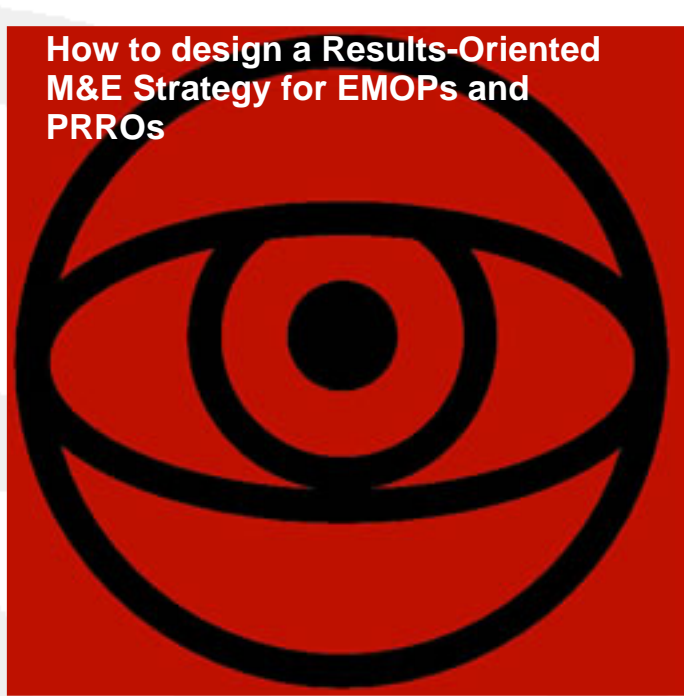


## How to design a Results-Oriented M&E Strategy for EMOPs and PRROs



# Monitoring & Evaluation Guidelines



United Nations World Food Programme  
Office of Evaluation

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

## Overview

**Introduction.** The purpose of this module is to describe the main components of an M&E strategy for EMOPs and PRROs.

### Why is this Module important?

At the planning and inception stages of emergency and recovery operations (EMOPs and PRROs) it is important to clarify the link between the overall design of the operation and its M&E strategy. This module introduces a number of useful tools and procedures to follow in order to develop the M&E strategy. The module encourages readers to ensure that the M&E Plan and Evaluation Plan are feasible in terms of both the capacity of WFP and its partners to implement them and the budget and other resources available.

### What does this Module aim to achieve?

This module has the following objectives:

- To describe the components of an M&E strategy.
- To describe how the M&E strategy for EMOPs and PRROs can be developed progressively throughout the operation.
- To describe the principle function of M&E: testing the hypothesis expressed in the operation design, taking into consideration the special circumstances of EMOPs and PRROs.
- Minimum monitoring information for EMOPs and PRROs.
- To define Beneficiary Contact Monitoring and explain how it is used in monitoring and evaluation.
- To describe the 2 general types of data - quantitative and qualitative - that can be used for M&E purposes.
- To describe 2 broad categories of data - primary and secondary - and the appropriate use of each in providing information for use in the M&E of WFP operations.
- To assess WFP and partners' M&E capacities for EMOPs and PRROs and to develop a plan to address constraints.
- To assign M&E roles and responsibilities to WFP, government and implementing partners in EMOPs and PRROs.
- To explain how to complete an M&E plan matrix.
- To describe the reporting flows relevant to M&E.
- To describe the importance of providing feedback on M&E information and reports.
- To prepare the M&E budget and identify sources of funding.

### What should be reviewed before starting?

- What is RBM Oriented M&E
- The Logical Framework Guidelines (on the PDM)

### How does this module apply to designing or implementing an M&E strategy for an operation?

WFP staff with responsibilities for planning EMOPs and PRROs should be able to identify, select and present the following M&E related content in key documents:

- Operation's objectives and assumptions and a related set of results indicators.
- Arrangements for routine collection, analysis and reporting on monitoring data, including costs.
- Use of and arrangements for baseline and subsequent evaluation events to gauge change over time, including costs.
- Arrangements for feedback and review of M&E findings for decision-making.
- Arrangements for capacity building of WFP and partners to conduct M&E tasks if required.
- Annual M&E implementation plans and budgets.

## Section Titles and Content Headings

- **What is an M&E Strategy**
  - Introduction
  - What are the Main Components of an M&E Strategy
  - Examples of the Types of M&E Strategy Documents
- **What is an Appropriate Approach to developing an M&E Strategy for EMOPs and PRROs**
  - Introduction
  - Guidelines for the Progressive Development of an M&E Strategy for EMOPs and PRROs
  - An Example of how an M&E Strategy for an EMOP or PRRO can be developed over the 'Project Cycle' Stages
- **How to check the Link between the Operation Design and the M&E Elements for EMOPs and PRROs**
  - Introduction
  - The Standard Logical Framework Matrix: A Description of its Content focussing on the Purpose of M&E
  - Description of the Main Content in each Column of the Logical Framework Matrix
  - How to adapt the Logical Framework for EMOPs and PRROs
  - How to check the Design Logic in a Logical Framework
  - How to check the M&E Elements in the Logical Framework
  - An Example of how to Check the Design Logic in a Logical Framework
  - An Example of SMART Indicators at and within each Level of the Results Hierarchy
  - An Example of the M&E Indicators for EMOPs and PRROs demonstrating how to scale-up
- **Minimum Monitoring Information for EMOPs and PRROs**
  - Introduction
  - What are the Minimum Information Requirements for Distribution and Post-distribution Monitoring in EMOPs and PRROs with Sudden-onset Crises?
  - Examples of the Types of Distribution and Post-distribution Monitoring Information that should be collected and reported
  - Examples of the Type of Information that should be collected for Post Distribution Monitoring Purposes and for contributing to Ongoing Assessment Information Requirements
- **What is Beneficiary Contact Monitoring**
  - Introduction
  - What is BCM?
  - BCM and the Logical Framework
  - An Example of BCM Leading Indicators and Their relation to Outcome Indicators in Development Operations, PRROs and EMOPs

- **Types of Data – Quantitative versus Qualitative**
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  - What are the Characteristics of Quantitative and Qualitative Data
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- **Assessing WFP and Partners' M&E Capacities for EMOPs and PRROs**
  - Introduction
  - Why is Assessment of WFP's and Partners' M&E Capacities needed and when should It be done?
  - Steps in Assessing M&E Capacities of WFP, Government, and Implementing Partners
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  - Introduction
  - How are M&E Roles and Responsibilities shared between WFP, Government and Partners?
  - Guidelines for assigning M&E Roles and Responsibilities to Government Departments and Implementing Partners
  - Guidelines for assigning M&E Roles and Responsibilities to Beneficiaries
  - Guidelines for assigning M&E Roles and Responsibilities to the WFP Country Office
  - Guidelines for assigning M&E Roles and Responsibilities to WFP Regional Bureaux
  - An Example of M&E Roles and Responsibilities for WFP Staff in Country Offices according to Generic Job Profiles
  - Examples of Monitoring Roles of WFP, Government, NGO and UN Partners in EMOPs and PRROs
  - Examples of Global MOUs concerning M&E in EMOPS and PRROs
- **How to complete an M&E Plan Matrix**
  - Introduction
  - The M&E Plan Matrix
  - An M&E Plan for a Community Forestry Project
  - Stages for completing the M&E Plan Matrix
- **Reporting Flows**
  - Introduction
  - Reporting Flows within Country Offices and from the Field to HQ
- **Providing Feedback on M&E Reports**
  - Introduction
  - Guidelines for providing Feedback on Reports
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  - Introduction
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  - 3 Main Sources of M&E Funds within WFP for Operations
  - Examples of M&E Cost Items funded by WFP's 3 Main Operation Budget Sources



## What is an M&E Strategy

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**Introduction.** This section explains the major components and functions of an M&E strategy, simply a detailed description of the measurements, analysis, and reporting needed to monitor and evaluate an operation's implementation and achievement of results described in the logical framework.

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## What are the Main Components of an M&E Strategy

**The main Components of an M&E Strategy are:**

- A logical framework.
- An M&E plan for data collection and analysis, covering baseline, ongoing monitoring and evaluation.
- Reporting flows and formats.
- A feedback and review plan.
- A capacity building design.
- An implementation schedule.
- A budget.

The logical framework matrix is the foundation document for both operation design and M&E. Additional elements of the M&E strategy are extensions of the logical framework that describe how indicators will be used in practice to measure implementation performance and results achievement.

**The Logical Framework outlines:**

- Clearly defined and realistic objectives, assumptions and risks that describe how the operation is designed to work.
- A minimum set of results indicators for each objective and assumption that are feasible to collect and analyse. Indicators measure performance on implementation and achievement of results. The means of verification provided in the logical framework for each indicator outlines the source of data needed to answer each indicator.

**An M&E Plan for Data Collection and Analysis, covering Baseline, and ongoing Monitoring and Evaluation:**

- Sets out arrangements for routine collection of monitoring data, based on indicators identified in the logical framework including how, when, and by whom data will be collected, analysed and reported. This includes descriptions of Beneficiary Contact Monitoring to gauge progress toward achieving results and monitoring achievement of output targets, milestones to measure completion of activities and compliance with contract agreements, resource expenditures versus budget, and risks and assumptions. This also includes arrangements for verifying the quality and accuracy of M&E data and analysis.
- Describes the use of baseline and subsequent evaluation events to gauge change over time in indicators identified in the logical framework. Usually WFP operations employ a simple before and after operation evaluation design. While a baseline and final evaluation are recommended, a mid-term evaluation is also employed to measure mid-course progress toward results achievement and to help guide planning for subsequent phases of an operation.
- Sets out arrangements for collection of periodic evaluation data, based on indicators identified in the logical framework and including how, when, and by whom data will be collected,

analysed and reported.

**Reporting Flows and Formats:**

- The reporting flow and formats for both monitoring and evaluation are linked to each level of management, as well as to the agreed system for feedback and management review.

**A Feedback and Review Plan:**

- Sets out the measures to be taken to ensure timely decision-making by management and other stakeholders based on monitoring and evaluation findings. In WFP usually an annual review meeting attended by key stakeholders is held to allow for a participatory annual assessment of performance and results obtained to-date as well as for planning the following year's M&E activities.

**A Capacity Building Design:**

- Sets out capacity building needed for WFP and implementing partners including specification of training if required.

**An Annual Implementation Plan and a Budget:**

- Links planned M&E activities to an implementation schedule and budget.

**Examples of the Types of M&E Strategy Documents**

- Logical Framework Matrix - specifying the operations internal design logic (inputs, activities, outputs, outcomes, and impact), indicators at each level, the means of verification for each indicator, and the risks and assumptions (external design logic) associated with each level of the internal design logic.
- M&E Plan Matrix - specifying the indicators for each logical framework design element, the data source or means of verification for each indicator, the frequency and cost of data collection for each indicator, the responsibility for data collection, the method to be used in data collection (if collecting primary data), and in which reports and how the information will be used. The same information is also to be specified for the most critical assumptions.
- Evaluation Plan - identifying the before-and-after comparison of baseline, mid-term, and final evaluation results.
- Annual M&E Implementation Plan and Budget – detailed calendar of M&E activities and associated costs.
- If required, a M&E Capacity Building Plan describing equipment, training and other requirements needed for WFP and implementing partners to undertake the plans outlined above.

## What is an Appropriate Approach to developing an M&E Strategy for EMOPs and PRROs

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**Introduction.** This section describes how the M&E strategy for EMOPs and PRROs can be developed progressively throughout the operation, starting with a minimum set of M&E activities.

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### Guidelines for the Progressive Development of an M&E Strategy for EMOPs and PRROs

The M&E strategy will begin with a minimal set of activities. The M&E strategy is a continuum and, as the operation becomes longer term, a more comprehensive strategy is developed.

In most slow-onset emergencies (e.g. drought) appropriate M&E activities can be planned ahead and incorporated into the design documents. Similarly, in most PRRO operations, as the M&E strategy builds on activities developed and introduced during the EMOP phase, it can be developed at the outset.

For sudden onset emergencies and some PRROs, the external environment (context) is often unstable and can change rapidly. As a result, the information required to develop the M&E strategy is collected progressively during various stages of the 'project cycle'. These stages include the following: initial or detailed assessment, preparation of the operational plan, preparation of the EMOP or PRRO document, preparation of the LOUs and other agreements with partners, implementation, review/re-assessment and evaluation.

Sudden-onset crises EMOPs and some PRROs with volatile and rapidly changing external environments:

- Have to be planned and initiated quickly on the basis of incomplete assessments and understanding of the situation.
- Require that a minimum set of monitoring activities is initiated rapidly to assess results of immediate actions and then extended progressively to identify appropriate indicators, establish more accurate baselines, and introduce more stable monitoring of medium to long term objectives as circumstances and resources allow.
- Require that a system for food distribution monitoring is put in place immediately, in order that reliable information is available on who is being fed and how much they are receiving.
- Require developing agreements often with NGO implementing partners as, especially in conflict zones, the government capacity for monitoring may be insufficient or totally absent.

## An Example of how an M&E Strategy for an EMOP or PRRO can be developed over the 'Project Cycle' Stages

Project Cycle Stage	M&E Activities
<b>Initial assessment (Sudden-onset emergency)</b> (EMOPs only)	<ul style="list-style-type: none"> <li>● Assess what systems and capacity are available to: maintain basic records and report on food movements, supervise/monitor distributions?</li> <li>● Assess what resources (WFP and partners) are needed to assure minimum standards of record-keeping, reporting and monitoring from the outset?</li> </ul>
<b>Detailed assessment (Sudden- and slow-onset emergencies)</b> (EMOPs and PRROs)	<ul style="list-style-type: none"> <li>● Determine what systems and capacity are available to: gather information on the overall situation (context or baseline) on an ongoing basis; monitor end-use (household level); analyse and decide on action?</li> <li>● Decide what is the intensity of monitoring required in relation to the expected duration and complexity of the operation? Review what base-line indicators have been selected from the available data and what others may be required.</li> <li>● Determine what resources (WFP and partners) are needed to assure monitoring and subsequent analysis and reporting take place?</li> </ul>
<b>Preparation of an Operational Plan</b> (EMOPs only)	<ul style="list-style-type: none"> <li>● Define an initial M&amp;E plan: provisional indicators; responsibilities; procedures; schedule for progressive implementation of the plan; resource requirements and budget for M&amp;E.</li> <li>● Include M&amp;E considerations in contingency plans to deal with potential changes in the situation.</li> </ul>
<b>Preparation of the EMOP/PRRO document</b>	<ul style="list-style-type: none"> <li>● Specify the M&amp;E plan and the budget required from WFP.</li> </ul>
<b>Review of EMOP/PRRO proposal by CD, RB, RB, PRC. Approval by AED/ED (EMOP) and EB (PRRO)</b>	<ul style="list-style-type: none"> <li>● Determine whether arrangements proposed for M&amp;E appear adequate and appropriate.</li> </ul>
<b>Preparation and signature of LOU with Gov't and/or agreements with IPs</b> (EMOPs and PRROs)	<ul style="list-style-type: none"> <li>● Specify M&amp;E (including reporting) responsibilities and arrangements and related training plans.</li> </ul>
<b>Implementation</b> (EMOPs and PRROs)	<ul style="list-style-type: none"> <li>● Scale up of the M&amp;E system:                         <ul style="list-style-type: none"> <li>● Compile (and if necessary, collecting) baseline data.</li> <li>● Design data collection tools and in-country reporting formats with corresponding guidelines.</li> <li>● Train operational staff of the government and/or NGO partners in reporting and use of monitoring information for decision-making.</li> <li>● Select and train field monitors (recruited by WFP and/or partners).</li> </ul> </li> <li>● Compile, analyse and respond to reports on a continuous basis for inputs, activities, outputs and outcomes.</li> <li>● Plan and undertake field visits; manage field monitors; enhance teamwork.</li> <li>● Monitor the performance of partners.</li> <li>● Organise periodic review meetings.</li> <li>● Feed the findings of monitoring and evaluation into operations management decision-making.</li> </ul>
<b>Review/re-assessment</b> (EMOPs and PRROs)	<ul style="list-style-type: none"> <li>● Assess performance of the operation to date.</li> <li>● Assess performance and adequacy of monitoring system to date.</li> <li>● Review current situation and trends; requirements for ongoing assistance; exit strategy.</li> </ul>

Project Cycle Stage	M&E Activities
Periodic evaluation (EMOPs and PRROs)	<ul style="list-style-type: none"><li data-bbox="805 215 1428 248">● Determine effectiveness and impact of the operation.</li></ul>

## How to check the Link between the Operation Design and the M&E Elements for EMOPs and PRROs

**Introduction.** This section clarifies the critical relationship between monitoring and evaluation (M&E) and operation design and provides steps to follow to ensure that this link is clearly articulated.

### The Standard Logical Framework Matrix: A Description of its Content focussing on the Purpose of M&E

The primary purpose of M&E is to measure the degree to which an operation's design is implemented as planned and successfully achieves its intended results. The operation design describes how inputs and activities will result in outputs delivered by WFP and its partners, and how the operation's designers believe these outputs will in turn result in desired outcomes and impact.

The relationship between each of these levels is described in a logical framework hierarchy for the operation and represents a hypothesis concerning how the operation, beginning with the initial resources or inputs available, will bring about the desired results. Using a results-based or driven approach to design, the desired outcomes or impacts are identified first and lead to the identification of the necessary outputs needed to achieve them, and the necessary inputs and activities needed to deliver the outputs.

The logical framework approach produces a matrix, see below. This matrix serves to combine the concepts of RBM, results-based operation design, and monitoring and evaluation.

What the operation will do: what it seeks to achieve	How performance will be measured		Factors outside management control that may affect project performance
↓	↓	↓	↓
<b>Logframe Hierarchy</b>	<b>Performance Indicator</b>	<b>Means of verification</b>	<b>Assumptions &amp; risks</b>
<b>Impact</b>	<b>(Impact)</b>		
Higher objective to which this operation, along with others, is intended to contribute	Indicators (increasingly standardised) to measure programme performance	The programme evaluation system	Risks regarding strategic impact
<b>Outcome</b>	<b>(Outcomes)</b>		<b>(Outcome-to-Impact)</b>
The outcome of an operation. The change in beneficiary behaviour, systems or institutional performance because of the combined output strategy and key assumptions	Measures that describe the accomplishment of the Purpose. The value, benefit and return on the investment	People, events, processes, source of data for organising the operation's evaluation system	Risks regarding programme level impact
<b>Outputs</b>			
The actual deliverables. What the operation can be accountable for producing	Output indicators that measure the goods & services finally delivered by the operation	People, events, processes, source of data - supervision & monitoring system for validating the operation's design	Risks regarding design effectiveness
<b>Activities</b>	<b>Inputs/Resources</b>		
The main activity clusters that must be undertaken in order to accomplish the Outputs	Budget by activity. Monetary, physical and human resources required to produce the outputs	People, events, processes, sources of data - monitoring system for validating implementation progress	Risks regarding implementation & efficiency

## Description of the Main Content in each Column of the Logical Framework Matrix

Each of the 4 columns in the Logical Framework is described below. The first and fourth columns articulate operations design and assumptions, while the second and third columns outline the M&E performance measurement indicators and means, to test whether or not the hypothesis articulated in the operation design holds true.

**Column 1:** This column encapsulates the design or internal logic of the operation. It incorporates a hierarchy of what the operation will do (inputs, activities, and outputs) and seek to achieve (purpose and goal).

**Column 2:** This column sets out how the design will be monitored and evaluated by providing indicators used to measure whether or not various elements of the design have occurred as planned.

**Column 3:** This column specifies the source of information or means of verification for answering the indicators.

**Column 4:** This column outlines the external assumptions and risks related to each level of the internal design logic that are necessary for the next higher level of the internal logic to occur.

## How to adapt the Logical Framework for EMOPs and PRROs

**For sudden-onset crises EMOPs and for some PRROs with volatile and rapidly changing external environments:**

- Assistance to the population in need is likely to commence while assessment is ongoing.
- Operational objectives, implementation plans -- including for targeting and distribution -- are set on a day-to-day basis.
- At the earliest opportunity, the objectives and assumptions should be mapped into the format of a logical framework, even if gaps remain and objectives and indicators are not stated precisely.
- The logical framework provides an agreed design and M&E strategy although it will require regular updating.
- Information about the assumptions, gathered as part of the initial assessment, will build a more detailed picture of the situation, and permit managers to revise and update their plans, including the M&E strategy accordingly.
- Once a detailed assessment has been conducted, a more in-depth logical framework can be prepared.

## How to check the Design Logic in a Logical Framework

Review and test the internal and external logic (columns 1 and 4 respectively) and feasibility of the operation's logical framework. Test the logic beginning with inputs and move upward toward the impact using an 'IF (internal logic) AND (external logic) THEN (internal logic at the next level)' logic test. Adjust the logical framework where necessary to overcome logic flaws or unfeasible/unlikely relationships between various levels of the logical framework hierarchy. If no logical framework exists for the operation, consult the Logical Framework Guidelines.

**Specifically check the following items:**

- Inputs are necessary and sufficient for activities to take place.
- Activities are necessary and sufficient for outputs to be delivered on-time and at a specified quality and quantity.
- All outputs are necessary and all outputs plus assumptions at the output level are necessary and sufficient to achieve the outcome.

- The outcome plus assumptions at the outcome level are necessary and sufficient to achieve the impact.
- The impact, outcome, and output statements are not simply restatements, summaries or aggregations of each other, but rather reflect the resulting outcome of one level plus the assumptions at that same level.
- Each results hierarchy level represents a distinct and separate level and each logical framework element. within a results hierarchy level represents a distinct and separate element.
- The impact, outcome, activities, inputs and assumptions are clearly stated, unambiguous, and measurable. Impacts and outcomes are stated positively as the results WFP wishes to see. Outputs are stated positively in service/product delivery terms.
- The assumptions are stated positively as assumptions, rather than risks, and assumptions have a very high probability of coming true.

## **How to check the M&E Elements in the Logical Framework**

### **Check the following items:**

- Indicators for measuring Inputs, Activities, Outputs, Outcome, and Impact are S.M.A.R.T., meaning Specific, Measurable, Accurate, Realistic, Timely (column 2).
- Beneficiary Contact Monitoring indicators are identified for tracking progress between outputs and outcomes and are noted at outcome level.
- 2 levels within 1 logical framework do NOT share the same indicator (if they do, the indicator at 1 level is not specific enough to that level or the design logic between levels is flawed).
- The unit of study (e.g. individuals, children, households, organisations, etc.) in the numerator and, where applicable, the denominator of each indicator are clearly defined such that there is no ambiguity in calculation of the indicator.
- The means of verification for each indicator (column 3) are sufficiently documented, stating the source of the data needed to answer the indicator (be sure the sources exist in usable form for secondary data).

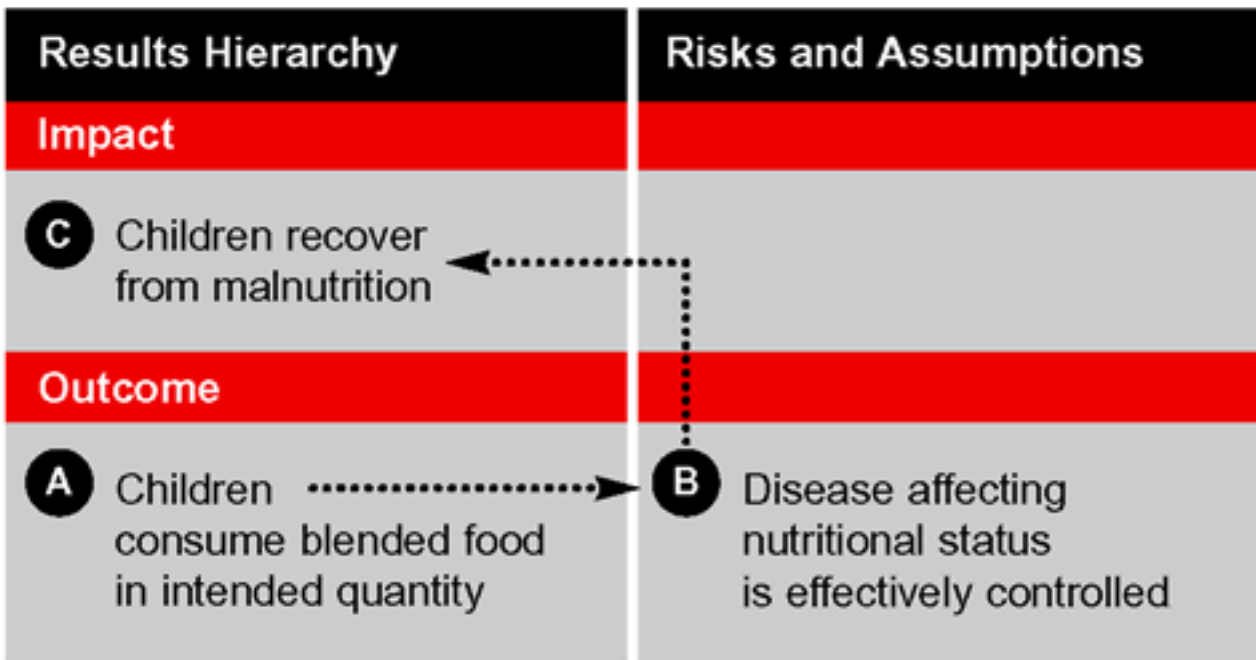
## An Example of how to Check the Design Logic in a Logical Framework

The following is an example of testing the internal and external logic of a nutrition project’s logical framework using the IF-AND-THEN logic test.

IF we delivery the outputs through our planned activities and using the planned inputs, AND our assumptions at the output, outcome, and impact levels hold true, THEN the desired outcome will occur and lead to the desired impact.

**A** + **B** = **C**

**A** without **B** does not equal **C**



## An Example of SMART Indicators at and within each Level of the Results Hierarchy

Once the design levels are clarified and simplified, choosing Specific, Measurable, Accurate, Realistic, and Timely indicators is a relatively straightforward task.

Results Hierarchy	Performance Indicators
<b>Impact</b>	
Decrease in acute malnutrition	a. % of children under 5 that are acutely malnourished (< -2 sd weight-for-height)
<b>Outcome</b>	
Increased food consumption	a. % of households indicating eating 2 or more meals per day by gender of household members
<b>Output</b>	
Dry take-home rations distributed to targeted mothers	a. # of artions distributed to targeted mothers

## **An Example of the M&E Indicators for EMOPs and PRROs demonstrating how to scale-up**

In the example below the shaded areas indicate the level of indicators to be monitored and reported and how to scale-up as operation progresses (gray for the initial stages, black for 'scaling up').

Results Hierarchy	Initial Stages	Scaling up	Example indicators
Impact			<ul style="list-style-type: none"> <li>● Percentage of children under 5 acutely mal-nourished</li> <li>● Crude mortality rate</li> </ul>
Outcomes			<ul style="list-style-type: none"> <li>● Number of meals consumed per day by age group and gender</li> <li>● Evidence of population retaining / selling off assets (qualitative)</li> </ul>
Outputs			<ul style="list-style-type: none"> <li>● Men and women beneficiary feedback on appropriateness of food ration</li> <li>● Number of rations delivered per day</li> <li>● Number of children and others receiving supplementary food</li> <li>● % of target beneficiaries (men &amp; women) receiving food rations</li> <li>● % of target beneficiaries NOT receiving food rations ('exclusion' error)</li> </ul>
Activities			<ul style="list-style-type: none"> <li>● Number of women participating in committees</li> <li>● Compliance with targeting criteria</li> <li>● Number of distribution sites established and functioning</li> <li>● Quantities of food distributed by commodity in relation to pla</li> <li>● Timeliness/quality of asset construction (eg. latrines)</li> <li>● Number of training sessions conducted &amp; number of participants attending</li> </ul>
Inputs			<ul style="list-style-type: none"> <li>● Quantities of esch commodity delivered</li> <li>● Losses and damage during transport, storage and handling</li> <li>● Stocks of each commodity on hand and in confirmed pipeline</li> <li>● Provision of funds for LTSH operations, if applicable</li> <li>● Provision of warehouse and other logistic facilities</li> <li>● Provision of labour for unloading and distribution operation, if applicable</li> <li>● Provision of staff, offices, support services</li> <li>● Establishment and functioning of decision-making procedures</li> </ul>

Results Hierarchy	Initial Stages	Scaling up	Example indicators
			<ul style="list-style-type: none"><li data-bbox="1141 219 1453 248">● Timeliness of reporting</li></ul>

## Minimum Monitoring Information for EMOPs and PRROs

**Introduction.** This section describes the minimum information required for distribution and post-distribution monitoring in EMOPs and PRROs, especially in sudden on-set situations.

### What are the Minimum Information Requirements for Distribution and Post-distribution Monitoring in EMOPs and PRROs with Sudden-onset Crises?

In EMOPs and PRROs where sudden-onset of new crises occur, planning and implementation decisions are made often when information is unclear, contradictory or just absent. Prioritising key decisions can provide a rough basis for identifying information needs.

Minimum information needs in a quick-onset emergency for monitoring distribution include:

- Receipt and delivery of WFP-supplied commodities and non-food items.
- Number (sex and age disaggregated) of people receiving WFP assistance.
- Handling and distribution of WFP-supplied commodities and non-food items.
- Food aid availability and unmet needs.

Minimum information needs include post distribution monitoring, which will begin some days after the start-up of the operation. It is advisable that 2 weeks after a food distribution, or after a series of food distributions in a particular area, to gather information on:

- Food access and control at household level.
- Changes in food intake and its consequences.
- The specific effects of insecurity on people’s food security.

This serves the dual purpose of monitoring the operation and providing an up-to-date assessment.

### Examples of the Types of Distribution and Post-distribution Monitoring Information that should be collected and reported

<p><b>Distribution reporting</b> (to be completed for each distribution cycle)</p>	<ul style="list-style-type: none"> <li>● Number of actual men, women, boys and girls beneficiaries for the period, compared with the number registered</li> <li>● Opening balance of food stocks</li> <li>● Quantity of each commodity distributed, lost or damaged</li> <li>● Closing balance of food stocks</li> </ul>
<p><b>Distribution site monitoring</b></p>	<ul style="list-style-type: none"> <li>● Presence of food monitors at the site</li> <li>● Food basket monitoring - a random number of households at the distribution site, whose rations are weighed and the results compared with the planned ration and the household size recorded on the beneficiary registration document</li> </ul>
<p><b>Post distribution monitoring</b></p>	<ul style="list-style-type: none"> <li>● For a sample of households within vulnerable groups:</li> <li>● Quantity of food received</li> <li>● Use of food aid</li> <li>● Acceptability and quality of food aid</li> </ul>

## Examples of the Type of Information that should be collected for Post Distribution Monitoring Purposes and for contributing to Ongoing Assessment Information Requirements

<p><b>Food accessibility by men and women</b></p>	<ul style="list-style-type: none"> <li>● What access do people have to their own gardens and to markets?</li> <li>● Have crops and food stocks been destroyed, or looted?</li> <li>● Who in the household is not receiving sufficient food?</li> <li>● Are there opportunities for casual labour? What wages are paid?</li> </ul>
<p><b>Food control and surplus in the household</b></p>	<ul style="list-style-type: none"> <li>● Has there been an increase of domestic violence due to food shortage and the coping strategies adopted?</li> <li>● Who decides how much food/livestock will be sold and how much will be kept for household consumption?</li> <li>● What are the constraints for women to decide on household food use?</li> </ul>
<p><b>Changes in food intake for household members</b></p>	<ul style="list-style-type: none"> <li>● To what extent has access to safe drinking water and fuel wood changed?</li> <li>● Which households face the greatest difficulty in accessing food? (Are female-headed households particularly vulnerable?)</li> <li>● In which households are adults suffering from malnutrition?</li> <li>● Has there been a change in the weight of newborn babies? Which households have the lowest weight babies?</li> </ul>
<p><b>Security situation</b></p>	<ul style="list-style-type: none"> <li>● How has geographical mobility changed? What has been the effect on women in particular?</li> <li>● How are people accessing basic food and non-food items, water and fuel wood?</li> <li>● What type of activities cannot be carried out because of insecurity?</li> <li>● What can the community do to increase the feeling of security?</li> </ul>

## What is Beneficiary Contact Monitoring

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**Introduction.** This section defines Beneficiary Contact Monitoring (BCM) and explains how it is used in monitoring and evaluation (M&E).

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### What is BCM?

'BCM' is defined as a systematic investigation to monitor beneficiaries' – women's, men's, girls' and boys' – perceptions of an operation.

#### BCM

- Focuses on beneficiary access to, use of and satisfaction with outputs by seeking feedback directly from the women, men and children who are the target group for an operation.
- Concerns the transition between outputs and outcomes.
- Provides managers with an indication of progress towards the achievement of an operation's outcomes.
- Uses a variety of techniques and data collection methods.

#### It applies the following logic:

- If members of the target group do not have access to operation outputs, they will not experience any benefit.
- If members of the target group have access to, but have chosen not to use, the outputs, they will not experience any benefit.
- If members of the target group are using operation outputs, but are not satisfied with the services or facilities they are receiving, they are unlikely to use them in the longer term, and therefore their experience of benefits will be limited.

In the logical framework matrix, BCM seeks to gauge progress in the transition from service delivery (outputs) to benefits (outcomes). The indicators used in BCM are therefore referred to as "leading indicators". BCM indicators should be included in the logical framework at the outcome level.

It must be noted that beneficiaries' reaction, however positive, is only a proxy indicator of the improved situation that an operation is intended to bring about. A proxy indicator is an indicator that is substituted for another indicator that would be hard to measure directly.

## BCM and the Logical Framework

The leading indicators for BCM should be included in the logical framework as the last indicators listed under column 2 at the outcome level.

Results Hierarchy	Performance Indicators	Means of Verification	Assumptions and Risks
<b>Impact</b>			
<b>Outcome</b> The benefits derived by the beneficiaries			
<b><i>Transition from service delivery to benefit</i></b>	<b>Beneficiary Contact Monitoring Indicators</b> <i>Men's, women's and children's access to, use of and satisfaction with the outputs provided by the operation</i>		
<b>Outputs</b> The services provided by the operation			
<b>Activities</b>			

## An Example of BCM Leading Indicators and Their relation to Outcome Indicators in Development Operations, PRROs and EMOPs

BCM is concerned with beneficiaries' perspectives of access to, use of and satisfaction with outputs. This important qualitative and contextual characteristic of BCM complements more quantitative outcome indicators.

Development	PRRO	EMOP
<b>School feeding activity desired outcome:</b>	<b>Supplementary feeding desired outcome:</b>	<b>General food distribution desired outcome:</b>
Increase access to basic education for boys and girls	Reduce mortality and morbidity risk in children under 5	Save lives through provision of adequate food
<b>Outcome indicators:</b>	<b>Outcome indicators:</b>	<b>Outcome indicators:</b>
Net enrolment rate disaggregated by gender	<ul style="list-style-type: none"> <li>● Number of children under 5 suffering from malnutrition</li> <li>● Mortality rate of children under 5</li> </ul>	<ul style="list-style-type: none"> <li>● Crude mortality rate</li> <li>● Under-5 mortality rate</li> </ul>
<b>BCM indicators:</b>	<b>BCM indicators:</b>	<b>BCM indicators:</b>
<ul style="list-style-type: none"> <li>● Access: % of parents – fathers and mothers – aware of value of sending girls to primary school</li> <li>● Use: % of target households with girls and boys enrolled in participating schools</li> <li>● Satisfaction: degree of girls' and boys' appreciation of canteen food/dry rations (from very low to very high)</li> </ul>	<ul style="list-style-type: none"> <li>● Access: % of target households aware of supplementary feeding programme</li> <li>● Use: % of target households participating in supplementary feeding programme</li> <li>● Satisfaction; mothers' perception of quality and adequacy of food supplement</li> </ul>	<ul style="list-style-type: none"> <li>● Access: % families registered for food distribution</li> <li>● Use: number of registered men, women, girls and boys consuming target ration</li> <li>● Satisfaction: men's, women's and children's opinions about composition and quality of ration</li> </ul>

## Types of Data – Quantitative versus Qualitative

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**Introduction.** This section describes the 2 general types of data – quantitative and qualitative – that can be used for M&E purposes.

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### What are the Characteristics of Quantitative and Qualitative Data

2 general types of data exist – quantitative and qualitative – although the distinction between the 2 is often blurred. While quantitative data have long been cited as being more objective, and qualitative data as more subjective, more recent debates have concluded that both types of data have subjective and objective characteristics. As qualitative and quantitative data complement each other, both should be used.

#### Characteristics of Quantitative Data

Characteristics of Quantitative Data:

- Seek to quantify the experiences or conditions among beneficiaries in numeric terms.
- Use closed-ended questions with limited potential responses.
- Normally ask women, men, boys and girls to respond to questions on the basis of their individual experiences, or the experiences of their households.
- Often, but not exclusively, employ probability sampling techniques that allow for statistical inference (or estimation) to a larger population with defined levels of probability (or confidence) and tolerable error (or confidence interval); although not as complicated as often thought, determining the appropriate parameters for calculating sample size is likely to require some expertise.
- Use measurement techniques (e.g. measuring land area; maize yield, by weighing bags of maize; food consumption, through weighing food quantities to be consumed by type; anthropometric indicators of children).

#### Characteristics of Qualitative Data

Qualitative data seek to uncover the context, perceptions and quality of, as well as opinions about, a particular experience or condition as its beneficiaries view it. Data collection methods are more likely to employ a more participatory approach through the use of open-ended questions that allow respondents to expand on their initial answers and lead the discussion towards issues that they find important. These more participatory methods will commonly be used in the M&E of WFP operations. Sampling techniques for these methods are often purposive. Even when samples are selected randomly, these methods rarely require the rigorous determination of sample size, and respondents are often asked to generalise about the condition or experience in the larger population, rather than talk about themselves.

## Examples of Quantitative and Qualitative Data

Quantitative	Qualitative
The mean amounts of food commodities remaining in sampled houses 1 week after distribution was 45 kg of maize and 2 kg of vegetable oil.	Most households have used up the majority of their monthly ration in the first week after delivery because they are expected to share the ration with neighbours who are not eligible.
38% of households have an income of less than 300 Kenyan shillings per month.	According to women in the focus group discussion, the majority of households do not have enough income to meet all of their food purchasing needs.
40% of children under 5 years of age are wasted (< -2 standard deviation weight-for-height), 90% of wasted children have had diarrhoea in the last 2 weeks.	Women suggest that every child is malnourished at some time during the year and they attribute this to chronic diarrhoea.
The mean amount of time women take to reach the primary dry-season water source in Garissa district is 2.3 hours.	Women spend most of the daylight hours collecting wood, water and fodder for animals. They view this as the main obstacle preventing them from participating in other economic endeavours.
8 out of 10 women in the focus group discussion have more than 1 child under 5 years of age.	In the village, all the women between 20 and 45 years of age have at least 1 child under 5, and most have 2. The time spent in child care is the second largest obstacle to women's participation in economic endeavours.
58% of new arrivals indicated travelling 3 or more days to reach the refugee camp.	New arrivals in the refugee camp arrived exhausted having travelled for long distances, which they suggested resulted in many deaths along the way.

## What are the Sources and Uses of Primary and Secondary Data

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**Introduction.** This section describes 2 broad categories of data – primary and secondary – and the appropriate use of each in providing information for use in the M&E of WFP operations.

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### What are the Differences between Primary and Secondary Data

Data sources are listed in the third column of the logical framework matrix under the heading “means of verification”. While the indicator articulates what information will be collected, the means of verification identifies where that information will come from.

#### Primary Data

Primary data is data that is collected through the use of surveys, meetings, focus group discussions, interviews or other methods that involve direct contact with the respondents – women, men, boys and girls.

#### Secondary Data

By contrast, secondary data is existing data that has been, or will be, collected by WFP or others for another purpose. Secondary data may include WFP Vulnerability Analysis and Mapping (VAM) data, data from the mid-term or final evaluation of a previous phase of WFP operations, data collected by other organisations or the government of the country concerned, or data gathered by research organisations. Routine data collected by institutions participating in an activity (e.g. schools, health centres) are exceptionally good sources of secondary data which could not be replicated by primary data collection without prohibitive expense.

#### Distinction between Primary and Secondary Data

The critical distinction between the 2 types of data is that primary data is collected by WFP or someone who WFP has hired specifically for the purpose for which the data are required. Secondary data have been, or will be, collected for another primary purpose (e.g. all secondary data were or are primary data for another study), but may be used for “secondary” purposes related to M&E in WFP operations. Note that both primary and secondary data sources can yield quantitative or qualitative data.

### Appropriate Uses of Primary and Secondary Data

The collection of M&E data, both primary and secondary, must focus almost exclusively on the indicators and assumptions identified at each level in the logical framework for the operation.

#### Secondary Data

The use of secondary data represents tremendous cost and time savings to the country office, and every effort should be made to establish what secondary data exist and to assess whether or not they may be used for the M&E of WFP operations. Primary data is often collected unnecessarily and at great expense simply because monitors or evaluators had not been aware that the data were already available. It is critical to invest the initial time and resources to investigate what data exist, what data collection exercises are planned for the future, and how relevant the existing data are for the M&E of WFP operations.

## **Primary Data**

However, primary data collection is sometimes warranted. Although a review of secondary data sources should precede any primary data collection, existing data do not always provide the appropriate indicators or the appropriate disaggregation of indicators needed to monitor and evaluate WFP operations effectively. Even secondary data that provides the appropriate indicators and disaggregation of indicators may not be useful if the data is out of date and the situation is likely to have changed since they were collected. This varies greatly according to the indicator for which the data is being collected and its volatility. For example, school enrolment data that is 1 year old may suffice for establishing baseline conditions prior to a school feeding programme, but acute nutritional data (wasting) that is only a month old may no longer represent an accurate estimate of current conditions for that indicator.

## **Importance of Documenting Data Collection Methods**

Clear documentation of the methods to be used to collect primary and secondary data must be developed during the planning stage of an operation. As data is collected, any variations from the planned data collection methods must also be documented. This ensures that data is collected in the same way at different points in time and by different people. This is critical for ensuring that the data is comparable, and improves the accuracy of assessing the changes over time associated with a WFP operation.

## **An Example of using Secondary Data in Development**

The most common practice is to use a combination of primary and secondary data to complement each other. School feeding programmes will draw extensively on school records to meet M&E data needs. Although teachers keep records of attendance and enrolment primarily for purposes other than reporting to WFP, this information fits well with the data needed by WFP in order to assess the outcomes and impacts of a school feeding operation, and is therefore an ideal secondary data source.

## **An Example of a Secondary Data Source for Emergency Operations (EMOPs)**

During the early stages of an emergency, the data gathered by the emergency food needs assessment (EFNA) should satisfy most of the immediate criteria for baseline data. Efforts should focus on ensuring that the data is reliable and representative. This exemplifies how data collected for 1 purpose can be used to serve another in a cost-effective way. This is especially true in the case of using assessment data for M&E purposes during EMOPs and PRROs.

## **An Error to avoid**

A common error when using secondary data sources or collecting primary data is to collect too many data. This results from data collectors' tendency to collect all the data that is related to their own topics of interest rather than focusing on the specific data that is required for M&E. This often leads to a reduced amount of time available for data analysis and, ultimately, dilutes the value of the information produced.

## Assessing WFP and Partners' M&E Capacities for EMOPs and PRROs

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**Introduction.** This section explains why and when it is important to review existing M&E capacities. It lists steps to be followed to complete an assessment of WFP and partners' M&E capacities including, if required, developing a plan to address the constraints identified.

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### Why is Assessment of WFP's and Partners' M&E Capacities needed and when should it be done?

For all operations the assessment of WFP's, government's and other implementing partners' M&E capacities ensures that the M&E Plan is feasible and built upon organisational structures and human and financial resources already in place or foreseen.

#### **This assessment and reassessment takes place:**

- At design stages.
- During the course of drawing up operational plans and other agreements with partners.
- At regular intervals (usually annually) during implementation.

### Steps in Assessing M&E Capacities of WFP, Government, and Implementing Partners

#### **Step 1 – Develop a checklist defining key issues.**

Develop a checklist of the questions that you need to answer to assess the capacity of WFP, government and other implementing partners to perform their expected M&E functions. The following questions can be used as a guide.

1. Is there a unit or a set of individuals assigned with M&E responsibilities?
  - If yes, how many staff and what are their current responsibilities for data collection, processing, analysis and report preparation?
  - If no, who will be assigned responsibility for conducting and undertaking monitoring functions?
  - What skills and experiences do existing staff have?
  - What staff skills and knowledge are expected to be required in the future?
2. What are the resources currently available and planned for the M&E unit or responsible staff? Take into account items such as vehicles, computers (hardware and software) as well as recurrent funding for operations.
3. Are there any established procedures for the following M&E functions:  
Specifying targets related to the operations outputs and outcomes in planning documents.
  - Conducting regular and ad hoc surveys, and reporting and disseminating findings.
  - Linking M&E costs to government, implementing partner and WFP annual budget processes.
  - Using M&E information annual reports and other advocacy publications prepared by government, WFP, implementing partner or by other agencies such as UNDP, OCHA, other UN agencies or donors.
4. How has the M&E unit or responsible staff performed in the past with regard to M&E tasks of previous phases of the operation or other similar work?
5. What kind of problems has the M&E unit or responsible staff experienced in the past?
  - What has the unit or organisation done to overcome these problems?
  - Are the problems solved?

- If not, why not?
6. In an emergency situation the following additional questions need to be addressed:
- How has previous M&E capacity been affected by the crisis itself? Are data readily available?
  - How might capacity and performance be impacted indirectly by the additional demands now placed on the organisation as a whole?
  - What possibilities are there for certain M&E functions to be undertaken by locally established NGOs, and what are the capacities of those available?
  - What factors in the environment will make the collection and regular reporting of information difficult? What can be done (and by whom) to overcome those difficulties?
  - What support would be needed to enable M&E activities to be undertaken? – What transport is available? Will more transport be needed? What training must be organised? What office supplies must be provided?

### **Step 2 - Decide on how you want to collect and analyse the data required from WFP, government and other implementing partners.**

Depending on the time and resources available you may choose:

- To interview key informants in WFP government and implementing partners.
- To conduct a workshop with a group of stakeholders.
- To undertake a capacity assessment study conducted by an external consultant.

### **Step 3 - Inform WFP, government and partner managers about why the capacity assessment is being conducted and proceed to collect data as planned.**

Explain to WFP, government and partner managers the purpose and approach to be used in undertaking the capacity assessment. Gather and record the data.

### **Step 4 – Analyse and consolidate data collected.**

Together with at least 1 member of each of the major stakeholders (WFP, government and partners), organise and consolidate the data in the following categories:

**Strengths** defined as existing internal assets (management, staff capacity/motivation, knowledge, resources, partnerships, organisational structure, etc) that help to exploit and use the monitoring opportunities.

**Weaknesses** defined as existing internal conditions that tend to function as obstacles for effective monitoring.

**Opportunities** defined as attractive areas and possibilities for co-operating on monitoring.

**Threats** defined as challenges posed by unfavorable developments in the environment that may lead to a decreased monitoring capacity.

### **Step 5 - Review the mutually agreed/envisaged M&E Plan or Logical Framework and confirm the feasibility of the assigned responsibilities for WFP, government and partners. Suggest possible solutions to identified problems.**

Together with at least 1 member of each of the major stakeholders (WFP, government and partners) ensure that the envisaged M&E Plan responsibilities are assigned to stakeholders in ways that build on the strengths and opportunities and minimise major weaknesses and threats identified. You need to be very pragmatic as to what is feasible given the budget and human resources available. Assuming that an M&E Plan exists, based on the conclusions, you may wish to update it with the new information.

You may find solutions to some of the identified problems that involve investment in training, development of monitoring formats, buying office equipment or others. Make sure that the solutions identified are realistic, cost-efficient, relevant and feasible given the existing time and resources.

**Step 6 –If required, prepare an M&E capacity building plan.**

The M&E capacity building plan should outline:

- What are the problems, and how and when they are to be addressed?
- Who will be responsible?
- Budget.

Before you implement the M&E capacity building plan make sure that WFP and partner managers endorse it.

## Assigning M&E Roles and Responsibilities in EMOPs and PRROs

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**Introduction.** Assigning M&E roles and responsibilities to WFP, government and implementing partners is essential in preparing an M&E Plan. WFP, government and implementing partner staff have roles and responsibilities that vary according to type of operation. The organisation directly implementing the operation undertakes the majority of the M&E roles and responsibilities. Only in some special circumstances, usually EMOPs, does WFP directly assume an implementation role. M&E roles and responsibilities of different categories of staff, according to the WFP's generic job profiles, are given as an example of how tasks are allocated within the organisation. Examples of monitoring roles of WFP, Government, NGO and UN Partners in EMOPs and PRROs are also presented. WFP has concluded Global Memoranda of Understanding (MOUs) with major UN and NGO partners that provide guidance on M&E responsibilities for each party and are described in brief as examples.

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### How are M&E Roles and Responsibilities shared between WFP, Government and Partners?

WFP, government and implementing partners jointly participate in the design as well as the implementation of the M&E strategy. Whichever organisation has the main implementation responsibility has direct responsibility for functions related to monitoring, evaluating and reporting on progress and achievement. WFP, however, for all operations has the following responsibilities:

- A. analysing reports to ensure that operation objectives are being met,
- B. working together with partners to ensure that corrective action is taken when required, and,
- C. collecting independent field level information, following the M&E strategy, to crosscheck partners' findings.

### Guidelines for assigning M&E Roles and Responsibilities to Government Departments and Implementing Partners

#### Monitoring and Reporting

Where a government department implements an WFP-assisted project or relief operation, that department has direct responsibility for monitoring and reporting on progress and achievements. The government must collect, analyse and report on basic data such as food distribution, numbers of beneficiaries, plus data on agreed key indicators, and any additional activities that have been undertaken (e.g. training).

Implementing partners, such as non-governmental agencies (NGOs), implementing emergency and relief operations directly under WFP's guidance, undertake all monitoring and reporting functions and submit reports to WFP and other agencies, including the relevant government authority.

#### Feedback and Follow-up Action

Together with WFP, government and implementing partners participate in:

Quarterly progress review meetings to review output progress (planned versus actual), beneficiary contact monitoring findings and early evidence of outcome achievement and to act on improvement proposals, and

Semi-annual or annual Country Office Report meetings/workshops to review output progress

(planned versus actual), beneficiary contact monitoring findings and early evidence of outcome and to formally agree to concrete action to be taken.

## **Evaluation**

The government and implementing partners are important stakeholders in any evaluation and as such should be involved in the entire evaluation process. Governments, in countries where evaluations of Country Programmes are undertaken, may assign an observer to join evaluation teams and should receive a full briefing and debriefing.

## **Agreements**

Standard Memorandum of Understanding, letters of agreement and operational contracts between WFP, government and implementing partners are adapted for each operation to clearly reflect the assignment of monitoring, evaluation and reporting roles and responsibilities.

## **Guidelines for assigning M&E Roles and Responsibilities to Beneficiaries**

Obtaining and demonstrating results is important to beneficiaries. It is therefore good practice for beneficiaries to participate in the design and implementation of the monitoring and evaluation system through design workshops, annual review meetings and self-evaluations whenever possible.

## **Guidelines for assigning M&E Roles and Responsibilities to the WFP Country Office**

### **Monitoring and Reporting**

Country Offices are responsible for monitoring and reporting on the progress, performance and achievements of operations and programmes as well as the handling and use of WFP supplied commodities.

For development operations, where the government is the prime implementing organisation, the WFP country office must ensure that the relevant periodic progress reports (e.g. quarterly project report [QPR], project implementation report [PIR]) are adequately prepared, drawing on reports from government staff. In this case the country office must monitor the performance of the implementing partner and continuously gauge the reliability and quality of the reports submitted. When deemed necessary, WFP will support the capacity building of key government departments when the monitoring and reporting systems are not meeting minimum standards.

In emergencies or for PRROs, WFP or an NGO partner may have the main implementing role. WFP and the partner (or both) should collect, analyse and report on basic data such as food distribution, numbers of beneficiaries, plus data on agreed key indicators, and any additional activities that have been undertaken, such as improving capacity through provision of training or equipment.

Field visits are an essential monitoring tool for WFP staff, providing the necessary close contact between the Country Office and its beneficiaries. Field visits can serve a number of interdependent purposes:

- To gauge progress towards achieving the operation's objectives.
- To determine beneficiaries' perceptions and reactions to activities and food aid.
- To assess ownership and utilisation of assets created, and to identify any negative effects.
- To assess the quantity and quality of work undertaken, and the appropriateness of other activities.
- To make physical checks of commodity stocks, distribution and work or feeding activities.
- To help managers identify problems and make decisions to overcome them.

- To establish productive relationships with government, implementing partners.
- To ensure that men and women beneficiaries are fully involved in implementation and monitoring of the operation.

### **Feedback and Follow-up Action**

The WFP Country Office, government and implementing partners participate in:

Quarterly progress review meetings to review output progress (planned versus actual), beneficiary contact monitoring findings and early evidence of outcome achievement and to act on improvement proposals, and

Semi-annual or annual meetings/workshops to review output progress (planned versus actual), beneficiary contact monitoring findings and early evidence of outcome and to formally agree to concrete action to be taken.

The performance information obtained is used by the Country Office to inform their regular strategic planning and programming exercises.

The Country Office may share information regularly with donors to keep them abreast of the progress and performance of WFP's programmes.

### **Evaluation**

For evaluations (self or by external consultants) which they manage, Country Offices are fully responsible for all stages of the evaluation.

In the case of OEDE-managed evaluations, the Country Office is expected to support the evaluation by ensuring that staff allocate the necessary time and provide information relevant to the exercise.

### **Agreements**

Standard memorandum of understanding, letters of agreement and operational contracts between WFP, government and implementing partners are adapted for each operation to clearly reflect the allocation of all monitoring, evaluation and reporting responsibilities.

## **Guidelines for assigning M&E Roles and Responsibilities to WFP Regional Bureaux**

### **Monitoring and Reporting**

The Regional Bureaux require accurate performance information that can be analysed regionally and subsequently fed into corporate results reporting. To assist Country Offices in designing and implementing the monitoring and evaluation system, Regional Bureaux staff provide technical guidance, good practice sharing and organise relevant training.

Regional Bureaux systematically collect and analyse the emerging results and issues reflected in monitoring or evaluation reports from country offices and provide direct feedback on their findings to country offices. This performance information is used by the Bureaux to inform their regular strategic planning and programming exercises.

### **Evaluation**

In the case of OEDE-managed evaluations, the Regional Bureau supports the evaluation by ensuring that staff allocate the necessary time and provide information relevant to the exercise.

## An Example of M&E Roles and Responsibilities for WFP Staff in Country Offices according to Generic Job Profiles

WFP Generic Job Profile Titles	M&E Roles and Responsibilities
<b>Country Director</b> <b>Deputy Country Director</b>	As decision-makers, together with the government and partners, they ensure the effective management of WFP-assisted operations. They monitor the national food security situation and take the lead in providing food aid information to a wide audience.
<b>Programme Advisor</b> <b>Programme Officer P2-3-4-5</b> <b>Programme Officer NO A-B-C</b>	International professionals and National Officers participate in all types of WFP field operations. Programme Advisors carry out supervision work in larger operations. <ul style="list-style-type: none"> <li>● They assess the need for food in emergency and refugee/displaced person and other protracted relief situations and in development contexts; draw up plans for emergency and PRROs and Country Programmes/Activities in co-ordination with government and other partners, and monitor the implementation of these plans.</li> <li>● They liaise with project implementing authorities and undertake visits to view project outputs and outcomes and interact directly with beneficiaries, to inspect storage places and points where WFP commodities are received and distributed in the country, in order to ensure that progress is made in the achievement of project objectives.</li> <li>● They prepare reports and undertake regular review meetings with stakeholders.</li> <li>● They organise and participate in self-evaluation and external evaluation.</li> </ul>
<b>Programme Assistant</b> <b>Programme Clerk</b>	Locally recruited general service staff. They are mainly found in development operations. <ul style="list-style-type: none"> <li>● They undertake field data collection and reporting work. In some countries, they might do project management, as Programme Officers.</li> </ul>
<b>Field Monitor</b> <b>Field Officer</b>	Locally recruited general service staff. They are mainly found in development operations. <ul style="list-style-type: none"> <li>● They do most fieldwork, mainly data collection to allow comparative, quantitative and qualitative analyses to be carried out for inputs, outputs and outcomes.</li> <li>● They prepare field visit reports recommending corrective actions. They cooperate with implementing partners.</li> </ul>
<b>Reports Officer</b>	Reports officers are employed mainly in large emergency operations. They are either international or locally recruited national staff, depending on the circumstances. <ul style="list-style-type: none"> <li>● They are responsible for compiling weekly/biweekly reports with information collected at local level. The reports are sent to the Regional Bureau and HQ for collation and dissemination.</li> </ul>

## Examples of Monitoring Roles of WFP, Government, NGO and UN Partners in EMOPs and PRROs

Situation	Role of WFP	Roles of Government or NGO Partners	Roles of Main UN Partners
<p><b>Slow and quick onset emergencies and protracted relief operations</b></p>	<ul style="list-style-type: none"> <li>● Receives and analyses reports from partners and undertakes field visits on a regular and/ or spot-check basis</li> <li>● Helps identify and, where possible, resolves any problems.</li> </ul>	<ul style="list-style-type: none"> <li>● Organise and report on distributions and other activities.</li> <li>● Set up information systems to provide socio-economic and nutritional data.</li> </ul>	<ul style="list-style-type: none"> <li>● UNICEF and WFP will collaborate in establishing routine monitoring mechanisms and in making periodic re-assessments.</li> </ul>
<p><b>In some conflict situations - complex emergencies</b></p>	<ul style="list-style-type: none"> <li>● Organises distributions, usually with and through local committees or community-based organisations.</li> <li>● Field staff prepare distribution reports and 'monitoring team leaders' scrutinise reports and undertake supervisory field visits.</li> </ul>	<ul style="list-style-type: none"> <li>● In some extreme cases government and NGO partners' roles are very minor.</li> <li>● Organise and report on distributions and other activities.</li> </ul>	<ul style="list-style-type: none"> <li>● Humanitarian coordination is usually undertaken by either UNDP or OCHA.</li> </ul>
<p><b>In refugee operations</b></p>	<ul style="list-style-type: none"> <li>● Monitoring is planned and undertaken jointly by WFP and UNHCR.</li> </ul>	<ul style="list-style-type: none"> <li>● Organise and report on distributions and other activities.</li> </ul>	<ul style="list-style-type: none"> <li>● UNHCR manages entire refugee operation and monitors a wide range of services from protection to health, education and sanitation.</li> </ul>

## Examples of Global MOUs concerning M&E in EMOPS and PRROs

WFP has concluded Global Memoranda of Understanding (MOUs) with major UN and NGO partners that provide guidance on M&E responsibilities for each party.

WFP/UNHCR Memorandum of Understanding	WFP/UNICEF Memorandum of Understanding	Standard MOU on Collaborative Working Arrangements between an NGO and WFP
<p>7.1 UNHCR and WFP are both responsible for operational reporting and ongoing monitoring. They will establish an effective monitoring and reporting system for each operation,... with special attention given to gender-specific quantitative and qualitative data on the socio-economic status of beneficiaries. The agreed-upon distribution of responsibilities for monitoring activities will be specified in the Joint Plan of Action.... The responsibilities of the government or any other implementing partner entrusted with the distribution of WFP food will be set out in the tripartite agreement in a manner that allows effective programme management and meets WFP's and UNHCR's responsibilities to donors. This agreement will require the partner entrusted with distribution to report directly to both WFP and UNHCR on the distribution and use of WFP food. UNHCR and WFP field staff will undertake periodic joint monitoring activities at the food distribution sites (which includes food basket monitoring activities) and at the household level (which includes post-distribution monitoring of the end use of the distributed commodities). The capacity of refugees and local communities to contribute to monitoring and evaluation of projects should be taken into account....</p> <p>7.3. The evaluation services of UNHCR and WFP will organise joint evaluations as appropriate, taking into account the scale and complexity of operations covered by the MOU. When an evaluation of a joint operation is organised by one organisation, the other shall be informed and invited to participate.</p>	<p><b>5.1.6 UNICEF and WFP will collaborate in establishing routine monitoring mechanisms and in making periodic re-assessments, paying particular attention to monitoring:</b></p> <ul style="list-style-type: none"> <li>● <b>the effectiveness of inputs of the 2 organisations, complementarity and unmet needs;</b></li> <li>● <b>changes in nutritional status and household food security.</b></li> </ul> <p>5.1.7 Results of the monitoring and evaluation of programme implementation will be used to propose improved approaches to maximise their effectiveness in achieving agreed objectives.</p> <p><b>5.1.8 In the initial assessment, reassessment and routine monitoring, WFP will take the lead in assessing overall food needs and logistics. UNICEF will take the lead in assessing prevalence of malnutrition, the special needs of young children and women, including the need for care and facilities for food preparation, and the needs for fuel, water, sanitation, health care, education and other social services.</b> The 2 organisations will establish mechanisms for the sharing of all assessment information.</p>	<p><b>21. WFP is responsible for tracking the commodity supply pipeline, detecting possible shortfalls,</b> and taking appropriate action to assure that there are no breaks to the best of its ability, given prevailing security conditions and available funding. This includes timely delivery to extended delivery points and keeping NGO informed of the status of the pipeline.</p> <p>22. As a part of its normal reporting to WFP, the <b>NGO...will set up an information system to provide socio-economic and nutritional data to WFP. This includes identifying vulnerability indicators and monitoring of development uses of food aid.</b> Whenever possible, data should be de-segregated by gender, in particular:</p> <ul style="list-style-type: none"> <li>● <b>the percentage share that women receive of total food aid distributed;-</b></li> <li>● <b>women's share of resources by category of activity; and</b></li> <li>● <b>the percentage of women's involvement in planning and management of food aid distribution.</b></li> </ul>

## How to complete an M&E Plan Matrix

**Introduction.** This section describes how to prepare an M&E Plan Matrix, 1 of the main documents explaining the M&E Strategy for an operation. This matrix is a summary of M&E related information, setting out detailed responsibilities for data collection.

### The M&E Plan Matrix

The table or matrix below is useful for clearly identifying what data is needed, the source of the data, how often it will be collected, by whom it will be collected, what methods will be used in collection, and finally in which reports and forums the data will be presented. The matrix is critical for establishing clear roles and responsibilities of WFP and partners. It builds upon the information already contained in the logical framework and develops assumptions by identifying relevant indicators and ensuring that the related data is collected, analysed and used.

Logframe Element	Indicators (including targets)	Means of Verification				Use of Information	
		Data Source	Frequency & Cost of Collection	Responsiibility for Collection	Collection Method	Reporting	Presentation
Impact							
Assumptions							
Outcome							
Assumptions							
Outputs							
Assumptions							
Activities							
Assumptions							
Inputs							

## An M&E Plan for a Community Forestry Project

Achievement of Activity Impact							
Information Requirements	Indicators	Means of Verification				Use of Information	
		Data Source	Frequency & Cost of Collection	Responsibility for Collection	Collection Method	Reporting	Presentation
<b>Impact</b> - Enable households which depend on degraded natural resources for their food security to make a shift to more sustainable livelihoods	Incidence & degree of food insecurity among households in districts with degraded natural resources	VAM reports	Before and after completion	VAM Officer, WFP Country Office	VAM Mapping tools	VAM Reports	At CP evaluation workshop

Achievement of Activity Outcome							
Information Requirements	Indicators	Means of Verification				Use of Information	
		Data Source	Frequency & Cost of Collection	Responsibility for Collection	Collection Method	Reporting	Presentation
<b>Outcome</b> - Increase incomes and food security of target population at risk	Changes in income by households or household members	Baseline study & follow-up study in participating & control villages	Before, and at completion	WFP Country Office	Sample survey	Baseline report Terminal Country Office Report (COR)	At inception workshop & terminal COR workshop
	Amount of forest products harvested per household						
	Leading Indicators: <ul style="list-style-type: none"> <li>Number households receiving income or food from protected land</li> <li>Beneficiaries (men &amp; women) perceptions of costs &amp; benefits of scheme</li> </ul>	Regular field visits Mini survey at mid-term Site survey of area protected	Six-monthly At mid-term	WFP Country Office, in collaboration with implementing partner	Field visit and sample survey	Mid-term management review report	At mid-term management review workshop

Achievement of Activity Outcome							
<b>Assumptions</b> – Encroachment by non-participating households can be controlled	Number of encroachments, and extent of damage		Annual	Implementing partner. Community Forestry Officer (CFO)	Visual observation during field visits	Annual Report	At annual review meeting
Delivery of Activity Outputs							
Information Requirements	Indicators	Means of Verification				Use of information	
		Data Source	Frequency of Collection	Responsibility for Collection	Collection Method	Reporting	Presentation
<b>Output 1</b> – Increase in incomes and food security of target population at risk	Area of land developed or protected	Site survey of area protected & survival survey of seedlings planted	Annual	Implementing partner, Community Forestry Officer (CFO)	Visual observation during field visits	Annual Report Terminal COR	At annual review meeting & Terminal COR workshop
<b>Assumptions</b> - Market prices for fruit tree crops remain stable	Local market prices for fruit tree crops	Market Survey	Seasonal	Village food distribution committees	Recording of prices observed in sample of markets	Annual Report	
<b>Output 2</b> – Target population fed	No. of people who have received WFP supplied food by gender and age group	Food distribution sheets	Monthly	Village food distribution committees, implementing partner, CDO	Compilation from food distribution sheets	Monthly report, Quarterly Progress Report (QPR), Progress Implementation Report (PIR)	At quarterly progress review meeting
<b>Assumptions</b> – etc.	Etc.	Etc.	Etc.	Etc.	Etc.	Etc.	
<b>Output 3</b> – Community groups formed and active in managing forested lands	No. of community groups formed and active	Village committee records	Quarterly	Implementing partner Community Development Workers (CDWs)	Compilation from village committee records	QPR, PIR	At quarterly progress review meeting
	Representation and involvement in Committees by gender	Village committee records	Quarterly	Implementing partner CDWs	Compilation from village committee records	QPR, PIR	
		Village committee survey	Six-monthly	Implementing partner CDO	Focus group discussions	PIR	
	No. of plans prepared and adopted	<ul style="list-style-type: none"> <li>● Plans submitted</li> <li>● Site verification</li> </ul>	Quarterly	Implementing partner CFO	Count of plans submitted & field visits to verify	QPR	
<b>Assumptions</b> – etc.	Etc.	Etc.	Etc.	Etc.	Etc.	Etc.	

## Stages for completing the M&E Plan Matrix

The following stages illustrate the process to be undertaken in completing the matrix. In some cases it is simply a matter of copying information that is available in the logical framework. In other cases, some research, discussion and agreement with key stakeholders will need to be undertaken prior to inserting the information.

Stage	Information to be Included in each Column of the Matrix
1. Logframe Element	<ul style="list-style-type: none"> <li>Enter in Column 1 the main statements contained in the logical framework for Impact, Outcome, Output, Activities, Inputs and Assumptions.</li> </ul>
2. Indicators	<ul style="list-style-type: none"> <li>Enter in Column 2 the main indicators – For Impact, Outcome and Outputs, the indicators contained in the operation logical framework should be inserted. The indicators must be specific, measurable, accurate, realistic and timely (SMART). Indicators may need to be developed, and added at this stage, in the case of the main assumptions. For inputs, the physical quantities and project financial costs should be inserted for the main cost categories – for example:               <ul style="list-style-type: none"> <li>for food items the projected quantities and cost of each commodity.</li> <li>for non-food items, the physical quantity and cost of each main item (eg equipment).</li> <li>for human resources, the projected staff time and cost.</li> </ul> </li> </ul>
3. Data source	<ul style="list-style-type: none"> <li>Enter in Column 3 the data source – the primary or secondary data source that will provide information about each indicator – eg. existing statistics or records; project accounts; nutrition survey; etc.</li> </ul>
4. Frequency of Collection and Cost	<ul style="list-style-type: none"> <li>Enter in Column 4 the frequency of collection and costs related to each indicator listed in Column 3. Specify how often primary data will be collected, or secondary data analysed (eg. quarterly, annually, at end of phase, etc.), and the budget required for each stage.</li> </ul>
5. Responsibility for Collection and Analysis	<ul style="list-style-type: none"> <li>Enter in Column 5 the organisation or unit or individual responsible for collecting and/or analysing the data.</li> </ul>
6. Collection Method	<ul style="list-style-type: none"> <li>Enter in Column 6 how the data is being collected (for example surveys or focus group meetings)</li> </ul>
7. Reporting	<ul style="list-style-type: none"> <li>Enter in Column 7 in which report(s) the information will be included (for example Quarterly Progress Report; Project Implementation Report, final evaluation etc.)</li> </ul>
8. Presentation	<ul style="list-style-type: none"> <li>Enter in Column 8 at which forums or meetings the information or report will be presented and discussed (eg. Quarterly management meetings; annual progress review workshop.)</li> </ul>
9. Review	<ul style="list-style-type: none"> <li>Review draft matrix with key stakeholders and revise it. Ensure that indicators can be measured at reasonable cost by existing means or by procedures to be developed by the operation. Ensure that responsibilities are clearly assigned. Check that Input, Activity and Output indicators are derived from management record-keeping and internal analysis.</li> </ul>

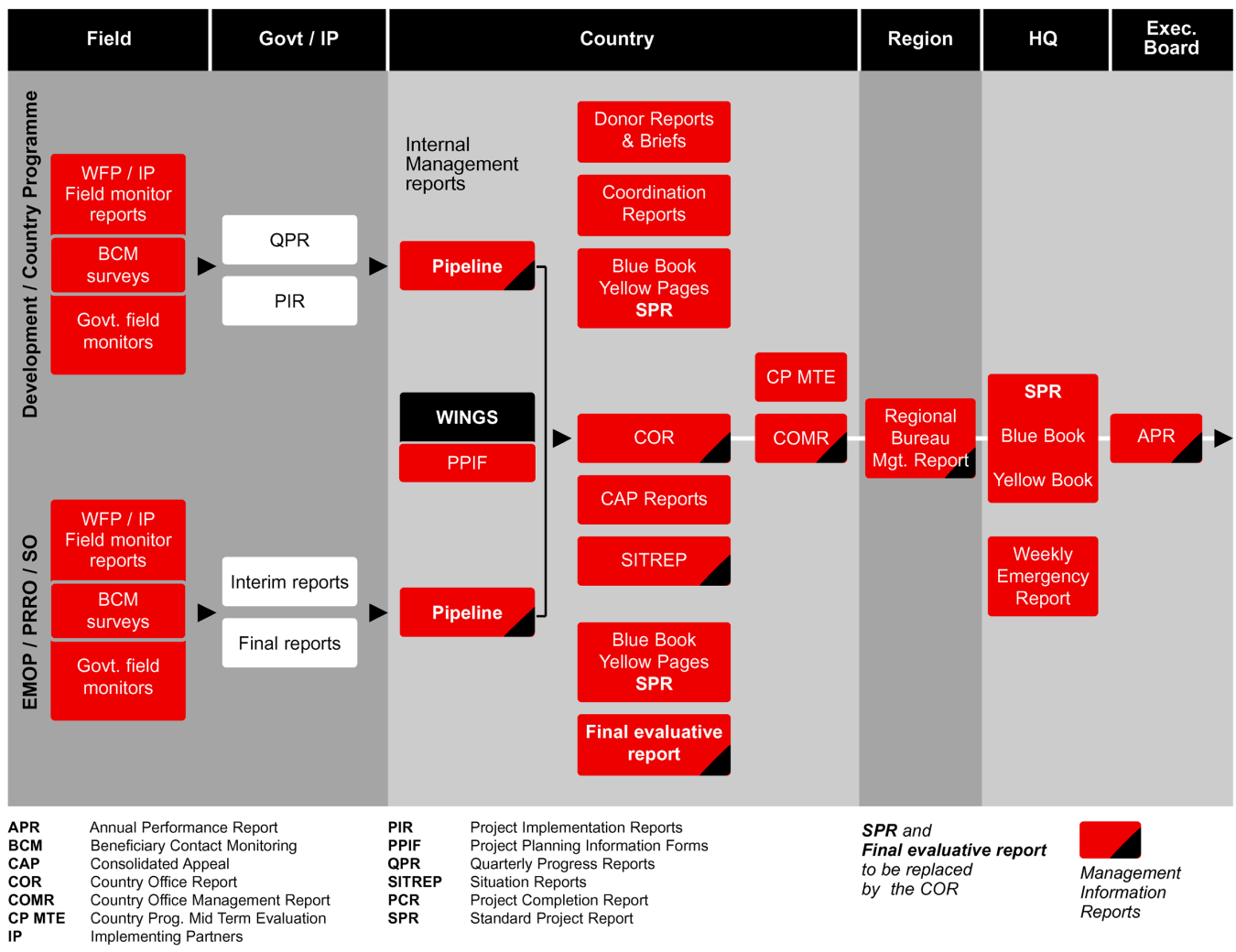
## Reporting Flows

**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



## Providing Feedback on M&E Reports

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**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.

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### 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 findings. 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 annual Country 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.

## Preparing the Budget and Identifying Sources of Funding for the M&E Strategy

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**Introduction.** This section describes what items need to be considered in preparing the budget for the M&E strategy as well as the main sources of funding. It gives examples of the types of items that are covered under the main funding sources within WFP. The M&E budget is important in determining the scope of and finalising a feasible operation M&E Plan and its related Annual Implementation Schedule and Budget.

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### Items to consider when preparing the M&E Budget

Data collection, processing, analysis and reporting, as well as capacity building and field support must be budgeted for in terms of time and resources. These costs will be incurred either by WFP, by government or by implementing partners, and must be included in the operation budget. The M&E budget is part of the overall operation budget. Ongoing monitoring expenses may already be built into staff time and expenditure budgets in the overall operation budget. In the case of Direct Support Costs there is a special column that allocates a portion or all of certain items to M&E as a Budget Plan Priority Area. Some items for special M&E events or activities, such as baseline surveys, may require resources and time allocation outside of day to day staff activities. These may include, but are not limited to, the use of consultants, the hiring of data collection or data entry staff, training, transportation for field visits, and supplies for field-work.

### 3 Main Sources of M&E Funds within WFP for Operations

1. **Direct Support Costs (DSC)**, which refer to all staff resources, equipment and services utilised by a WFP Country Office or Unit in direct support to operations.
2. **Other Direct Operational Costs (ODOC)**, which refer to all inputs (staff resources, non-food items or services) provided by WFP and utilised directly by beneficiaries, government or other implementing partners.
3. **Landside Transport Storage and Handling (LTSH)** for costs related to the distribution of food.

The planned M&E items are to be allocated to the appropriate source. DSC, ODOC and LTSH should be budgeted at design stage for the whole duration of the operation. Annual budgets are prepared based on the expected quantity of food to be delivered and its related DSC, ODOC and LTSH.

Additional sources of funding for M&E costs may also be available at country level by governments, donors, UN and NGOs partners. For instance a donor may be interested in funding a consultant for an evaluation of an operation. Special Grants provided to WFP by various donors can also be used for some M&E activities. (These Special Grants are described on WFPgo.)

## Examples of M&E Cost Items funded by WFP's 3 Main Operation Budget Sources

The following tables provide examples on how funds from each of these sources can be applied to M&E activities.

DSC Cost Categories	What could be funded?
<b>Staff &amp; Staff-Related Costs</b>	
● International Professional Staff	● M&E advisor, reports officer
● National Professional Officers	● M&E officer
● National GS staff	● Data entry clerks
● International consultants (incl. travel)	● Survey design (e.g. baseline), logical framework design, evaluator, data base development, M&E trainers
● National consultants (incl. Travel)	
● UNVs	● M&E officer
● Staff Duty Travel	● Monitoring field trips, baseline survey travel
● Staff Training & Development	● Workshop of training courses, self evaluation
<b>Recurring Expenses</b>	
● Office Supplies	● Office supplies and expenses, report printing
● UN Organisation Services	● Cash contribution for CCA, UNDAF M&E
<b>Equipment and Capital Costs</b>	
● Vehicles	● 4-wheel drive vehicles for monitoring
● TC/IT equipment	● PC, laptops, radios
● Furniture, tools and equipment	● Security items, desks etc.
<b>Cost Categories for ODOC</b>	
<b>Staff and staff-related Costs</b>	
● International Consultants (incl. travel)	● Survey design (e.g. baseline), logical framework design, evaluator
● National consultants (incl. travel)	● Database development, M&E trainers
● Temporary assistance	● Data entry for baseline survey
● UNVs	● M&E specialist working directly with Govt.
● Non-WFP Staff Training	● Consultants, participant travel for training, workshops, self-evaluation, PC, slide projectors
● Travel	● Travel cost for non-WFP staff (exc. Training)
<b>Equipment and Capital Costs</b>	
● Vehicles	● Motorbikes for field monitoring
● TC/IT equipment	● PC, laptops, radios

<b>Cost Categories for ODOC</b>	<b>What could be funded?</b>
● Other tools, material and equipment	● Furniture etc.

<b>Cost Categories for LTSH</b>	<b>What could be funded?</b>
Distribution Costs	Monitoring food distribution

## Module Summary

### **What has been covered in this module?**

The main concepts, elements and steps in designing an M&E strategy for EMOPs and PRROs are outlined in this module.

It is important to review this module at the planning and inception stages of new EMOPs or PRROs as it clarifies the link between the overall design of the operation and its M&E strategy. A number of useful tools and procedures to follow are introduced, and examples are given, to assist the reader to develop an M&E strategy that is linked to the design and is feasible in terms of both the capacity of WFP and its partners and the budget available.

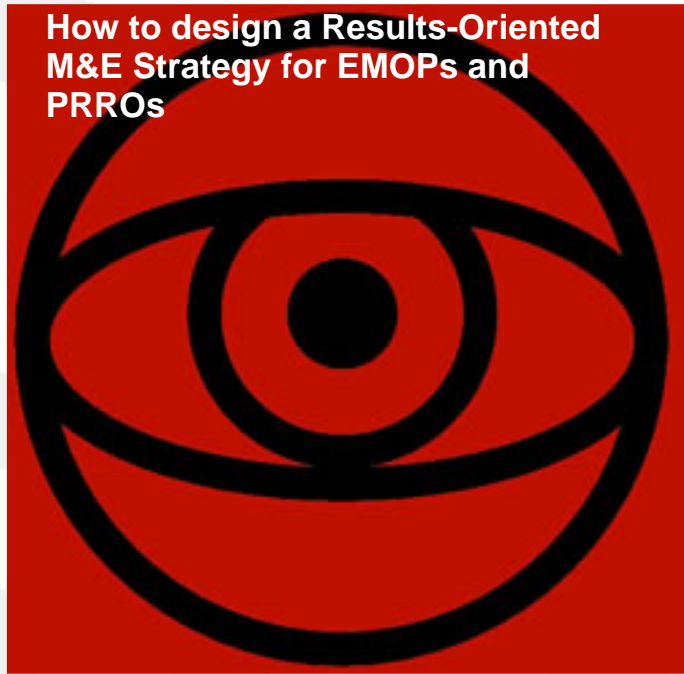
Following a review of the module readers should be able to develop the key elements and document the same for an M&E strategy related to a specific EMOP or PRRO.

### **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
- Reporting on M&E Data and Information for EMOPs and PRROs
- How to plan a Baseline Study
- How to Plan an Evaluation
- How to manage an Evaluation and disseminate its Results
- How to plan and undertake a Self-evaluation
- WFP Indicator Menu

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



**United Nations**  
World Food Programme  
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