



# M&E Plan guidance and template

Operational Policy and Results Division

December 2022

## 1. Introduction

This guidance note provides an overview of a key tool for project monitoring and evaluation (M&E): the M&E plan. The note describes the M&E plan's concept and development process and explains its key aspects. The audience for this guidance is IFAD and project staff, especially M&E officers in projects and IFAD staff and consultants who support M&E. While its use is not mandatory, this guidance includes an M&E plan template with instructions that project teams can use as a reference when needed.

This note seeks to provide: (i) basic knowledge about the M&E plan; (ii) guidance on how to prepare an M&E plan and; (iii) key elements of the M&E plan to support review of the project M&E plan by IFAD's M&E specialist.

It is recommended that the plan be prepared at the start of the project, before activities get under way. The M&E plan is a living document and should therefore be updated and further developed as new elements emerge. Each project's M&E plan is different and should be tailored to its particularities and characteristics. Notwithstanding, M&E plans should include certain key M&E elements.

This note should not be considered a substitute for formal M&E training.

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## **2. M&E plan: from concept to operational tool**

### **2.1. From M&E system...**

The M&E system<sup>1</sup> consists of all the concepts, tools, processes and resources (including human resources) used for the M&E function. It defines what needs to be measured and what is produced.

The M&E system is key for tracking progress and supporting decision-making. It provides data and feedback to ensure the effectiveness (the project is implemented according to plan and its objectives are met), efficiency (how inputs are converted to results), sustainability (the project has benefits beyond completion), relevance (the project is consistent with beneficiaries' needs and priorities) and impact (the project has the intended impact on the beneficiaries) of project activities.

It also enables the adjustments needed during implementation to be identified to keep progress on track (even at an early stage).

M&E is a complex cross-cutting management function. It addresses all project components and interventions and involves a variety of activities, from developing M&E tools to overseeing the preparation of a completion survey report. That is why a focused and operational M&E plan is required.

### **2.2. ... to M&E plan**

The M&E plan operationalizes the M&E system and spells out all the necessary operational details, ensuring smooth and proper functioning of the M&E system to track and assess the results of the intervention. Its purpose is to define how M&E will be conducted throughout the project period. It includes a description of the M&E approach, details the processes and activities to be implemented, describes the tools to be used for data collection and processing, indicates the deliverables to be produced and defines the responsibilities. It provides all the necessary data collection forms, report templates, the progress report outline, survey terms of reference (ToRs) and questionnaire, etc.

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<sup>1</sup> A distinction with the MIS is made here. The MIS is a database or spreadsheet-based system that can be used to keep the planning, monitoring and evaluation (PM&E) data safely in one place and easily accessible and to transform large quantities of data into usable information. The MIS provides the project coordinator and other PMU members with timely, accurate information on implementation progress and results.

### **2.3. Audience for the M&E plan**

The M&E plan is an operational document for internal project management unit (PMU) use. The M&E plan guides project staff and implementing partners on how and when to conduct M&E activities.

The project M&E officer can use the M&E plan as the basis for developing and providing training to implementing partners on how to exercise their M&E responsibilities and to other stakeholders (project staff , beneficiaries, etc.) when and if necessary.

The M&E plan is also a useful guide for the companies hired to conduct the core outcome indicator (COI) surveys and other surveys/studies, placing the survey/study within the broader context of the project's other M&E activities.

## **3. Preparation of the M&E plan**

### **3.1. Responsibility**

The M&E officer is responsible for preparing the M&E plan. However, preparation of the plan requires the active cooperation of other PMU members, implementing institutions, service providers, field staff and beneficiaries. Preparing the M&E plan gives the M&E officer an opportunity to analyse and interpret the project design report (PDR), check whether the necessary M&E activities are included and resources are available and determine and explain exactly how project M&E will work over the life of the project.

An IFAD M&E specialist (an IFAD staff member or consultant) can offer assistance and guidance for the preparation and review of the draft M&E plan before it is finalized.

### **3.2. Preparation process**

Since the M&E plan is a key tool for effective implementation, the initial version of the plan should already be available at start-up, along with the project implementation manual (PIM). In fact, it is recommended that the M&E plan be prepared before the activities are implemented, so that necessary information is identified and collected on time.

The PDR serves as the basis for the M&E plan, since preparation of the plan requires a sound understanding of the project's approach and implementation mechanisms. Special attention should be paid in particular to:

- The target group (selection criteria and numbers)
- Theory of change and logframe (description of outcomes and indicators)
- Detailed description of components (what the project will do to achieve the outcomes)
- Cost tables (quantities and budget)

The M&E plan is a living document and should therefore be updated as new elements are developed, modified or adapted. For instance, the MIS set-up might occur after the initial version of the M&E plan is developed, or the logframe may be modified during the lifetime of the project.

### 3.3. Source of information

Various aspects of the M&E plan are already included in the PDR but require further description. In particular, the M&E section of both the main text and the PIM (in an annex) are the starting point and should be expanded when developing the M&E plan.

## 4. Key aspects of the M&E plan

Each project's M&E plan is different and should be tailored to its particularities and characteristics. However, M&E plans should include all the key M&E elements listed below ("M&E plan must-haves," reflected in sections 3.1-3.8).

### 4.1. ToC, logframe and M&E matrix

The ToC and logframe are key elements of the M&E plan. The M&E plan should in fact include the ToC diagram and narrative and a brief description of the logframe, including the project goal and objectives. Complete original and revised (if any) logframes are presented in an appendix to the M&E plan. This section should describe the preparation process and modifications proposed/approved (if any) since start-up.

This section particularly focuses on how the **ToC and logframe** are used in the execution of the M&E plan in terms of project visualization and communication, planning, progress monitoring, presentation, data collection tools and templates and the achievement of results.

The **M&E matrix** includes all the indicators from the project logframe, as well as any other indicator the project might use for monitoring purposes. It contains all the information

required to adequately measure all indicators in a timely manner and sums up the different aspects tackled in the M&E plan.

The M&E matrix, in fact, serves as a guide to the preparation of the data collection formats, the structuring of the MIS and the updating of the logframe. Appendix 1 of the M&E plan template (in annex 1 of this document) provides a description and examples of an M&E matrix.

*Details and guidance provided in ToC and logframe guidance.*

## **4.2. Targeting strategy and target groups**

The targeting strategy includes a description of the project area and target groups, as well as a definition of the outreach. Information is taken from the PDR, but this section of the M&E plan should describe how the M&E system will be used to monitor the effectiveness of the targeting strategy.

This section should consider in particular the beneficiary selection criteria and implementation approach (phasing, for instance) for selected project areas, as this should inform the sampling strategy (outcome and other surveys requiring sampling) to ensure the representativeness of the sample.

The different targeted subgroups should also be clearly defined, and potential overlaps explicitly indicated. Details should be provided on each beneficiary subgroup (a chart can be prepared to visualize any overlaps; see example below).

Special attention should be paid to outreach indicators, and total outreach calculations should be described, explaining how the risk of double-counting is addressed. Any specific M&E activities related to targeting mechanisms (e.g. poverty strata) should also be mentioned.

## **4.3. Annual planning and AWPB**

**The annual planning process** involves all project staff and is coordinated by the M&E officer together with the finance officer. The M&E plan includes a description of the annual planning process (people involved, planning process, etc.) and the contents of the AWPB document. The purpose of the planning workshop is to define the expected outputs (physical targets) for the coming year for each project component. The AWPB then

describes the activities that will be carried out to deliver these outputs and the financial resources (financial targets) required to do so.

The M&E plan **includes a description of the AWPB** and ensures consistency between physical targets and progress according to the logframe. It provides the templates to be used by the project, including the workplan template and budget tables.

*Details and guidance on planning and the AWPB are provided in appendix 4 of the M&E plan template (in annex 1 of this document). A specific note is devoted to the AWPB and included in annex 2 of this document.*

#### **4.4. Roles and responsibilities**

The M&E plan should list the main actors and stakeholders involved in planning and M&E activities, including the audience/users of M&E information, and should describe their roles and responsibilities.

The M&E plan should also describe the flow of information or how monitoring data flows from the place where it is collected to the users of the information (management team and other stakeholders, including the government and donors).

#### **4.5. M&E activities and workplan**

The M&E plan presents the main planning, monitoring and evaluation activities, distinguishing between annual and recurrent activities and ad hoc activities occurring at a given time during the life of the project. It also includes an M&E workplan/calendar that includes ad hoc activities from start-up to completion and recurrent annual activities with deadlines.

It furthermore presents the overall budget for PM&E activities and describes how those activities are integrated into the AWPB and procurement plan.

*Examples provided in the M&E plan template are presented in annex 1 of this document.*

#### **4.6. Management information system (MIS)**

The M&E plan outlines the main characteristics of the project MIS:

- MIS set-up and alignment with the national M&E system.



- Data entry and quality check.
- Data storage (spreadsheet/database, etc.) and back-up and access to the system.
- Integration with the project financial system to facilitate comparisons of physical and financial progress.
- Use of the geographic information system (GIS) to provide geographic location data for project interventions.
- Approach and the software/tools used to analyse and process data into usable information (SPSS, Stata, Excel, Tableau Public, etc.).
- Integration of project reporting requirements, such as logframe and AWPB, and presentation of tables/reports/dashboards/maps automatically generated by the MIS.
- Explanation of how the MIS provides the project coordinator and other PMU members with timely analysis.

The MIS may come with a separate manual. This section of the M&E plan should make reference to such an MIS manual.

#### **4.7. Data collection methods**

The M&E plan includes a description of the formats and tools used to collect and record data, based on the indicators outlined in the M&E matrix, such as COI surveys, qualitative studies, monitoring formats, etc. For each data collection tool, it should describe:

- The approach and methodology used for data collection;
- The person/group/organization responsible for the data collection;
- The format used to collect and record the data (paper forms, electronic templates, mobile apps on phones or tablets);
- The people/group interviewed and the composition of the sample (if any);
- The entry of data in the MIS (if any) and data verification mechanism;
- The periodicity/timing of data collection;
- The type of information collected.

The M&E plan also provides the templates for the main data collection formats.

*Details and example provided in the M&E plan template presented in annex 1 of this document.*

#### **4.8. Project reports and use of the information**

The M&E plan should describe the format and contents of project reports and deliverables (for instance, surveys reports, semi-annual and annual reports, etc.). It should indicate the content, format and frequency of internal and external reports, who the reports are intended for - the users of information produced by the PM&E function - and who is responsible for preparing each type of report.

This information is key, since the M&E system generates information intended not only for monitoring and accountability purposes but especially for decision-making. It must therefore be shared with the appropriate users in a timely fashion for use at the appropriate times. Templates of the main reports and deliverables are included in an appendix to the M&E plan.

*Details and example provided in the M&E plan template presented in annex 1 of this document.*

#### **5. Structure and format of the M&E plan**

The M&E plan can be prepared either as a separate document or as a section of the PIM. The structure and contents may also vary, depending on the particular project approach. Some might consider the M&E plan a complementary document (that is, complementary to other documents on M&E) and would then focus on the "how to" aspect. Others might consider the M&E plan the M&E repository that brings together all M&E-related elements in a single document.

The structure presented below is intended to serve as guidance only. It follows the "M&E plan as the M&E repository" approach and thus proposes to include all information related to M&E in a single document. M&E plan "must-haves" are flagged in the table, and the source of information is indicated.

Indicative table of contents	M&E plan must-haves	Source and guidance
<b>Introduction</b>		Partially in PDR: Main text and draft PIM in annex 8
<b>1. Project background</b>		
1.1. Project summary		PDR
1.2. Targeting strategy 1.2.1. Project area 1.2.2. Target groups 1.2.3. Outreach	X	PDR: Main text <b>Requires validation at start-up</b>
1.3. ToC and logframe 1.3.1. ToC 1.3.2. Logframe 1.3.3. Use of ToC and logframe	X	PDR: Main text and annexes 1 and 2 <b>Requires validation at start-up</b> ➤ <a href="#">ToC and logframe guidance</a> ➤ <a href="#">Training module 3 on ToC and logframe</a>
<b>2. Purpose and scope</b>		➤ <a href="#">Training module 4 on M&amp;E plan</a>
2.1. Guiding Principles 2.2. M&E steps		PDR: Main text and draft PIM in annex 8
<b>3. Roles and responsibilities</b>		➤ <a href="#">Training module 6 on PM&amp;E during implementation</a> ➤ <a href="#">Training module 4 on M&amp;E plan</a>
3.1 Roles of stakeholders involved in M&E 3.2. Flow of information	X	Partially in PDR: Main text and draft PIM in annex 8 <b>Requires detailed definition at start-up</b>
<b>4. M&amp;E budget and activities</b>		➤ <a href="#">Training module 6 on PM&amp;E during implementation</a> ➤ <a href="#">Training module 4 on M&amp;E plan</a>
4.1 Budget and resources	X	Partially in PDR: Cost tables in annex 3 <b>+ Confirmation at start-up</b>
<b>4.2. M&amp;E activities and calendar</b>	X	Partially in PDR: First AWPB in annex 6 <b>Confirmation at start-up</b>
<b>5. Tools</b>		➤ <a href="#">Training module 6 on PM&amp;E during implementation</a> ➤ <a href="#">Training module 4 on M&amp;E plan</a>
5.1. MIS	X IF NO separate MIS manual	Partially in PDR: Main text and draft PIM in annex 8 ➤ <a href="#">MIS guidance (to be developed)</a> ➤ <a href="#">Training module 6 on MIS</a>
5.2. Data collection formats	X	Partially in PDR: Main text and draft PIM in annex 8 <b>Requires detailed definition at start-up and update once MIS is set up</b>
<b>6. Project reports and deliverables</b>	X	Partially in PDR: First AWPB in annex 6 and draft PIM in annex 8 <b>Requires detailed definition at start-up</b> ➤ <a href="#">Training module 4 on M&amp;E plan</a> ➤ <a href="#">Training module 6 on PM&amp;E during implementation</a>
<b>APPENDICES</b>		
1. M&E matrix	X	<b>To be developed at start-up</b>
2. Logframes	X	<b>To be validated at start-up</b>
3. Data collection templates	X	<b>To be developed at start-up as part of MIS set-up</b>
4. Reporting templates	x	Partially in PDR: First AWPB in annex 6 and draft PIM in annex 8 <b>Requires detailed definition at start-up</b>
5. Tasks and qualifications of M&E officer		PDR

An M&E plan template, with instructions, using the structure above is provided in annex 1 of this guidance note.

# ANNEX 1: M&E plan Template

This M&E plan template aims to assist the project M&E officer with the preparation of the M&E plan by furnishing guidance on the sections and content that the M&E plan should include.

The M&E plan template should be considered a flexible document that can and should be tailored to the project's characteristics, national context and needs of the various stakeholders.

The project M&E officer prepares the plan during the start-up stage in collaboration with all PMU staff and IFAD and may receive support from IFAD's M&E/regional team.

The structure below is presented as guidance only. It reflects an approach in which the M&E plan gathers all information related to M&E in a single document. In cases where a different approach is adopted, some section of the structure may be redundant, as it is already included in other sources of information related to M&E. In such cases, the M&E plan may focus only on new aspects.

The indicative table of contents below highlights M&E plan must-haves and provides the source of information.

Legend for the contents of each section: INSTRUCTIONS

*Example of content*

Indicative table of contents	M&E plan must-haves	Source and guidance
<b>Introduction</b>		Partially in PDR: Main text and draft PIM in annex 8
<b>1. PROJECT BACKGROUND</b>		
1.1. Project summary		PDR
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1.3. ToC and logframe 1.3.1. ToC 1.3.2. Logframe 1.3.3. Use of ToC and logframe	X	PDR: Main text and annexes 1 and 2 <b>Requires validation at start-up</b> ➤ <a href="#">ToC and logframe guidance</a> ➤ <a href="#">Training module 3 on ToC and logframe</a>
<b>2. PURPOSE AND SCOPE OF THE M&amp;E SYSTEM</b>		➤ <a href="#">Training module 4 on M&amp;E plan</a>
2.1. Guiding principles 2.2. M&E steps		PDR: Main text and draft PIM in annex 8
<b>3. ROLES AND RESPONSIBILITIES</b>		➤ <a href="#">Training module 6 on PM&amp;E during implementation</a> ➤ <a href="#">Training module 4 on M&amp;E plan</a>
3.1 Roles of stakeholders involved in M&E 3.2. Flow of information	X	Partially in PDR: Main text and draft PIM in annex 8 <b>Requires detailed definition at start-up</b>
<b>4. M&amp;E BUDGET AND ACTIVITIES</b>		➤ <a href="#">Training module 6 on PM&amp;E during implementation</a> ➤ <a href="#">Training module 4 on M&amp;E plan</a>
4.1 Budget and resources	X	Partially in PDR: Cost tables in annex 3 <b>+ Confirmation at start-up</b>
<b>4.2. M&amp;E activities and calendar</b>	X	Partially in PDR: First AWPB in annex 6 <b>Confirmation at start-up</b>
<b>5. TOOLS</b>		➤ <a href="#">Training module 6 on PM&amp;E during implementation</a> ➤ <a href="#">Training module 4 on M&amp;E plan</a>
5.1. MIS	X IF NO separate MIS manual	Partially in PDR: Main text and draft PIM in annex 8 ➤ <a href="#">MIS guidance (to be developed)</a> ➤ <a href="#">Training module 6 on MIS</a>
5.2. Data collection formats	X	Partially in PDR: Main text and draft PIM in annex 8 <b>Requires detailed definition at start-up and update after MIS set-up</b>
<b>6. PROJECT REPORTS AND DELIVERABLES</b>	X	Partially in PDR: First AWPB in annex 6 and draft PIM in annex 8 <b>Requires detailed definition at start-up</b> ➤ <a href="#">Training module 4 on M&amp;E plan</a> ➤ <a href="#">Training module 6 on PM&amp;E during implementation</a>
<b>APPENDICES</b>		
1. M&E matrix	X	<b>To be developed at start-up</b>
2. Logframes	X	<b>To be validated at start-up</b>
3. Data collection templates	X	<b>To be developed at start-up as part of MIS set-up</b>
4. Reporting templates	x	Partially in PDR: First AWPB in annex 6 and draft PIM in annex 8 <b>Requires detailed definition at start-up</b>
5. Tasks and qualifications of M&E officer		PDR

## Introduction

- Explain what an M&E plan is and describe its purpose:

*The M&E plan operationalizes the M&E system and spells out all the necessary operational details, ensuring smooth and proper functioning of the M&E system. Its purpose is to define how M&E will be conducted throughout the project period. It includes a description of the M&E approach, details the processes and activities to be carried out, describes the tools to*

*be used for data collection and processing, indicates the deliverables to be produced and defines responsibilities. It provides all the necessary data collection forms, report templates, the progress report outline, survey TORs and questionnaire, etc.*

## **1. PROJECT BACKGROUND**

### **1.1. Project summary**

- Briefly describe the project's main characteristics (ideally not more than two pages).
- This part may not be needed if the M&E plan is included in the PIM and these elements are already described there.

#### **1.1.1. Project goal, objectives and expected outcomes**

#### **1.1.2. Project components and main activities**

#### **1.1.3. Implementation period/duration**

#### **1.1.4. Project financing**

### **1.2. Targeting strategy**

The targeting strategy is determined at the project design stage and should be validated at start-up. However, it may evolve during implementation (for instance, because of a reduction in geographical scope, abandoning of selected value chains, etc.). If this is the case, this paragraph, as well as the M&E system and plan, should be revised accordingly. The subsequent sections dealing with project area, target groups and outreach should indicate their link with and involvement in M&E activities and processes.

#### **1.2.1. Project area**

- Indicate the different areas or regions covered by the project and describe their particular social and agroecological characteristics.
- Identify the selection criteria and implementation approach (phasing, for example) for selected project areas.

Both aspects are important for M&E purposes: For instance, key project area characteristics and selection criteria are required for development of the sampling strategy (outcome and other surveys requiring sampling) to ensure the representativeness of the sample.

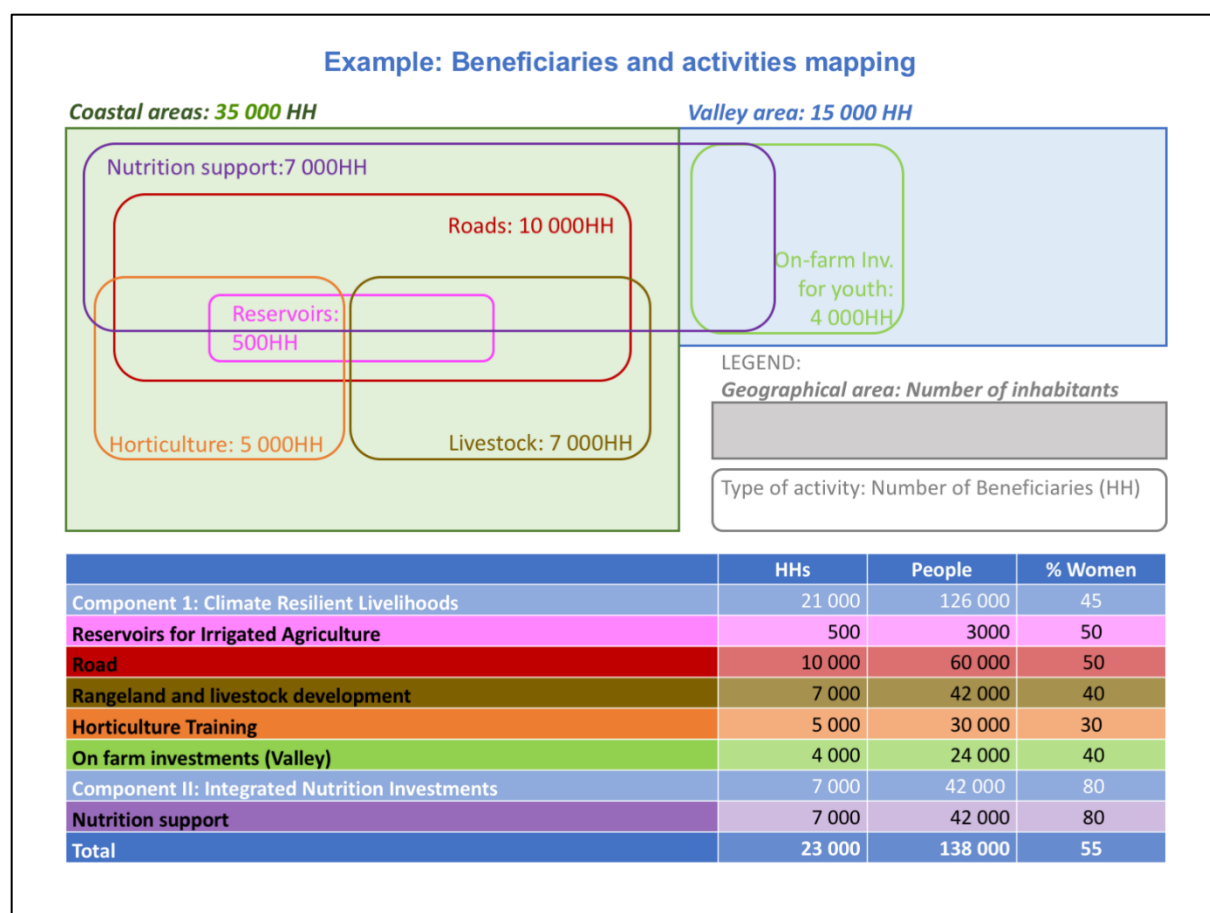
Distances/access and overall size of the project area may also be problematic for field monitoring and require decentralized M&E staff.

### **1.2.2. Target group(s)**

- Clearly define the different subgroups targeted for each project activity and whether the beneficiaries of various activities overlap.
- Identify and describe the selection criteria. This is important, as this aspect is at the core of the surveys' sampling methodology.
- Detail each subgroup of beneficiaries (a chart can be prepared to visualize the overlaps; see example below).

### **1.2.3. Outreach**

- Based on the description of the project area, target group(s) and the chart below, explain who the people corresponding to the three outreach core indicators (CIs) are and how their targets were set. This information is also presented in the M&E matrix (see appendix 1: M&E matrix).
- Explain how the calculations for CI 1a and 1b will be made and describe how overlap/double-counting will be handled (estimation or MIS data form).



### 1.3. ToC and logframe

The ToC and logframe are prepared during design and validated at start-up in an interactive and participatory manner involving government representatives and mission members. They may evolve during implementation, however, in which case the related sections should be revised accordingly.

#### 1.3.1. ToC

The ToC section explains how and why the project is expected to effect change. It is a visual, structured way of outlining the steps needed to achieve project outcomes.

- Include the ToC diagram and related explanatory narrative (see ToC and logframe guidance for details)

#### 1.3.2. Logframe

The latest version of the logframe matrix and the original logframe from the PDR are included in appendix 2 of the M&E plan. This section discusses the following aspects:

- **Preparation and validation process**



- Explain how the logframe was prepared and validated based on the theory of change and how it reflects the ToC. The logframe (as well as the ToC) is prepared during design and validated at start-up in an interactive and participatory manner involving government representatives and mission members.
- **Modifications**
  - Present and justify modifications to the original logframe, if any. Some aspects of the project may change during implementation (the indicators and targets originally set in the logframe may be revised and adjusted to ensure that they remain relevant and useful), and the M&E plan should be adjusted accordingly. Note that justification for logframe modifications must be provided and IFAD clearance obtained.
- **Alignment with IFAD requirements and systems**
  - Explain the link with and functioning in the Operational Results Management System (ORMS) (IFAD system) and briefly describe the IFAD CI framework and corporate requirements (gender- or nutrition-sensitive, etc.), if any.
- **Integration in the MIS**
  - Explain how the logframe is integrated in the project MIS: measurement of logframe indicators, automatic reporting, logframe reports generated, etc.
- **Logframe results reporting**
  - Explain how and when the logframe is updated:  
*An assessment of progress toward achievement of the intended results as described in the logframe should take place during every supervision mission for the preparation of the annual report. Outcomes associated with project output indicators and the related targets should be included for all indicators and all project years. With regard to outcome indicators, the outcomes and target levels should be provided at midterm and completion. After the midterm review (MTR) and until new data are available (at completion), results from the years following the MTR should use the MTR value for each outcome indicator.*

### 1.3.3. Use of ToC and logframe

The logframe and ToC are the key references for developing the project M&E system, processes and tools. This section describes how the ToC and logframe are used in the preparation and execution of the M&E plan (see ToC and logframe guidance).

#### ▪ **Project's visualization and communication**

The ToC diagram is a visual representation of the project. It can be used as a communication tool and shared with project implementers and other stakeholders to explicitly show how the project works and create a shared understanding of it.

#### ▪ **Planning**

The ToC and logframe serve as the basis for the preparation of the AWPB. In fact, as schematized in the ToC, activities (planned for in the AWPB) are converted to results (outputs and outcomes). This link should be made clear, and targets, in terms of activities, outputs and outcomes, must be consistent.

▪ **Progress monitoring and presentation.**

The logframe represents a roadmap for project implementation, determining what to monitor and how and enabling progress of the indicators toward set targets at all levels to be monitored by visualizing them on an annual basis and throughout the course of the project.

▪ **Data collection tools and templates**

The logframe serves as the basis for the development of data collection tools and templates, which should include all the information required for measuring the logframe indicators.

▪ **Effectiveness and achievement of the objectives.**

The ToC and logframe are the basis for evaluation. They show the progress toward achievement of the results and indicate whether changes have occurred as expected, making it possible to assess the project's effectiveness.

## **2. PURPOSE AND SCOPE OF THE M&E SYSTEM**

### **2.1. Guiding principles**

This section presents the main conceptual underpinnings of the project M&E system (the list below is neither mandatory nor exhaustive and can be modified).

#### **2.1.1. Results-based management (RBM)**

Explain briefly how RBM is applied in the project, for instance:

- How the management strategy and implementation of activities are guided by the commitment toward achieving results.
- How it ensures interconnection of the planning, M&E and decision-making processes (more details are provided in a specific section of the M&E plan).
- How it relies on clear accountability and effective communication for timely resolution of any issue encountered.
- How performance/feedback reporting is used to improve implementation and extract lessons for future operations.

#### **2.1.2. Participatory approach**

Explain how the project incentivizes and implements a participatory approach, for example:

- How it ensures the different stakeholders' participation during the design, planning, implementation, monitoring and evaluation of the project.<sup>2</sup>
- How it ensures that the needs of the different stakeholders are taken into account and how they are addressed in decision-making.
- How information and knowledge are regularly and openly shared with different stakeholders.

### **2.1.3. Geographic information system**

- Describe GIS, if used, and which data are collected and how. Explain how GIS data are used, as well as their value added and implications – for example for data management.

### **2.1.4. M&E for decision-making**

- Describe how the project M&E system informs decision-making at different levels:
  - How relevant information is generated and shared;
  - How it is used to support project management in decision-making and improve services delivered by the project.

### **2.1.5. Alignment with the national system**

Explain whether/how the project M&E system:

- Is designed in close collaboration with government;
- Is aligned and compliant with national and local systems, if any;
- Integrates government milestones and data needs;
- Facilitates logframe reporting;
- Assists project management.

## **2.2. M&E steps**

### **2.2.1. Planning**

#### **Process**

- Describe the (annual) planning process, which culminates with government clearance and IFAD approval of the AWPB, by describing participants, indicating the main

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<sup>2</sup> Note that IFAD stakeholder feedback on outcome indicators is mandatory for all projects approved since December 2020.

implementing partners, describing the steps in the consultative process and noting deadlines.

- In particular, provide a detailed description of the planning workshop and its purpose, since it is the key step in the planning process. In fact, the planning workshop is intended to determine the expected outputs (physical targets) for the coming year for each project component. The AWPB then describes the activities to be implemented to deliver these outputs and the financial resources (financial targets) required to do so.

Example of steps:

<i>Planning process</i>	
<i>Activity</i>	<i>Deadline</i>
<i>1. Field/local planning seminars (bottom-up approach) and/or decentralized planning by lead implementing agencies/service providers</i>	<i>Last quarter of the year</i>
<i>2. Planning workshop at the project level in the last quarter of the year (including a review of progress, analysis of the available resources and integration of inputs from local seminars)</i>	<i>Last semester of the year</i>
<i>3. Preparation of draft consolidated AWPB and submission to the government</i>	<i>October</i>
<i>4. IFAD's review of draft AWPB</i>	<i>November</i>
<i>5. Adaptation of the revised AWPB</i>	<i>November</i>
<i>6. Approval/clearance from government</i>	<i>December</i>
<i>7. Submission for IFAD's No Objection to final AWPB</i>	<i>By the end of the year</i>

## **Structure of the AWPB**

Present the overall structure of the AWPB and main aspects addressed by the AWPB, for example:

- Explain the AWPB's link and consistency with logframe indicators and targets and the procurement plan.
- Indicate how the annual budget has been prepared based on current costs, and note budget constraints/limited absorption capacity, if relevant.

The AWPB template is provided in appendix 4 of the M&E plan and includes an indicative table of contents, workplan and budget template table.

### **2.2.2. Monitoring**

This section provides a general description of the monitoring process and its characteristics. Details are provided in the following sections: 3. Roles and responsibilities; 5. Tools; and 6. Project reports and deliverables.

- Describe the main tasks: assess rates of physical execution of yearly planned activities against targets; verify compliance with agreed calendar and deadlines; and assess rate of financial execution against planned targets.
- Present what is measured: activities, inputs and outputs, and to some extent outcomes, in the AWPB and logframe against physical targets
- Briefly explain how and when the data collection is carried out: monitoring sheet and/or annual surveys, COI surveys<sup>3</sup> for outcomes.
- Explain how the data collected is analysed and presented (logframe as key reference).

### **2.2.3. Evaluation**

- Describe the evaluation's scope, strategy and objectives. Provide information on the evaluation criteria or performance standards (relevance, effectiveness, efficiency, sustainability, impact) used and the rationale behind it. Specify the questions that the evaluation would address and the indicators against which it would be assessed.
- Describe the evaluation method: quantitative surveys and compliance with IFAD requirements (COI baseline, midterm and completion surveys, if applicable) and use of a comparison group.
- Describe qualitative study/survey for aspects/performance questions that may require investigation.
- Explain who conducts and analyses the evaluation: internal and/or external evaluators, use of procurement processes, etc. When feasible, mention whether RIA (IFAD's Research and Impact Assessment Division) is expected to conduct an impact assessment.
- Explain how the data collected is analysed: comparison with baseline situation.
- State when the evaluation is conducted (according to IFAD's rules, the process can begin any time after 85 per cent of the project funds have been disbursed).
- Describe project completion report requirements: make reference to IFAD's project completion report (PCR) guidelines; indicate who prepares the PCR and other reports required by the government.

### **2.2.4. Knowledge management**

This section explains the importance of the information gathered by the M&E system for knowledge management (KM) purposes, the planned methods that will be employed to

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<sup>3</sup> Guidance on COI surveys provided in IFAD's COI measurement guidelines.

process it and the tools that will be used for its dissemination, provided that a separate KM plan/manual is created.

- Specify the link with M&E activities and how evidence-based information generated by M&E system is used for KM purposes.
- Explain which and how data/knowledge/lessons are gathered and shared with different stakeholders: methods, type of product (website, print, video, platform, etc.).
- Describe how KM supports capacity building among beneficiaries and within government and IFAD.
- Explain how KM contributes to greater effectiveness and efficiency and promotes scaling up.
- Describe the main KM activities (especially those to be implemented during the initial years of project execution).

### **3. ROLES AND RESPONSIBILITIES**

#### **3.1. Roles of stakeholders involved in M&E**

- List the main M&E actors and other stakeholders involved in planning and M&E activities.
- Describe the roles and responsibilities of the main M&E actors and other stakeholders involved in planning and M&E activities.

*The table below provides a sample list of the M&E actors involved in M&E activities. It is an indicative categorization and should thus be tailored to and detailed according to the project's characteristics and structure. Tasks and responsibilities are also indicative and can vary with the project's internal organization.*

<b>Beneficiaries and/or POs</b>
<ul style="list-style-type: none"> <li>- Keep records of activities supported by the project</li> <li>- Monitor their business plan against predefined progress indicators</li> <li>- POs provide beneficiaries with a list of data to be collected for surveys</li> <li>- Complete the survey questionnaires</li> <li>- Provide input to progress reports</li> </ul>
<b>Project staff</b>
<b>Field staff and implementing partners</b> <ul style="list-style-type: none"> <li>- Administer the survey questionnaires</li> <li>- Collect and submit monitoring data</li> <li>- Monitor execution of the business plan</li> <li>- Computerize survey and monitoring data</li> <li>- Prepare local progress reports</li> </ul>

<ul style="list-style-type: none"> <li>- Prepare local inputs for preparation of the AWPB</li> </ul>
<p><b>M&amp;E team</b></p> <ul style="list-style-type: none"> <li>- Prepares/finalizes M&amp;E strategy and plan</li> <li>- Develops the MIS with the IT unit/partner</li> <li>- Develops data collection formats and organizes data collection (surveys and regular monitoring activities)</li> <li>- Prepares ToRs/memorandum of understanding (MoU) for implementing partners involved in M&amp;E activities</li> <li>- Supervises M&amp;E activities</li> <li>- Prepares and presents progress reports</li> <li>- Provides the timely, accurate information required for decision-making</li> <li>- Collaborates with KM and component officers</li> <li>- Updates logframe</li> <li>- Analyses data and provides timely, accurate data and evidence-based recommendations to decision makers</li> <li>- Provides training to project and government staff and project beneficiaries</li> <li>- Conducts field visits</li> </ul>
<p><b>Project Coordinator</b></p> <ul style="list-style-type: none"> <li>- Makes decisions based on evidence provided by M&amp;E system</li> <li>- Conveys information requirements and links with government</li> <li>- Reviews and endorses AWPB and progress reports</li> <li>- Supports: <ul style="list-style-type: none"> <li>- Overall guidance on M&amp;E system and arbitration</li> </ul> </li> </ul>
<p><b>Contributions of other project staff</b></p> <p><b>Component managers</b></p> <ul style="list-style-type: none"> <li>- Compute data at the component level, including quality check</li> <li>- Identify best practices/lessons</li> <li>- Support the preparation of data collection formats</li> <li>- Participate in the preparation of the AWPB and progress reports <ul style="list-style-type: none"> <li>▪ Support updating of the logframe</li> </ul> </li> </ul> <p><b>KM&amp; com officer</b></p> <ul style="list-style-type: none"> <li>- Documents and disseminates Knowledge/best practices/lessons to the proper audience</li> <li>- Collaborates with M&amp;E officer</li> </ul> <p><b>Fiduciary team</b></p> <ul style="list-style-type: none"> <li>- Provides timely, accurate cost information for planning and monitoring</li> <li>- Prepares AWPB (fiduciary part) and progress reports</li> <li>- Prepares and ensures effective execution of procurement plan (included in the AWPB)</li> </ul>
<p><b>Other actors</b></p>
<p><b>Government</b></p> <ul style="list-style-type: none"> <li>- Endorses AWPB and progress reports</li> <li>- Provides strategic guidance and indicates resource availability</li> </ul>
<p><b>IFAD</b></p> <ul style="list-style-type: none"> <li>- No Objection to AWPB and progress/survey reports</li> <li>- Provides technical support and guidance on M&amp;E aspects</li> </ul>
<p><b>External firm/service provider</b></p> <ul style="list-style-type: none"> <li>- Prepares and conducts COI survey</li> <li>- Presents the results and prepares the report</li> </ul>

### 3.2.1. Flow of information approach

- ### 3.2.2. Flowchart

- The flowchart shows the general flow of information/relationship between institutions. It is supplemented with a detailed description of data collection/data flow for each indicator from the M&E matrix.





## 4. M&E budget and activities

### 4.1. Budget and resources

- Provide the overall budget for PM&E activities.
- Describe how M&E activities are integrated into the AWPB and procurement plan.
- Present M&E line items and budget amounts. The line items and budget amounts can be taken from the PDR (cost tables) but must be adapted, if needed. Include additional resource requirements that were not anticipated or planned for. The description of the M&E budget items should be clear and brief, since all those items are detailed in other sections of the M&E plan.

*The table below provides a sample list of M&E resources required to ensure a well-performing M&E system. It is a rough categorization and should thus be based on the project's characteristics and organization. It is based on Oscar Damen's report of June 2021 in appendix 6, table 2.*

Key M&E budget items	Description	Implementation					Cost
		PY1	PY2	PY3	PY4	PY5	
M&E staff	Briefly describe the M&E team and composition	X	X	X	X	X	
Quantitative surveys	COI baseline COI midterm COI completion	X		X		X	
Other studies/surveys	Qualitative surveys or complementary AOS	X	X	X	X	X	
M&E training	For project staff and beneficiaries (participatory approach)	X	X	X	X		
Field visits	To beneficiaries and POs	X	X	X	X	X	
MIS	MIS set-up	X					
Workshop	M&E start-up workshop Annual planning workshop	X	X	X	X	X	
Equipment and materials	Tablets, computers, vehicles	X	X	X	X	X	

### 4.2. M&E activities and workplan

- Present main planning, monitoring and evaluation activities, distinguishing between annual and recurrent activities and ad hoc ones occurring at specific point during the life of the project.
- Include M&E workplan including ad hoc activities from start-up to completion and recurrent activities with deadlines.

*The table below provides an example of an M&E workplan. It is a rough categorization and activities should therefore be tailored to the project's characteristics. Each year of the implementation period should be disaggregated by month to ensure proper planning. It is based on the M&E Manual from the Tonga Rural Innovation Project II.*

	Responsible party	Implementation period				
		PY 1	PY 2	PY 3	PY 4	PY 5
Ad hoc activities						
Start-up activities						
Recruitment of M&E officer						
Review and validation of project ToC and logframe						
Finalization of M&E plan						
Development and set-up of MIS						
Start-Up workshop on M&E						
Training of M&E team and project staff on M&E aspects						
Surveys and mission						
ToRs preparation						
COI baseline						
COI midterm						
MTR and MTR report						
COI completion						
Completion mission and PCR						
Completion workshop						
Recurrent activities						
AWPB preparation						
Local-level planning						
Review and planning workshop						
AWPB approval process						
Consolidated AWPB finalized and cleared						
Supervision and monitoring						
Field visits to beneficiaries						
IFAD supervision mission						
Progress monitoring by producers and farmers' organizations						
Logframe updating						
Reporting						
Monthly activity reports						
Semi-annual progress reports						
Annual progress report						

Training						
Training of project staff on M&E aspects						
Training of beneficiaries on M&E aspects						

## 5. Tools

### 5.1. Management information system (MIS)

This section presents the main characteristics of the project MIS (the data collection tools are presented in the next section).

Note that the MIS may be set up after preparation of the M&E plan; in that case, this section will need to be updated once the MIS is effectively defined and set up.

If the MIS comes with a separate manual, this section could be shortened and should refer to the manual.

- Explain how the M&E officer has designed and set up the MIS and whether it is aligned with the national M&E system.
- Describe how information is inputted in MIS (web-enabled) and who is responsible for data entry and quality check.
- Describe how the collected M&E data is stored (spreadsheet/database, etc.) and backed up and explain how it can be accessed.
- Present the link and integration with the project's financial system to facilitate the comparison of physical and financial progress.
- Indicate whether a GIS is used to provide geographic location data for project interventions (infrastructure, beneficiary groups, land under conservation, etc.)
- Indicate which software/tools are used to analyse the data and transform large quantities of data into usable information (SPSS, Stata, Excel, Tableau Public, etc.). Note that the complexity of the MIS should depend on the resources available (human and budgetary), and that a complex MIS is not necessarily the best option if capacities are limited.
- Explain how the MIS incorporates project reporting requirements, such as logframe and AWPB.
- Describe tables/reports/dashboards automatically generated by the MIS, such as the AWPB monitoring table, logframe, etc.
- Explain how the MIS provides the project coordinator and other PMU members with timely, accurate information on implementation progress and results so that they can make informed decisions.

## 5.2. Data collection formats

This section describes the formats and tools used for collecting and recording data. It provides an overview with consolidated basic information. It is supplemented with the templates of the main data collection formats presented in appendix 3 of the M&E plan.

- For each data collection tool, describe:
  - The approach and methodology used for data collection;
  - The person/group/organization responsible for data collection;
  - The form used to collect and record the data (paper forms, electronic templates, mobile apps on phones or tablets);
  - The people/group interviewed and the composition of the sample (if any);
  - Data entry in the MIS (if any) and data verification mechanism;
  - The periodicity/timing of data collection;
  - The type of information collected.

*The table below provides a sample list of data collection tools required for the M&E system. It is a simplified categorization and should thus be tailored to the project's characteristics. Moreover, the information provided in the table is indicative and should be adapted and detailed.*

	<b>1.1.1. Quantitative surveys</b>		
	▪ Baseline	▪ Midterm	▪ Completion
<b>Methodology</b>	<i>IFAD COI methodology</i>	<i>IFAD COI methodology</i>	<i>IFAD COI methodology</i>
<b>Data collected</b>	<i>Impact and outcome indicators, in particular IFAD CIs.</i>	<i>Outcome indicators, in particular IFAD CIs.</i>	<i>Impact and outcome indicators, in particular IFAD CIs.</i>
<b>Format</b>	<i>IFAD COI questionnaire recorded on tablets (CAPI for example)</i>	<i>IFAD COI questionnaire recorded on tablets (CAPI for example)</i>	<i>IFAD COI questionnaire recorded on tablets (CAPI for example)</i>
<b>Interviewees</b>	<i>Sample using rule of thumb Beneficiaries not identified at baseline: sample of 1500 potential beneficiary households (HH)</i>	<i>Sample using rule of thumb Beneficiaries identified: sample of 750 beneficiary HH</i>	<i>Sample using rule of thumb Beneficiaries identified: sample of 750 beneficiary HH and 750 non-beneficiary HH for comparison group</i>
<b>Periodicity</b>	<i>Within first year of implementation</i>	<i>At project midterm</i>	<i>At completion</i>
<b>Responsible party</b>	<i>External M&amp;E service provider,<sup>4</sup> in collaboration with project M&amp;E officer</i>	<i>External M&amp;E service provider,<sup>5</sup> in collaboration with project M&amp;E officer</i>	<i>External M&amp;E service provider,<sup>5</sup> in collaboration with project M&amp;E officer</i>
<b>Data entry</b>	<i>External firm provides database M&amp;E team inputs the data in the MIS</i>	<i>External firm provides database M&amp;E team feeds the MIS</i>	<i>External firm provides database M&amp;E team feeds the MIS</i>
	<b>1.1.2. Monitoring forms</b>		
	▪ Producer's forms	▪ Organization's forms	▪ Activity's forms
<b>Methodology</b>	<i>Participatory M&amp;E approach</i>	<i>Participatory M&amp;E approach</i>	<i>Participatory M&amp;E approach</i>
<b>Data collected</b>	<i>Monitoring of producer's business plan: output indicators</i>	<i>Monitoring of organization's business plan: output indicators</i>	<i>Monitoring of organization's business plan: activity and output indicators</i>
<b>Format</b>	<i>Paper forms</i>	<i>Paper forms</i>	<i>Electronic format</i>
<b>Interviewees</b>	<i>Each beneficiary producer</i>	<i>Each beneficiary organization</i>	<i>Activity participants</i>
<b>Periodicity</b>	<i>At the start of business plan and then annual reports</i>	<i>At the start of business plan and then annual reports</i>	<i>When the activity is carried out</i>
<b>Responsible party</b>	<i>Producer</i>	<i>Organization</i>	<i>The people in charge of implementing the activity: service providers/contractors or local project staff</i>
<b>Data entry</b>	<i>Producer provides forms, and local project staff verify the quality of the data and enter it in the MIS</i>	<i>Producer provides forms, and local project staff verify the quality of the data and enter it in the MIS</i>	<i>Local project staff verify the quality of the data in electronic format and enter it in the MIS</i>
	<b>1.1.3. Qualitative survey/study</b>		
<b>Methodology</b>	<i>Thematic study/case study/focus group discussion/ structured or semi-structured interviews/etc.</i>		
<b>Data collected</b>	<i>Qualitative analyses are particularly useful for assessing and explaining positive and/or negative results, understanding the reasons behind changes and progress and helping to draw lessons.</i>		
<b>Format</b>	<i>Paper forms and recording</i>		
<b>Interviewees</b>	<i>Key stakeholders/informants, focus groups, etc.</i>		
<b>Periodicity</b>	<i>After midterm</i>		

<sup>4</sup> The survey can also be conducted by a national counterpart (statistics office).

<b>Responsible party</b>	<i>Local project staff or contractors</i>
<b>Data entry</b>	<i>Data not entered in MIS but stored in project database.</i>

## 6. Project reports and deliverables

This section describes the formats of project reports and deliverables. It provides an overview with consolidated basic information and is supplemented with the templates of the main reports and deliverables presented in appendix 4 of the M&E plan.

- Describe the contents, format, and frequency of internal and external reports. Indicate who the reports are intended for (the users of information produced by the PM&E function) and who is responsible for preparing each type of report.

*The table below provides a sample list of reports and deliverables produced by the M&E system. It is a simplified categorization and should thus be tailored to the project's characteristics. Moreover, the information provided in the table is indicative and should be adapted and detailed.*

	<b>1.2. Surveys reports</b>		
	▪ Baseline report	▪ Midterm report	▪ Completion report
<b>Description; information presented</b>	<i>Impact and outcome indicators, in particular IFAD CIs. Includes logframe update</i>	<i>Outcome indicators, in particular IFAD CIs Includes logframe update</i>	<i>Impact and outcome indicators, in particular IFAD CIs Includes logframe update</i>
<b>Periodicity/ Timeline</b>	<i>Within first year of implementation</i>	<i>At project midterm</i>	<i>At completion</i>
<b>Responsible party(ies)</b>	<i>External M&amp;E service provider, in collaboration with project M&amp;E officer</i>	<i>External M&amp;E service provider, in collaboration with project M&amp;E officer</i>	<i>PMU, in collaboration with IFAD</i>
<b>Audience/users</b>	<i>Government and IFAD</i>	<i>Government and IFAD</i>	<i>Government and IFAD</i>
	<b>1.3. Project progress reports</b>		
	▪ Monthly reports	▪ Semi-annual progress reports	▪ Annual progress reports
<b>Description; information presented</b>	<i>Implementation progress for activity and output indicators at the local level Contains consolidated data tables on financial and physical progress</i>	<i>Implementation progress and achievements against targets Contains consolidated data tables on financial and physical progress</i>	<i>Implementation progress and achievements against annual targets for activity, output and outcome (after midterm) indicators. Contains consolidated data tables on financial and physical progress Discussion on key implementation issues and recommendations</i>

Periodicity/ Timeline	Every month	Semi-annual	Annual within first semester of following year
Responsible party(ies)	Local project staff	M&E team	M&E team
Audience/users	PMU: M&E team and component specialist	PMU coordinator, government and IFAD	PMU coordinator, government and IFAD
	1.4. Planning reports		
	▪ Local planning reports	▪ AWPB	
Description; information presented	Presentation of results from previous year and target for upcoming year at the local level	Summary of Implementation progress and performance by component Workplan and budget for coming year by component. (Details presented in section: <b>2.2.1 Planning of the M&amp;E plan</b> ) Based on consolidated data from local planning reports	
Periodicity/ Timeline	End of the year	Annual Within first semester of following year	
Responsible party(ies)	Local project staff	M&E team and project coordinator	
Audience/users	M&E team	Government and IFAD	
	1.5. Other relevant reports		
Description; information presented	Any other reports: activity reports from local staff or service providers/monitoring reports from beneficiaries and POs/any ad hoc requests from the government/etc.		
Periodicity/ Timeline			
Responsible party(ies)			
Audience/users			

## 7. APPENDICES

**Appendix 1: M&E matrix:**

**Appendix 2: Original and revised logframes**

**Appendix 3: Data collection templates**

**Appendix 4: Reporting templates/format**

**Appendix 5: Tasks and responsibilities of M&E officer**



## Appendix 1: M&E matrix

The M&E matrix includes all the indicators from the project logframe, as well as any other indicator the project might use for monitoring purposes. It contains all the information required for timely, adequate measurement of all the indicators and sums up the different aspects tackled in the M&E plan.

The M&E matrix, in fact, serves as a guide for the preparation of the data collection forms, the structuring of the MIS and the updating of the logframe and can be a good starting point for development of the M&E plan itself

The table below is indicative, and all items may not be relevant for all indicators and can thus be eliminated or do not need to be provided.

	Explanation	Example
<b>NAME</b>	Name of the indicator as stated in the logframe	<i>CI 1.2.4: Households reporting an increase in production</i>
<b>TYPE OF INDICATOR AND PURPOSE</b>	Output/Outcome/Impact? What results or objectives is it intended to measure? How is it related to project objectives?	<i>Outcome indicator, results from the combination and product of various activities. Producers have been trained in the use of a new and innovative agricultural practice and provided with the necessary technology package. They are then expected to use and adopt this new practice, which is expected to boost yields and hence, production. This increase in production, coupled with improved access to markets, should result in an increase in agricultural income for those producers.</i>
<b>DEFINITION</b>	Clear, precise and detailed definition with specific reference to what it means in the context of the project	<i>Beneficiary households whose production of crop X have significantly increased with respect to the pre-project situation, thanks to higher yields resulting from the adoption and use of a new agricultural practice. The "significant increase" corresponds to the minimum increase expected from project beneficiaries and is related to the "natural" production increase expected had the project not been implemented (production increase in the comparison group). This value, estimated during design based on the EFA, is estimated at xx% in this specific case, to be confirmed by the results of the comparison group with data from the completion survey.</i>
<b>UNIT(s) AND DISAGGREGATION</b>	List all disaggregation and multipliers required for the indicator	<i>- Households: Estimated number of households with increased production (minimum xx%) of crop X.</i>

			<ul style="list-style-type: none"> <li>- Household (%): Estimated number of households with increased production, divided by the number of households that were expected to have increased their production (see next line "UNIVERSE").</li> <li>- Total number of household members: Estimated number of households with increased production, multiplied by average household size in the project area.</li> </ul>
<b>UNIVERSE</b>		Describe the beneficiary population that the indicator refers to: Who/what does the indicator apply to? From what population is it counted?	<p>The indicator applies only to beneficiaries who, to increase production, benefitted from project-supported activities, such as training in the use of a new and innovative agricultural practice and the provision of a technology package.</p> <p>In this example, 10,000 producers have received training and technology to increase production.</p>
<b>Baseline</b>	<b>Data</b>	Value of the indicator at baseline	0
	<b>Information requirements</b>	Any information in addition to the baseline value required to ensure that the indicator can be measured at a later stage.	Although the baseline value equals 0, measurement of the indicator at later stages requires measurement of the value of production at the baseline (reference value) in order to compare it with the value of production at midterm and completion. Thus, it is very important to measure the production of crop X during the baseline survey.
<b>Target</b>	<b>Data</b>	Expected value of the indicator at project completion	8,000 households, which corresponds to 80% of the producers who received project-supported activities to increase production (8,000/10,000)
	<b>Description of target-setting</b>	Description of how the indicator target was set, explaining the link with the economic and financial analysis	<p>Only 8,000 out of 10,000 producers are expected to increase their production due to the funnel of attrition.</p> <p>The significant expected increase or production threshold has been estimated during design, based on the EFA, and is estimated at 20% in this specific project. It will have to be confirmed by the results of the comparison group with data from the completion survey.</p>
<b>Data collection</b>	<b>Source</b>	Describe the data collection format (paper or online survey)	IFAD COI survey, including COI-related production questions, administered with electronic devices
	<b>Frequency</b>	When the data is collected	At baseline, midterm and completion
	<b>Responsibility</b>	Unit/person/agency responsible for data collection	Firm selected to conduct the survey through competitive process under the supervision of the PMU M&E officer.
<b>Data entry</b>	<b>Process</b>	Explain the data entry mechanism and how data quality control is ensured	<p>Data entry already begun during data collection in the field using electronic devices.</p> <p>The use of electronic devices reduces the number of coding errors.</p>
	<b>Responsibility</b>	Unit/person/agency responsible for data entry	The competitively selected firm that conducts the survey is also responsible for data entry, under the supervision of the PMU M&E officer.

<b>Data analysis and reporting</b>	<b>Process</b>	Explain the data analysis and reporting mechanisms and how data quality check is ensured	
	<b>Responsibility</b>	Unit/person/agency responsible for data analysis and reporting	<p><i>The competitively selected firm that conducts the survey is also responsible for preparing the survey report.</i></p> <p><i>Preparation of institutional and IFAD reporting material under the responsibility of the PMU M&amp;E officer.</i></p>
<b>Measurement</b>	<b>Universe</b>	Describe the beneficiary population the indicator refers to: Who/what does the indicator apply to? From what population is it counted?	<p><i>The indicator applies only to beneficiaries who, to increase production, benefitted from project-supported activities, such as training in the use of a new and innovative agricultural practice and the provision of a technology package.</i></p> <p><i>In this example, 10,000 producers have received training and technology to increase production.</i></p>
	<b>Related questions</b>	Specify the questions from the form/survey	<p><i>Production-related questions from the COI questionnaire:</i></p> <p><i>Module [C] PRODUCTION</i></p> <p><i>[C0] FARM INFORMATION: C.0.1, C.0.2, C.0.3, C.0.4 and C.0.6</i></p> <p><i>[C1] CROP: C.1.2, and C.1.14</i></p>
	<b>Calculation</b>	Describe in detail how the indicator will be determined. Provide the exact formula, if any, AND/OR explain the conditions that must be met to determine the value of the indicator	<p><i>Compare the value of the production of crop X at midterm (<math>PCropX_{HHi, Midterm}</math>) or completion (<math>PCropX_{HHi, Completion}</math>) with the baseline reference value (<math>PCropX_{HHi, Baseline}</math>) for each household surveyed.</i></p> <p><i>Household (HHi) is considered to have increased its production of crop X at completion if :</i></p> $\frac{(PCropX_{HHi, Completion} - PCropX_{HHi, Baseline})}{PCropX_{HHi, Baseline}} > xx\%$ <p><i>The indicator then measures the number of households that met the condition presented above.</i></p> <p><i>However, since measurement of the indicator is based on a sample, the total number of households with increased production (as per the condition presented above) must be estimated to report it in the logframe (see below).</i></p>
	<b>Sample and estimation (if needed)</b>	<p><i>In some cases (usually for outcome and impact indicators), measurement of the indicator is based on a sample.</i></p> <p>Describe the sample and its preparation.</p>	<p><i>HH<sub>Prod, Tot</sub> = Estimated number of beneficiary households whose production of crop X has significantly increased compared to the pre-project situation</i></p> <p><i>= Indicator CI 1.2.4</i></p>

		<p>Explain the estimation process from the sample results to the indicator-estimated value for the entire beneficiary population considered.</p>	$= U_{Tot} \times \frac{HH_{Prod S}}{U_S}$ <p>Where:</p> <p><math>S</math> = COI sample size</p> <p><math>U_S</math> = Number of households from the sample that, to increase production, benefitted from project-supported activities, such as training in the use of a new and innovative agricultural practice and the provision of a technology package.</p> <p><math>U_{Tot}</math> = Number of households from the entire project that, to increase production, benefitted from project-supported activities, such as training in the use of a new and innovative agricultural practice and provision of a technology package.</p> <p><math>HH_{Prod,S}</math> = Number of households from the sample that, to increase production, benefitted from project-supported activities, with increased production of at least xx%</p>
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## Appendix 2: Original and revised logframes

**IFAD logframe matrix template<sup>5</sup>**

Results Hierarchy	Indicators				Means of verification			Assumptions	Results		Cumulative
	Name	Baseline	Midterm target	End target	Source	Freq.	Resp.		Year target	Year result	
Outreach	Indicator 1										
Goal	Indicator 2										
Development Objective	Indicator 3 Indicator 4 Indicator 5										
Outcome Component 1.	Indicator 6 Indicator 7										
Output Component 1.	Indicator 9 Indicator 10 Indicator 11										
Outcome Component 2.	Indicator 14 Indicator 15										
Output Component 2.	Indicator 16 Indicator 17 Indicator 18 Indicator 19										

<sup>5</sup> The distribution of indicators is illustrative only.

## **Appendix 3: Data collection templates**

### **Quantitative survey template for baseline, midterm and completion:**

- Include survey questionnaire template

The quantitative surveys should follow the COI methodology, at least when it comes to outcome measurement.

The questionnaire template for the quantitative surveys is provided in an appendix to the COI guidelines. The COI guidelines also offer guidance on how to construct the questionnaire and administer the survey.

The survey questionnaire template should be included in the TOR of the survey shared with service providers.

### **Monitoring forms**

- Include monitoring form templates for the different data collection tools. The list below is indicative and should be tailored to the project characteristics.
  - **Producer forms**
  - **Organization forms**
  - **Activity forms**

### **Qualitative survey/study**

- Include qualitative survey form template.

## Appendix 4: Reporting templates/format

- Include the templates for the reports used by the project. The list below is indicative and should be tailored to the project's characteristics

### Survey reports (see COI guidelines for the content of survey reports)

- **Baseline report**
- **Midterm report**
- **Completion report**

### Project progress reports

- **Monthly reports**
- **Semi-annual progress reports**
- **Annual progress reports**

Sample annual report outline:

<b>Annual Report</b>	
1. Introduction 1.1 Project outline	Updated logframe
2. Summary of implementation progress to date 2.1 Physical/technical progress summary 2.2 Financial progress summary	Annex 1. Detailed financial report Annex 2. Physical progress based on the AWPB Annex 3. Procurement and contracts
3. Implementation progress by component 3.1 Component 1. 3.2 Component 2. 3.3 Component 3.	Annex 4. Action on supervision mission recommendations Annex 5. Detailed AWPB-based progress review Annex 6. Maps showing project interventions
4. Performance assessment 4.1 The project environment 4.2 Implementation performance and constraints 4.3 Stakeholder feedback and lessons learned 4.4 Project outcomes and impact	
5. The way forward	

### Planning reports

- **Local planning reports**
- **AWPB**

- Under the description of each component, the AWPB describes
  - The outputs and related physical targets to be met at all local levels
  - The key activities and inputs required to deliver planned outputs
  - The timetable for implementation of key activities,
  - The individuals responsible for each activity
  - The financial resources required for implementing activities and procuring inputs

#### Annotated sample AWPB outline

1. Introduction 1.1 Project outline 1.2 The annual planning process	<i>A brief summary of the project, as a reminder for people who do not deal with it on a day-to-day basis; and a brief description of the planning process (steps, stakeholders, sources of information).</i>
2. Implementation progress and performance 2.1 Overall performance 2.2 Progress by component	<i>A brief summary of where the project is in terms of its targets.</i>
3. Project strategy and focus for the coming year 3.1 Constraints, lessons learned and strategic focus 3.2 Summary of planned activities by component	<i>Description of any shift in focus or strategy, based on past experience or external changes. Also, a narrative description of the main activities under each component.</i>
4. Consolidated annual budget	<i>The total budget for the year, with budget summary tables (by component, category, source of funds, etc.)</i>
Annex 1. Updated logical framework	<i>The logical framework with indicators, targets and up-to-date results information</i>
Annex 2. Activity and budget details by component	<i>Tabulated activity details (what, when, by whom, quantities, cost)</i>
Annex 3. Procurement plan	<i>Details on procurement items and methods</i>

#### Sample activity workplan and budget:

Activity			Unit	Qty.	Resp.	Schedule		Cost	Expenditure category			Financier			
Code	Description	Indicator				Q 1	Q 2		Q 3	Q 4	I	II	III	IV	IFAD
Component 1															
Subcomponent 1.1															
Output 1.1.1															
Activity															
Activity															
Activity															



# ANNEX 2: Complementary technical points

## 1. MONITORING VS. EVALUATION

*Example of a general description of monitoring vs. evaluation*

	<b>Monitoring</b>	<b>Evaluation</b>
<i>Purpose (What for?)</i>	<i>Systematic collection and analysis of data to assess progress toward project targets and progress in the use of allocated funds.</i>	<i>Systematic and objective assessment of completed project to determine the relevance and meeting of objectives, effectiveness, efficiency, sustainability and impact.</i>
<i>Periodicity (When?)</i>	<i>Continuous</i>	<i>Time-specific</i>
<i>Process (How?)</i>	<i>Tracking; oversight; analyses and documentation of progress</i>	<i>In-depth analysis; comparison of planned with actual achievements</i>
<i>Results measured (What?)</i>	<i>Focus on inputs, activities, outputs, implementation processes, likely results at outcome level.</i>	<i>Focus on outcomes and impacts, processes used to achieve results, overall relevance and sustainability.</i>
<i>Decision-making</i>	<i>To inform real-time decision-making: assessment of ongoing progress, alert on problems and implementation issues, enabling project to be adapted accordingly</i>	<i>To inform strategic decision-making: provision of strategic and policy guidance and lessons learned for future operations</i>
<i>Responsibility</i>	<i>Internal: usually self-assessment</i>	<i>Internal and/or external evaluators</i>
<i>Complementarity</i>	<i>Monitoring and evaluation are complementary: monitoring provides data for evaluation, and good monitoring data facilitates evaluation, while elements of evaluation can occur when monitoring</i>	

## 2. AWPB

### 1. Annual planning and the AWPB

The M&E plan should describe the annual planning process. It should also describe the structure and contents of the AWPB. During day-to-day implementation, this is the principal guide on what to do and how to use project resources.

The steps in the planning process, including timing, should be described. It is a good idea to start from the end and work backwards: a final draft AWPB should normally be submitted to IFAD no later than two months before the start of the next project year. What will the steps in the planning process be before that and when should they be completed? Think about:

- Submitting it to a PSC and/or ministry of finance for approval;
- Consolidating activities and budget details into a draft AWPB document, with text and summary charts and tables;
- Conducting one or more planning/review workshops with project implementers to discuss, modify, validate and synchronize proposed activities;
- Collecting proposed activities from project implementers (decentralized planning) or sending proposed activities to project implementers for review and feedback (centralized planning);
- Collecting proposed activities from beneficiaries (community action plans, investment proposals);
- Consulting with special interest groups (very poor households, youth).

The above list already reveals another important aspect that should be mentioned in the M&E plan: who is involved in the planning process, at what stages and what they contribute. A third aspect that should be described is the sources of information that will be used. The PDR provides a starting point: it contains project objectives, a description of activities under components and budget information. However, the M&E plan should mention other sources of information that are also important and will be used, which the project may need to adapt over time:

- The findings of studies and needs assessments;
- New or changing priorities identified by stakeholders;
- Changes in the project environment (political, economic, climate-related);
- Number and capacity of implementing institutions;
- Implementation experience and lessons learned in previous years.

The M&E plan should also describe the contents and structure of the AWPB itself: this should be agreed on with the finance officer, project coordinator and IFAD. There is no IFAD template for the AWPB, but the table below shows a typical structure that could be used as a starting point.

1. Introduction 1.1 Project outline 1.2 Annual planning process	<i>A brief summary of the project, as a reminder for people who do not deal with it on a day-to-day basis; and a brief description of the planning process (steps, stakeholders, sources of information).</i>
2. Implementation progress and performance 2.1 Overall performance 2.2 Progress by component	<i>A brief summary of where the project is in terms of its targets.</i>
3. Project strategy and focus for the coming year 3.1 Constraints, lessons learned and strategic focus 3.2 Summary of planned activities by component	<i>Description of any shift in focus or strategy, based on past experience or external changes. Also, a narrative description of the main activities under each component.</i>
4. Consolidated annual budget	<i>The total budget for the year, with budget summary tables (by component, category, source of funds, etc.)</i>
Annex 1. Updated logical framework	<i>The logical framework with indicators, targets and up-to-date results information</i>
Annex 2. Activity and budget details by component	<i>Tabulated activity details (what, when, by whom, quantities, cost)</i>
Annex 3. Procurement plan	<i>Details on procurement items and methods</i>

The M&E plan should include a template that will be used for a detailed list of planned activities by component. There is no standard IFAD template for this. Annex ... of this guide contains an example (*or perhaps two examples*) based on past projects that could be used as a starting point and modified as needed. The annex also further elaborates on some important points to consider when preparing the project template, for example:

- The coding system that will be used to identify activities and its consistency with the financial system;
- In how much detail activities will be described, and whether inputs will be included.

*[The selection/design of the sample template presented in the annex is very important; any example in an official guide tends to be taken rather literally].*

### **3. REPORTS AND DELIVERABLES: TIPS**

1. Less is more: excessive reporting requirements (frequency, content) often undermine quality and lead to repetitive reports/cut-and-paste jobs. Go for quarterly or even semi-annual rather than monthly reports; how realistic is it to track an IFAD project in real time on a monthly basis, and how relevant?
2. Consistency is important, in terms of providing report templates and enforcing their use. Otherwise, compiling what is submitted by multiple implementing agencies can become a nightmare.
3. Quantitative data should be presented in tables. Some reports describe physical progress in text – for example, the number of animals distributed, animal health trainings conducted, dip tanks constructed. This is then invariably done inconsistently from year to year, using different wording, breakdowns, etc., making it impossible to compare/aggregate.
4. Qualitative information should complement quantitative indicator data. This can take many forms, but an obvious one is: explain, in text, the data for indicator results in the logframe, especially when there is significant variation (a result very different from target), variability (from year to year) or missing data.
5. Both consolidated (semi-) annual reports and implementing agency reports tend to shy away from analysis, especially critical review of (poor) performance. However, including analysis is critical if learning and improvements are to follow. An analytical section should always be included, even if it is very short with only a few lessons learned. PMU reports should not shy away from critical performance assessment by implementing agencies, lessons learned from failures and what does not work, in addition to success stories and positive achievements.

## Sources:

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