



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 Development Programmes

Overview

Introduction. The purpose of this module is to describe how an M&E strategy for Development Programmes should be designed.

Why is this Module important?

At the planning and inception stages of development programmes (or operations) it is important to clarify the link between the overall design of the programme and its M&E strategy. The 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 both in terms of 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 the critical relationship between M&E and operation design and to explain what steps to follow to ensure that this link is clearly articulated.
- 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 and to develop a plan to address constraints.
- To assign M&E roles and responsibilities to WFP, government and implementing partners.
- 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

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

WFP staff with responsibilities for planning Development Programmes 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.

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What is an M&E Strategy

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.

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.

How to check the Link between the Operation Design and the M&E elements

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

The Standard Logical Framework Matrix and how it relates to M&E

The primary purpose of M&E is to measure the degree to which an operation design is implemented as planned and how successfully it 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 designers believe these outputs will, in turn, result in desired outcomes and impacts.

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, starting with the initial resources or inputs that are available, will bring about the desired results. When a results-based approach to design is used, the desired outcomes or impacts are identified first, then the outputs needed to achieve those outcomes, and then the inputs and activities needed to deliver those outputs.

The logical framework approach produces a matrix (see following page), which combines the concepts of results-based management (RBM), results-based operation design and M&E.

What the operation will do; what it seeks to achieve	How performance will be measured		Factors outside management control and that may affect project performance
Logical framework hierarchy	Performance indicators	Means of verification	Assumptions and risks
Impact	(Impact)		
The 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
Outcome	(Outcomes)		
The outcome of an operation; the changes in beneficiary behaviour, systems or institutional performance caused by the combined output strategy and key assumptions	Measures that describe the accomplishment of the outcome; the value, benefit and return on the investment	People, events, processes and sources of data for organising the operation's evaluation system	Risks regarding programme-level impact
Outputs			
The actual deliverables; what the operation can be held accountable for producing	Output indicators that measure the goods and services finally delivered by the operation	People, events, processes, sources of data – supervision and monitoring system for validating operation design	Risks regarding design effectiveness
Activities	Inputs/resources		
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 and efficiency

The main Contents of the Logical Framework Matrix

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

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

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

Column 3: This column specifies the source(s) of information or the means of verification for assessing the indicators.

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

How to check the Design Logic in a Logical Framework

To check the design logic of the logical framework, review and test the internal and external logic (columns 1 and 4, respectively) and the feasibility of the operation's logical framework. Test the logic beginning with inputs and move upwards towards the impact using an "if" (internal logic) "and" (external logic) "then" (internal logic at the next level) logic test. Where necessary, adjust the logical framework to overcome logic flaws or unfeasible/unlikely relationships among various levels of the logical framework hierarchy. If no logical framework exists for the operation, consult the Logical Framework Guidelines.

Specifically check that the following conditions hold:

- Inputs are necessary and sufficient for activities to take place
- Activities are necessary and sufficient for outputs that are of the quality and quantity specified and that will be delivered on time.
- 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 joint outcome of 1 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 that WFP wishes to see. Outputs are stated positively in terms of service/product delivery.
- The assumptions are stated positively as assumptions, rather than risks, and they have a very high probability of coming true.

How to check the M&E Elements in a Logical Framework

Check that the following conditions hold in the logical framework:

- Indicators for measuring inputs, activities, outputs, outcome and impact are specific, measurable, accurate, realistic and timely (SMART) (column 2).

- Beneficiary contact monitoring (BCM) indicators are identified for the purpose of tracking progress between outputs and outcomes and are noted at the 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) in the numerator and, where applicable, the denominator of each indicator are clearly defined such that there is no ambiguity in calculating the indicator.
- The means of verification for each indicator (column 3) are sufficiently documented, stating the source of the data needed to assess the indicator (be sure that sources of secondary data are in a useable form).

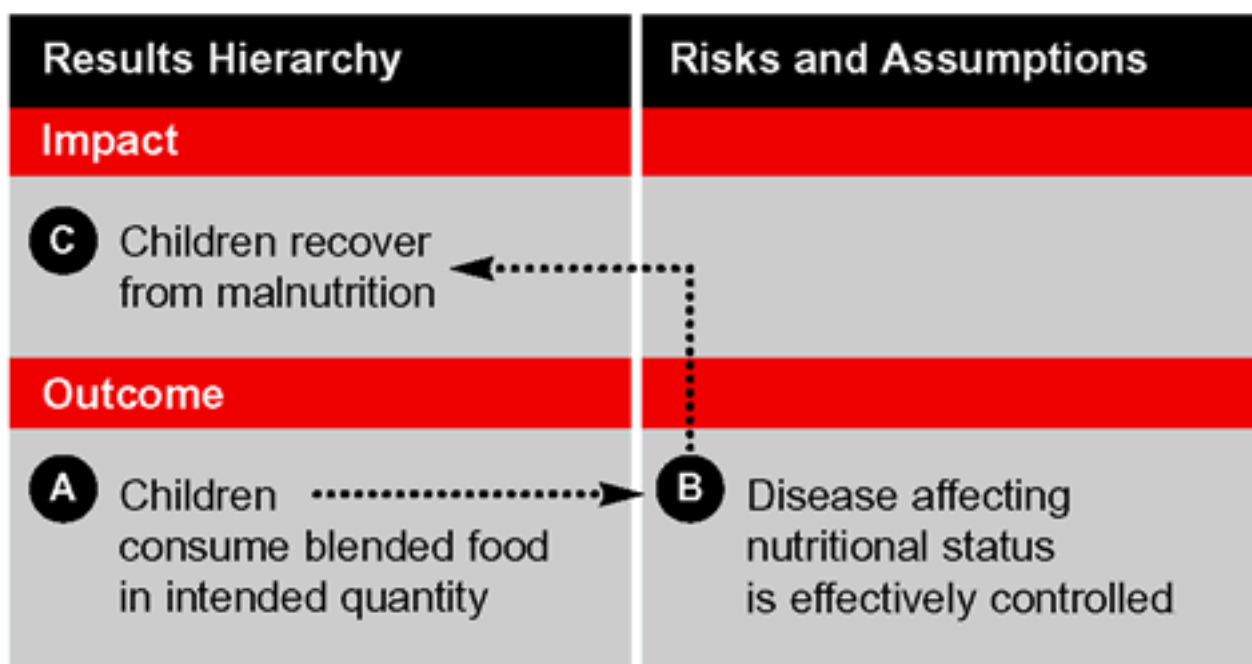
An Example of how to check the Design Logic in a Logical Framework

The following diagram is an example of testing the internal and external logic of a nutrition project's logical framework using the if-and-then logic test.

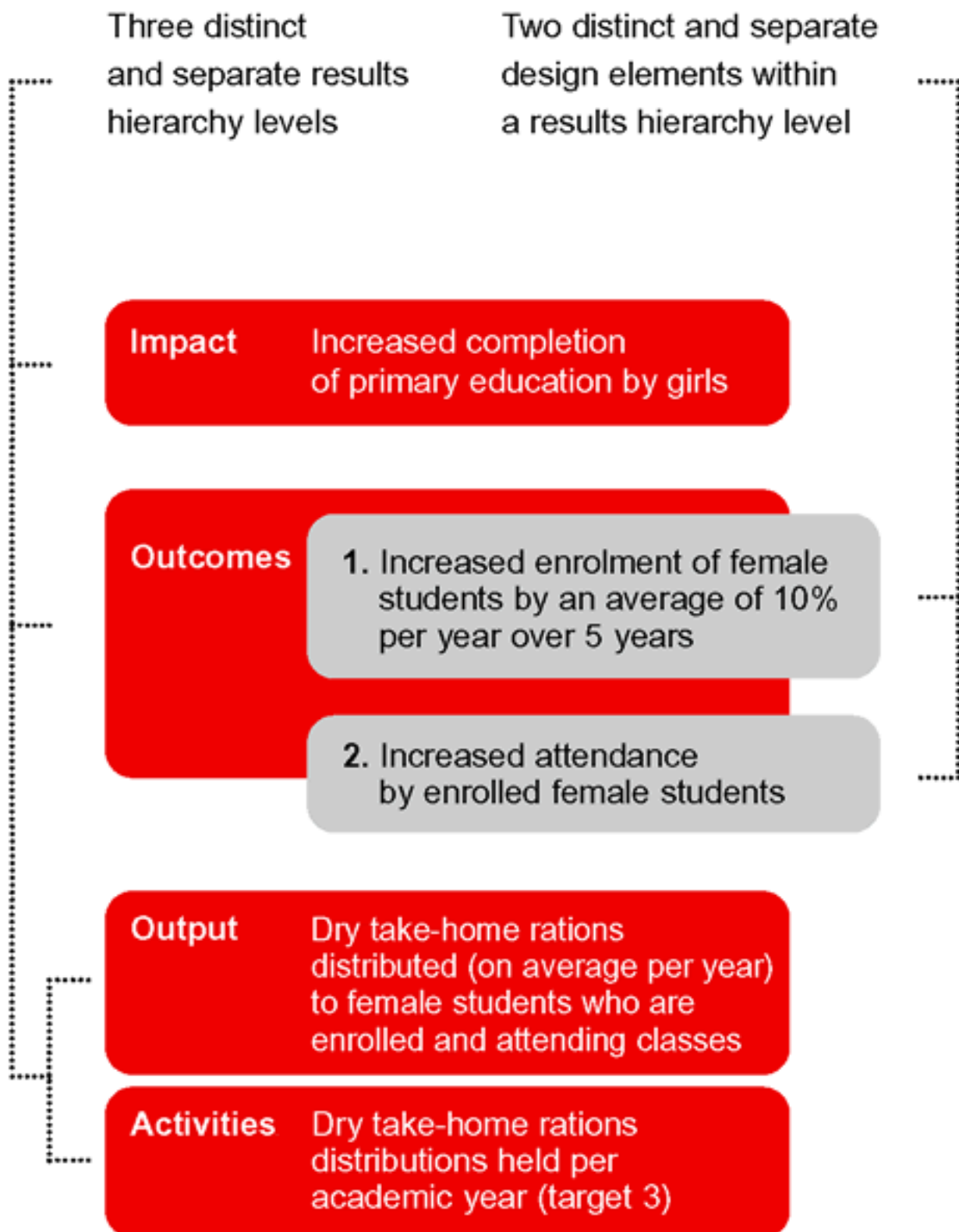
If we deliver the outputs through our planned activities and using the planned inputs, and our assumptions at the output, outcome and impact levels hold true, **then** the desired outcome will occur and lead to the desired impact.

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

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



An Example of Distinct and Separate Results Hierarchy Levels and Design Elements



An Example of SMART Indicators within Each Level of the Results Hierarchy

Once the design levels have been clarified and simplified, choosing SMART indicators is a relatively straightforward task. Note how each indicator is designed to measure the element in the corresponding row only.

	Results hierarchy	Performance indicators
Impact	Increased completion of primary education by girls	A. % of students dropping out between one grade and another by gender and grade (between grades) B. Numbers of girls completing grade 6 and grade 9
Outcome	Increased enrolment of female students by an average of 10% per year over 5 years	A. Number of girls enrolled at the beginning of each academic year
	Increased attendance by enrolled female students	A. % of girls absent for 3+ days/month
Output	Dry take-home rations distributed (on average per year) to female students who are enrolled and attending classes	A. Number of rations distributed to girl students per semester/per academic year

What is Beneficiary Contact Monitoring

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

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

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

Types of Data – Quantitative versus Qualitative

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

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

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.

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

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.

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 to 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 in 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?

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 minimize 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

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.

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:

- Analysing reports to ensure that operation objectives are being met,
- Working together with partners to ensure that corrective action is taken when required, and,
- 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 a 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 strategy 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,
- Determine beneficiaries' perceptions and reactions to activities and food aid,
- Assess ownership and utilisation of assets created, and to identify any negative effects,
- Assess the quantity and quality of work undertaken, and the appropriateness of other activities,
- Make physical checks of commodity stocks, distribution and work or feeding activities,
- Help managers identify problems and make decisions to overcome them,
- Establish productive relationships with government, implementing partners, and
- Ensure that men and women beneficiaries are fully involved in implementation and monitor-

ing 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 strategy, 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.

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

WFP Generic Job Profile Titles	M&E Roles and Responsibilities
Country Director Deputy Country Director	<p>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.</p>
Programme Advisor Programme Officer P2-3-4-5 Programme Officer NOA-B-C	<p>International professionals and National Officers participate in all types of WFP field operations. Programme Advisors carry out supervision work in larger operations.</p> <ul style="list-style-type: none"> ● 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. ● 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. ● They prepare reports and undertake regular review meetings with stakeholders. ● They organise and participate in self-evaluation and external evaluation.
Programme Assistant Programme Clerk	<p>Locally recruited general service staff. They are mainly found in development operations.</p> <ul style="list-style-type: none"> ● They undertake field data collection and reporting work. In some countries, they might do project management, as Programme Officers.
Field Monitor Field Officer	<p>Locally recruited staff both international and national they are mostly employed in EMOPs and PRROs. They are often assigned to field offices.</p> <ul style="list-style-type: none"> ● They do most fieldwork, mainly data collection to allow comparative, quantitative and qualitative analyses to be carried out for inputs, outputs and outcomes. ● They prepare field visit reports recommending corrective actions. They cooperate with implementing partners.
Reports Officer	<p>Reports officers are employed mainly in large emergency operations. They are either international or locally recruited national staff, depending on the circumstances.</p> <ul style="list-style-type: none"> ● 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.

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	Responsibility 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
Impact - 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
Outcome - 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"> Number households receiving income or food from protected land Beneficiaries (men & women) perceptions of costs & benefits of scheme 	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							
Assumptions – 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
Output 1 – 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
Assumptions - 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	
Output 2 – 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
Assumptions – etc.	Etc.	Etc.	Etc.	Etc.	Etc.	Etc.	
Output 3 – 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"> Plans submitted Site verification 	Quarterly	Implementing partner CFO	Count of plans submitted & field visits to verify	QPR	
Assumptions – 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"> Enter in Column 1 the main statements contained in the logical framework for Impact, Outcome, Output, Activities, Inputs and Assumptions.
2. Indicators	<ul style="list-style-type: none"> 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"> for food items the projected quantities and cost of each commodity. for non-food items, the physical quantity and cost of each main item (eg equipment). for human resources, the projected staff time and cost.
3. Data source	<ul style="list-style-type: none"> 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.
4. Frequency of Collection and Cost	<ul style="list-style-type: none"> 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.
5. Responsibility for Collection and Analysis	<ul style="list-style-type: none"> Enter in Column 5 the organisation or unit or individual responsible for collecting and/or analysing the data.
6. Collection Method	<ul style="list-style-type: none"> Enter in Column 6 how the data is being collected (for example surveys or focus group meetings)
7. Reporting	<ul style="list-style-type: none"> Enter in Column 7 in which report(s) the information will be included (for example Quarterly Progress Report; Project Implementation Report, final evaluation etc.)
8. Presentation	<ul style="list-style-type: none"> 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.)
9. Review	<ul style="list-style-type: none"> 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.

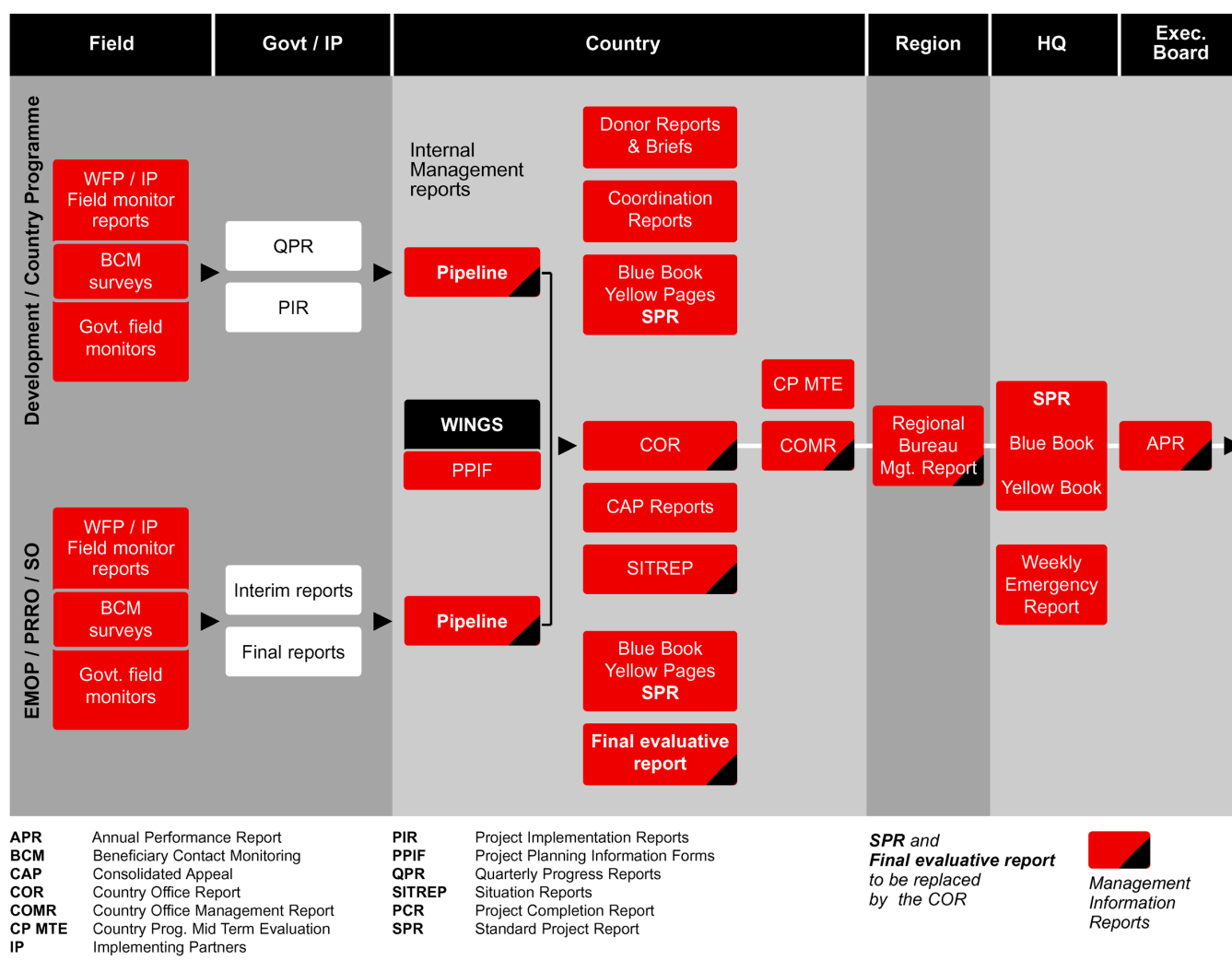
Reporting Flows

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

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

Guidelines for providing Feedback on Reports

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

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

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

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

- **Government/donor/UN briefing sessions** – To update key stakeholders on operation progress, performance, partnerships and critical assumptions as well as emerging results.
- **Quarterly progress review meetings** – To review output progress (planned versus actual), BCM findings and early evidence of outcome and to act on improvement proposals.
- **Semi-annual or 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

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.

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?
Staff & Staff-Related Costs	
● 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
Recurring Expenses	
● Office Supplies	● Office supplies and expenses, report printing
● UN Organisation Services	● Cash contribution for CCA, UNDAF M&E
Equipment and Capital Costs	
● Vehicles	● 4-wheel drive vehicles for monitoring
● TC/IT equipment	● PC, laptops, radios
● Furniture, tools and equipment	● Security items, desks etc.
Cost Categories for ODOC	What could be funded?
Staff and staff-related Costs	
● 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)
Equipment and Capital Costs	
● Vehicles	● Motorbikes for field monitoring
● TC/IT equipment	● PC, laptops, radios

Cost Categories for ODOC	What could be funded?
● Other tools, material and equipment	● Furniture etc.
Cost Categories for LTSH	What could be funded?
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 development programmes are outlined in this module.

It is important to review this module at the planning and inception stages of new development programmes as it clarifies the link between the overall design of the programme 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 both in terms of 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 development programme.

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 Development Programmes
- 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 Development Programmes



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