

PROGRAMME CYCLE MANAGEMENT TECHNICAL BRIEF

Monitoring & Reporting

Monitoring is the continuous review of programme implementation to confirm whether planned activities are on track to deliver the expected outputs and contribute to the expected outcomes. Reporting on corporate performance enables organizations to be more accountable towards the people it serves and those who provide funds.

UNHCR

UNHCR uses three main methods to collect data: document review, on-site monitoring and remote monitoring. At a minimum, all data collected by UNHCR will be disaggregated by age, sex, disability and other diversity considerations as appropriate.

Programmatic targets are developed and monitored as follows:

- **Comprehensive target (OP):** The result that an operation would like to achieve during the implementation period if all required resources are available (OP). The comprehensive target is set by each operation.
- **Prioritized target (OL):** The result that an operation is realistically expected to achieve during the implementation period given the existing resources available (OL). The prioritized target is set by each operation.
- **Result:** The actual achievement at a specific point in time (e.g. mid-year, year-end). The result is reported by each operation based on data collection, validation and analysis.

UNHCR's programmatic monitoring system is comprised of three elements for each operation:

- **Impact monitoring plan:** One plan at objective level that outlines data collection and validation for each impact indicator – *mandatory*.
- **Performance monitoring plan (PA):** One plan for each PA that outlines specific measures to monitor implementation of agreed activities at the output level – *mandatory*.
- **Performance monitoring plan (direct implementation):** One plan for all direct implementation that outlines specific measures to monitor implementation of agreed activities at the output level – *recommended*.

UNHCR monitors its **CBI interventions** through a household questionnaire which is used to collect information on household demographics, how cash assistance is utilized, risks and problems, markets and problems, expenditure, outcomes and accountability to affected persons.

WFP

- The primary function of Monitoring, as outlined in **WFP's Corporate Monitoring Strategy**, is to inform operational decision-making, including project design. On a secondary level, monitoring generates data for evaluative purposes and corporate reporting, as well as for further evidence-building at all organizational levels.

- Monitoring tracks the outcomes, outputs and processes of WFP's programmes. Collected data is disaggregated, where relevant, by gender, age, beneficiary category and, if appropriate, other socio-cultural characteristics. Among the variables that are measured are beneficiary satisfaction and WFP's accountability to affected populations. The findings are then reported regularly at Country Office level and annually at corporate level in the **Annual Performance Report**.
- **Performance Management Framework:** At CO level, performance management in WFP addresses the full sequence of the project cycle, including design, planning, implementation, monitoring, reporting, and review and evaluation. At corporate level, performance management rests on the **Corporate Results Framework (CRF)**, a performance framework that has two parts. The first part, referred to as the Management Results Framework (MRF), focuses on management and captures the efficiency of WFP's internal business processes, as executed by WFP staff at country office, regional bureau and Headquarter levels. The second part captures operational effectiveness and what WFP does.
- **Post distribution monitoring (PDM):** Data is collected at the household level as well as through group discussions and/or key informant interviews. Both outcome and process monitoring data can be collected during post distribution monitoring; in addition, data collected during PDM may include beneficiary perceptions on crosscutting indicators such as gender and protection/accountability to affected populations.
- Outcome PDM: which is mandatory, uses corporately set representative sampling and results are used for corporate reporting such as the Annual Country Report (ACR). PDM is the primary means for WFP to collect outcome data for food security and livelihood (FSL) indicators. A different outcome PDM tool is used for certain nutrition indicators as sampling parameters vary from those of FSL indicators.
- Process PDM: which is context specific, uses sampling parameters as set by the country office, which can include purposive sampling; results are meant for internal decision-making and performance measures. Objectives include the quantity/value, use, acceptability and quality of assistance provided. Beneficiary perceptions regarding targeting, choice of transfer modality (i.e., food, cash, and/or voucher) and the distributions process are also probed. Process PDM can also be combined with activity implementation monitoring.
- **Activity Implementation Monitoring (process):** direct observation and interviews with beneficiaries as well as WFP/partner staff at the activity site while the activity is being conducted; e.g., construction of a classroom, planting of a tree nursery, attendance in schools or clinics, etc.
- **Retail Monitoring (process):** includes shops participating in WFP cash-based transfers (CBT) and similar nearby shops that are not part of the WFP programmes. The results should be compiled and compared to identify areas where the WFP programme is impacting the market, implementation is not following the programme rules, price differentiation in and out of the WFP programme, and opportunities to improve the programme design and control mechanisms.
- **Distribution Monitoring (process):** direct observation and beneficiary contact monitoring during the distribution of food, cash and/or vouchers. Determining whether timely and orderly distributions are occurring is the key objective. Spot checks are made to verify the proper use of beneficiary lists, ration/token/identification cards, weights and scales, etc. Distribution sites are

inspected to ensure safety, cleanliness, availability of services (e.g., water, shade, etc.) and proximity to beneficiary households.

- **Basket Monitoring (process):** selection of a random number of beneficiaries at a distribution site to assess whether the entitlement provided is as planned; for in-kind food assistance, commodities are weighed, and results are compared with the planned ration and the family size on the beneficiary document (e.g., ration card). Basket monitoring is typically combined with DM.
- **Warehouse Monitoring (process):** Warehouse monitoring is used to verify the condition of the food storage areas. Observations should include site security, proper stacking methods, use of pallets or ground covers, ventilation, signs of infestation or water leakages as well as the general condition of stored food. Warehouse monitoring can be combined with distribution monitoring, if the storage areas are in or near the distribution site.

Reporting

UNHCR

- The main reporting milestones in the UNHCR operations management cycle have traditionally been in July (mid-year) and February (year-end). In addition, ad hoc reports, often related to donor earmarking, are prepared at various times during the year.
- The **year-end report (YER)** feeds into the **Global Report** that will be made available externally including to donors. The YER consists of (i) a narrative report that includes progress on achievement towards planned results; (ii) the Age, Gender and Diversity Accountability Report; (iii) the Code of Conduct Report; and (iv) an indicator progress report providing values as of 31 December for all impact and performance indicators (Multi Country/Country Offices only). Field and Headquarters do not submit a financial report at year-end; the necessary data is extracted at Headquarters for UNHCR's financial reporting.
- The **AGD Accountability Report** is incorporated into Focus (see PCM systems below) under the tab Age, gender and diversity at plan and PPG level. The report, which is an opportunity to highlight good practices and challenges in implementing the AGD approach and to report on results achieved in each area of engagement of the 2018 AGD policy, is mandatory for Multi Country/Country Offices, Regional Bureaus as well as Headquarters.
- The **Annual Statistical Report (ASR)** is the authoritative statistical report on refugees and others of concern to UNHCR during a particular calendar year, and should be submitted once a year, no later than 31 January following the reporting year.

WFP

- Reporting¹ is a key component of the cycle as it's where WFP demonstrates its accountability for its work. Each country office produces an **Annual Country Report (ACR)**, which links resources to results and assesses the progress against the country level strategic outcomes.

¹ <https://www.wfp.org/performance-management-accountability>

- The ACR consists of information on: i) the country context and operations; ii) financial overview and expenditures, iii) progress reports on each Strategic Outcome; iv) an indicator progress report; v) crosscutting results on gender, protection, AAP and environment.
- At corporate level, the organization reports on its performance through the **Annual Performance Report**, which provides details on WFP's achievements against its two main goals – zero hunger and partnering to achieve the SDGs – as well as management performance. The Annual Performance Report is approved by WFP's Executive Board and guides senior management decision making.

Tools & Resources

- **UNHCR Global Report:** <https://www.unhcr.org/uk/the-global-report.html>
- **UNHCR CBI PDM Household Survey**
- **WFP Corporate Results Framework (2017-21):**
<https://docs.wfp.org/api/documents/d727f05c479e474a91ee6c076329c0db/download/>
- **WFP Monitoring Strategy:** <https://docs.wfp.org/api/documents/WFP-0000074366/download/>
- **WFP ACRs:** <https://www.wfp.org/annual-country-reports-2019>