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**Definition of a monitoring and evaluation mechanism for the
Regional Food Security Reserve (RRSA) interventions.**

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SUMMARY

The aim of the study was to propose an effective monitoring and evaluation mechanism for the Regional Food Security Reserve's interventions, based on the capitalization of interventions, technical rotation and stock replenishment on the one hand, and on the other hand, the monitoring and evaluation experiences of food interventions of national crisis prevention and management mechanisms, and those of humanitarian actors

The mission took place from March to May 2021 with a methodology that included several stages, including a document review, a remote survey of various interlocutors (ECOWAS, beneficiary countries, humanitarian actors), data analysis and interpretation of results, capitalization of experiences, and the proposal of a monitoring-evaluation mechanism for RRSA interventions.

Capitalization of interventions

The capitalization of the interventions of the technical rotation, and the replenishment of stocks has shown that most of the countries still have difficulties in complying with the criteria and procedures when preparing and submitting their request.

For distribution, national mechanisms must redouble their efforts to improve the targeting of beneficiaries, especially for sales at moderate or subsidized prices. Moreover, even if national structures and institutions have been the appropriate partners for the distribution of products, they are faced with a chronic lack of resources which has penalized the monitoring of distribution and has not made it possible to carry out the monitoring of post-distribution effects or the evaluation of medium-term effects.

In general, the clear perception of the selection criteria and procedures by those responsible for the national schemes contrasts with the quality of reporting and the timeliness of the reports in cases where they were delivered. In addition, contrary to the commitments, no communication and visibility plan was submitted. The effects of the intervention on the visibility of ECOWAS and its partners remain unknown.

More generally, the question of compliance with commitments is crucial to the success of regional reserve operations. Indeed, while some commitments seem less realistic, the same cannot be said for others, which deserve more precision and anticipation in the framework of the memorandum.

On the other hand, capitalization raises the question of the need for ECOWAS to be flexible in terms of building up the regional stock. Indeed, should the latter not take into account certain specific local products available corresponding to the needs of potential consumers? Furthermore, in certain specific cases, would it not be pragmatic to open up the supply of the regional reserve to actors other than small producers? Lastly, the question of the maximum duration to be observed for the storage of products must be answered to the satisfaction of the parties.

With regard to the expansion of the regional reserve, the combination of difficulties in repaying "grain for grain" and in monitoring the interventions and their effects by the beneficiary countries indicates that ECOWAS will have to be more pragmatic in its options.

In relation to the monitoring of interventions and stock replenishments, given the difficulties encountered with national arrangements, the RAAA will have to change its approach by collaborating directly with implementing partners through memoranda of understanding to be included in the MOU.

Capitalization of experiences in monitoring and evaluation of national systems

The capitalization of experiences has shown the objective limits of national mechanisms in the monitoring-evaluation of interventions because they do not have integrated monitoring-evaluation systems for the NRP but consolidate to a large extent the results of the field partners with the limits linked to the lack of resources and/or the will of some of the latter because the communication of monitoring data is not compulsory. As for the impact or even the medium-term effects of the implementation of the NRP, this does not seem to be a priority for the countries.

Capitalizing on the monitoring and evaluation experiences of humanitarian actors

For humanitarian actors, monitoring of food and nutrition assistance and post-distribution monitoring are mandatory in order to report to donors and adjust future interventions. In this sense, they share a diversity of harmonized and standardized indicators as well as methodologies and operational modalities for monitoring and evaluation of their interventions, with a special focus on gender. As for impact evaluation, it is envisaged according to the nature and duration of the intervention and always carried out by service providers. The main lessons learned and good practices from the monitoring and evaluation systems of humanitarian actors have been used to design the monitoring mechanism for the regional reserve.

Objectives and indicators of the monitoring and evaluation mechanism for interventions

At the current stage of RRSA operations, the analysis showed that the major objectives of monitoring and evaluation are fourfold, namely: (i) to assess the compliance of the use of the mobilized stock according to the commitments, (ii) to assess the satisfaction of food and nutritional needs, (iii) to ensure the sustainability of the third line of defense, (iv) and, to evaluate the effects of the operations. On this basis, indicators were proposed concerning (i) the conformity of the use of the mobilized stock with the commitments (including the satisfaction of food and nutritional needs as well as the measurement of malnutrition), (ii) the sustainability of the regional reserve, (iii) the post-distribution effects, (iv) the medium-term effects at the level of both ECOWAS and the recipient countries.

Methodology and tools for monitoring and evaluation of interventions

In order to provide information on the various indicators, the proposed methodology articulates permanent monitoring of product distribution, post-distribution monitoring or monitoring of short-term effects, monitoring of stock removal and reconstitution, and evaluation of the medium-term effects of operations. Ongoing monitoring of the distribution will make it possible to know where the mobilized stock is going, who the beneficiaries are and how they are allocated. This monitoring will be carried out by means of adapted tools proposed to the distribution partners of the national mechanisms. Monitoring of destocking and replenishment will also be carried out by storage partners of the regional reserve using the recommended tools. On the other hand, post-distribution monitoring and evaluation of medium-term effects will be entrusted by ECOWAS to qualified service providers. The mission recommends a sampling methodology and questionnaires for the former and indicative terms of reference for the latter.

Monitoring and evaluation system and arrangements

The proposed monitoring-evaluation mechanism and arrangements involve all stakeholders and providers with a central role to be played by the RAAA's monitoring-evaluation department under the supervision of a facilitation committee.

This methodology, adopted by the RAAA, will be tested in 2021 and adjusted according to the results of the evaluations conducted. The same applies to the proposed changes in the content of the Memorandum of Understanding between ECOWAS and the beneficiary Member States, framing the respective commitments of the two parties.

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ABBREVIATIONS AND ACRONYMS

ACF	: Action Contre la Faim
AFD	Agence Française de Développement
ANJE	: Feeding and Nutrition of Young Children
ARAA	Regional Agency for Agriculture and Food
ECOWAS	Economic Community of West African States
CH	Harmonized Framework
ICRC	International Committee of the Red Cross
CONASUR	National Committee for Emergency Relief and Rehabilitation
CSA	Food Security Commission
CSI	Survival Strategies Index
DNPGCA	National Food Crisis Prevention and Management System
ECHO	European Commission Humanitarian Office
ECOWAP	Regional agricultural policy
FEFA	Pregnant or breastfeeding women
FSRD	Food and Strategic Reserves Department
HEA	Household Economy Approach
PRIVATE LABEL	: Minimum food diversity
MUAC	Mid-Upper Arm Circumference
NAFCO	National Food Buffer Stock Company
NGO	Non-governmental organization
PDM	Post Distribution Monitoring
NRP	National Response Plan
rCSI	Survival Strategies Index simplified
RRM	Rapid Response Mechanism
RRSA	Regional Food Security Reserve
SAN	Food and Nutritional Security
SCA	Food consumption score
SDA	Dietary diversity score
SE CNSA	Executive Secretariat of the National Food Security Council
SONAGESS	National Security Stock Management Company
EU	: European Union

INTRODUCTION

Within the framework of the Regional Agricultural Policy (ECOWAP), ECOWAS has since 2012 adopted a regional storage strategy based on the complementarity of three lines or scales of defense against food and nutrition insecurity. The third line is the Regional Food Security Reserve (RFSR) implemented by ECOWAS through its Regional Agriculture and Food Agency (RAFA). This implementation is supported by the European Union (EU) within the framework of the West Africa Food Security Storage Support Project. This project concerns the entire ECOWAS regional storage strategy, namely the combination of three lines of defence, each of which is the subject of a specific component.

The RRSA, which has been operational since 2016, has dedicated governance bodies through a Management Committee and its Executive Board. Since that date, the various purchase operations through tenders have enabled the Reserve to have a capital of more than 32,000 tons of cereals, stored in five countries (Burkina Faso, Ghana, Mali, Niger, Nigeria). On the basis of the RRSA mobilization procedures, several interventions involving a total of more than 25,000 tonnes made it possible to respond to requests from four countries facing crises that meet the Reserve's intervention criteria (Nigeria, Niger, Mali and Burkina Faso). In addition, a technical rotation of stocks stored in Ghana was organized.

These interventions were made on the basis of requests from the beneficiary countries and the commitment of the highest authorities of these countries to reconstitute the mobilized stocks "grain for grain", except for the 2017 and 2020 mobilizations where the commitment to reconstitute grain for grain was made by paying third parties, namely the ECOWAS and European Union Commissions. However, these different operations to mobilize RRSA stocks for interventions and in the form of technical rotation have experienced implementation difficulties throughout the process, from the countries' request to the replenishment of stocks.

This mission was initiated by ECOWAS to capitalize on the interventions and technical rotation as well as the implementation of commitments by the parties on the one hand and on the other hand the experiences of monitoring-evaluation of food interventions of national crisis prevention and management mechanisms and other humanitarian actors in order to feed the proposal of an effective monitoring-evaluation mechanism of the Regional Food Security Reserve interventions.

The mission took place in the period from March to May 2021 due to difficulties in covering all the beneficiary countries at a distance despite the efforts and availability of the RAAA. In the end, for various reasons, only the Mali experience could not be capitalized.

The methodology of the study combined five steps through a document review, a remote survey, data analysis and interpretation of results, capitalization of experiences, and the proposal of a monitoring-evaluation mechanism for the RRSA interventions. The remote survey involved three categories of actors (ECOWAS, beneficiary countries, other humanitarian actors). Specific questionnaires as well as remote exchanges made it possible to collect information from the different interlocutors. The analysis and interpretation of the results of the data collection and processing provided answers to various questions, formulated proposals and provided the basis for the capitalisation of interventions and monitoring and evaluation experiences. The results of the capitalization served as a major basis for the proposal of the methodology and tools for monitoring-evaluation of interventions, technical rotations, and stock reconstitution.

This study report contains the summary note of the capitalisation of experiences including a first chapter on the capitalisation of interventions and a second on the capitalisation of

monitoring-evaluation experiences on the one hand and on the other hand, the proposal of monitoring-evaluation methodology articulating a chapter on the objectives and indicators of monitoring-evaluation, a chapter on the methodology and tools of monitoring-evaluation, and a third on the monitoring-evaluation mechanism and institutional arrangements.

SUMMARY NOTE OF THE CAPITALIZATION OF EXPERIENCES

1 CAPITALIZATION OF INTERVENTIONS AND TECHNICAL ROTATION

On the basis of the RRSA mobilization procedures, several interventions involving a total of more than 25,000 tonnes have made it possible to respond to requests from four countries facing crises that meet the Reserve's intervention criteria (Nigeria, Niger, Mali and Burkina Faso). These criteria mainly concern the seriousness of the food situation assessed through the analyses of the Harmonized Framework (HF), the level of stocks in the country, and finally, the firm commitment to reconstitute the stock "grain for grain" by the beneficiary State or a third party paying institution. In addition, a technical rotation of the stocks stored in Ghana was organized.

The capitalization of these interventions and the technical rotation as well as the commitments of the countries and ECOWAS should ultimately contribute to the proposal of a methodology for effective monitoring of future RRSA interventions. In this perspective, this capitalization is articulated around the procedures related to the regional reserve, the distribution process of mobilized stocks, the implementation of commitments, and the monitoring system of interventions and replenishment.

1.1 PROCEDURES RELATED TO THE REGIONAL RESERVE

It emerged from the various interviews that the channels used for communication (notes, website, periodic meetings, etc.) have made it possible to sufficiently inform the actors about the regional reserve, its procedures and conditions for access. In particular, the criteria and procedures for mobilizing the reserve are clearly perceived, even if some suggest helping countries that do not have a tradition of developing a national response plan in order to facilitate timely access to the reserve. However, from the ECOWAS perspective, this clear perception of criteria and procedures is not reflected in the quality of the requests submitted by countries.

1.2 DISTRIBUTION PROCESS OF MOBILIZED STOCKS

1.2.1 Targeting of beneficiaries

The distribution process resulted in the use (sometimes beyond the deadline) of almost all the stocks mobilized in most cases, with the notable exception of the technical rotation in Ghana, where sorghum could not be fully used because it was not included in the consumption requirements of the canteens¹. However, the relevance of targeting beneficiaries varies considerably depending on the option chosen. For free distribution, the choice of beneficiaries was based on the application of the HEA (Household Economy Approach) selection criteria both in villages with vulnerable populations and in refugee or IDP sites, i.e. households without livelihoods were targeted. Similarly, targeting appears to be relevant in the context of food distributions to canteens, even if the criterion of school accessibility (road, logistics, etc.) was a disadvantage for schools in remote areas.

Conversely, in the case of low-cost food sales, targeting is not relevant because the selection criteria and access procedures do not allow sales to be limited to vulnerable households. In some cases, sales are open to all households on the condition of one bag per month. On the other hand, if the country so wishes, the relevance of this targeting could be strengthened through the prior creation of a database of vulnerable people by sales point as well as the comparison of the databases in a locality in order to clean up multiple registrations.

¹ NAFCO had to sell it because it had been sitting in the warehouse for two years and did not meet the specifications of the wholesale buyers. It still has unsold stock but remains committed to renewing the stock.

1.2.2 Distribution partners of mobilized stocks

In general, national structures and institutions were responsible for the distribution of mobilized stocks. These are national humanitarian assistance structures and decentralized institutions in the case of free distributions and companies in charge of storing and preserving national stocks for sales at moderate prices. These national partners are appropriate because they have the experience and competence for these types of activities. However, as they do not have specific allocations for the distribution of mobilized stocks, they have faced difficulties in implementing the activities. On the other hand, given its logistical capacity, the private sector was called upon in Ghana to deliver products to school canteens and enable NAFCO (National Food Buffer Stock Company) to expand its area of intervention.

1.2.3 Distribution monitoring mechanism

The distribution monitoring mechanism was not effective because the national crisis prevention and management mechanisms, which were supposed to collect and aggregate monitoring and evaluation data from the distribution partners, were not able to do so because of the limited monitoring of distributions by the partners due to a lack of resources. Indeed, even though in some cases the distribution monitoring methodology and tools were relevant, the distribution partners were not able to carry out post-distribution monitoring.

Distributional monitoring data has generally been reduced to distributional data with a mechanical estimate of total beneficiaries based on the average number of people per household in the country, even though this average is subject to regional variation.

More generally, the monitoring mechanism did not make it possible to assess the contribution of the results obtained to the achievement of the distribution objectives. Moreover, given the nature of the stocks mobilized (only cereals), the activities of other stakeholders (UN agencies, NGOs, etc.) contributed in several cases to the achievement of the distribution objectives through the provision of other foodstuffs (cereals, pulses, milk, oil, etc.) or even cash for the beneficiaries.

Moreover, no impact assessment has been reported. This seems more or less logical insofar as this activity cannot be envisaged in the short term on the one hand, and on the other, its implementation would require other actors² and resources that the national crisis prevention and management system does not have. Moreover, the relevance of impact assessment for interventions that only partially contribute to the expected effects remains to be demonstrated.

To improve monitoring of the intervention, it is important to distinguish between monitoring of the distribution and evaluation of post-distribution effects. Distribution partners can be supported in monitoring distribution through assistance in collecting and entering information, while service providers will be responsible for evaluating post-distribution effects through PDM surveys³.

1.2.4 Reporting

Reporting was one of the least well done activities during the interventions, technical rotation and stock replenishment. Indeed, few countries submitted reports despite the provision of a drafting template and the quality of the reports submitted is questionable as they do not contain an analysis of the progress of operations or disaggregated information on beneficiaries, let alone recommendations to increase the effectiveness of future interventions.

² In order to avoid the partners being judge and jury

³ Post Distribution Monitoring

This general reporting situation can be explained by the fact that the results of the monitoring did not meet expectations on the one hand, and on the other hand, the reporting conditions. Indeed, if this activity is perceived by the agents of the structures concerned as additional tasks with no financial impact, there is usually a lack of will for quality reporting within the time limits indicated.

In most cases, an allowance for reporting will stimulate the production of quality reports in accordance with the schedule for submission of documents to the RAAA.

1.2.5 Visibility of ECOWAS and its partners (EU and AFD)

ECOWAS and its partners were able to benefit from visibility through the labelling of packaging bags, media coverage of official stock handover ceremonies and even the start of distribution. However, in the absence of post-distribution surveys, the beneficiaries' assessment of the contribution of ECOWAS and its partners was not captured.

In fact, the beneficiary countries that were required to develop communication and visibility plans did not do so, so that no specific visibility activities were implemented. It should be stressed that the development and implementation of a communication and visibility plan requires a budget that these countries may consider as additional costs. Furthermore, in a context where other partners are supporting the implementation of the national response plan, it may be diplomatically sensitive for a country to undertake communication and visibility activities from a party that otherwise has to be reimbursed, as opposed to others that offer donations.

For greater pragmatism, this aspect of the interventions should be managed directly by the RAAA, which would commission communication agencies in the various countries to accompany the implementation of the interventions and the technical rotations.

1.3 IMPLEMENTATION OF COMMITMENTS BY COUNTRIES AND ECOWAS

Except for minor differences between countries in technical stock rotation and interventions, the commitments of countries under the MOUs range from the production and provision of information to ECOWAS to the "grain for grain" replenishment of mobilized stocks.

With regard to the production and communication of information including (i) the targeting method and beneficiary selection criteria, (ii) the list and contacts of distribution partners, (iii) the communication and visibility plan of ECOWAS and its partners, (iv) the measures to ensure proper distribution and its effects (distribution and post distribution monitoring), (v) the number of beneficiaries disaggregated by gender, the observation of compliance with the related commitments is particularly disappointing. In addition to the question of the additional costs already mentioned for the communication and visibility plan (Cf. 1.2.5), this observation could be explained by the limits of the memorandum and the relative relevance of the commitment.

Indeed, rather than referring to their communication, the memorandum should contain the targeting method and beneficiary selection criteria, as well as the list and contacts of implementation partners, which may include storage, distribution, and post-distribution monitoring by national structures and institutions, NGOs and even UN agencies⁴, etc.

On the other hand, it seems unrealistic to ask for the communication of the provisions ensuring the good distribution of the stock and its effects because these depend among other things on

⁴ It is indeed possible for beneficiary countries to collaborate with the WFP, UNICEF or UNHCR on various aspects such as logistics, distribution and even monitoring that these UN agencies can carry out as part of their assistance to countries.

the targeting method and selection criteria, the competence and efficiency of the distribution partners, and also on the country's capacity to finance the transport of the stock for distribution according to the planning of the intervention as well as the follow-up of the effects and the evaluation of the post-distribution effects. After the official handover of the stocks, it was this difficulty in mobilizing resources for the continuation of operations that partly caused the failure to respect schedules, the absence of post-distribution monitoring and the unsatisfactory monitoring of the distribution, which did not allow for the disaggregation of the number of beneficiaries by gender or the preparation of relevant reports.

To be more effective, it is important to strengthen the memorandum of understanding while reducing the commitments for the countries. Moreover, one of the major commitments, namely the "grain for grain" repayment of the mobilized stock, has been difficult to meet by most countries for various reasons, including the difficulty of mobilizing resources for the purchase of cereals in accordance with the replenishment schedule, the defective quality of the cereals purchased and the exclusive right to purchase from small producers.

Indeed, excluding commercial farmers, the task was more difficult in terms of quality and quantity when renewing the stock after the rotation in Ghana. All these factors led to non-compliance with repayment deadlines that varied from one country to another, sometimes with several reminders and advocacy actions by ECOWAS.

In order to remedy this and more generally to encourage the effective implementation of interventions and rotations, the establishment of a facilitation committee is strongly recommended. It will organize periodic virtual meetings to review the status of the implementation of the intervention, identify solutions/alternatives to obstacles and difficulties, challenge the parties to respect commitments, etc.

On the other hand, the experience of stock rotation in Ghana for the benefit of school canteens suggests:

- some flexibility on the part of ECOWAS in terms of product standards and specifications, which would make it possible, for example, to consider stocking local parboiled rice with a low glycemic index compared to white rice;
- the adoption of a maximum shelf life for the stock before rotation. The frequency of rotation could be two years in order to reduce the incidence of pest infestations and also to reduce the rate of pesticide use on the stock. This will go a long way in reducing the problem of chemical residues that may be harmful to humans;
- the development of an adequate storage receipt system with a robust traceability mechanism to deal with the entry of infected products into the warehouses.

In any case, the difficulty of repaying according to schedule calls on ECOWAS to have realistic ambitions for the regional reserve. Indeed, this is a new experience and the countries (especially the Sahelian ones) must adapt, as they have long been used to donations from external partners (including the coverage of logistical and distribution costs) as a contribution to the implementation of their NRP.

An unconsidered increase in the volume of stocks in the reserve and in the stocks mobilized for countries in the medium term would be likely to multiply repayment difficulties and, in turn, undermine the sustainability of the regional reserve. At the same time, these experiences raise questions about the implementation of the financial component of the reserve, which could be catastrophic if countries have to experience repayment difficulties and if exchange rate fluctuations and inflation are not taken into account in calculating the amount to be repaid. In the light of these experiences, the relevance of the financial component of the reserve can be

questioned: why would countries not go directly to certain financial institutions for adequate financing arrangements?

Finally, ECOWAS itself has not particularly suffered from any non-compliance with its commitments except for the difficulty of conducting a post-distribution evaluation directly within the required timeframe. Furthermore, the cases of Senegal and Cape Verde were reported where requests could not be met due to the lack of available regional stocks in their sub-areas. This highlights the need for ECOWAS to examine the possibility of setting up regional stocks in all the countries exposed to chronic crop year deficits.

Furthermore, during the 2018 operations, the main difficulty involving the regional stocks in Burkina Faso was the defective quality of some packaging due to the length of time the stocks had been held. Consequently, repackaging was essential to allow the bags to be handled.

1.4 MONITORING SYSTEM FOR INTERVENTIONS AND STOCK REPLENISHMENT

ECOWAS has made a significant effort to monitor interventions and stock replenishment. The monitoring process involved several types of activities, including field monitoring (with several missions to the countries), the provision of tools (information collection sheets and report-writing templates), and remote monitoring (including official correspondence), which involved the various hierarchical levels of the organisation. Internally, ECOWAS management was kept regularly informed as well as the various RAEA bodies (Management Meetings, Technical Project Monitoring Committee, Steering Committee and Policy Committee).

However, given the nature of the interventions (stocks to be reimbursed for which countries are responsible for use and distribution), the monitoring of the effects of the distribution by the RAAA has relied on the results of the national monitoring and evaluation systems. As a result, the weakness of the monitoring of the effects of distribution by these mechanisms has negatively impacted on the monitoring of interventions by the RAAA. The situation could be improved if the RAAA supported and collaborated directly with the distribution partners who would then be more motivated and effective in monitoring the effects of the distribution. Most of the distribution partners are in favor of organizing quarterly data transmission to the RAAA. In addition, with the computerization of the RAAA monitoring and evaluation system, it will be possible for partners to share information directly with the RAAA through this platform.

Concerning the evaluation of post-distribution effects (PDM), it should have been carried out by service providers during distribution and/or at the end of the intervention but on the basis of a harmonised methodology and standardised tools. Carrying out this evaluation in 2021 for interventions completed in 2018, 2019 or even 2020 would be hypothetical and ineffective due to the time that has passed.

In terms of monitoring the replenishment of stocks, it is mainly the advocacy missions and letters for compliance with the commitments that cause the effective use of mobilized stocks in some cases and their replenishment in others. The institutionalization of this approach through a facilitation committee would increase its effectiveness. This committee, composed of representatives of the ministries concerned, ECOWAS and the implementing partners, co-chaired by the Minister of Agriculture and the Commissioner in charge of agriculture, will periodically analyse the implementation of the intervention and propose solutions/alternatives to difficulties and obstacles.

These experiences of stock replenishment confirm the permanent financial difficulties faced by many member countries in honouring their commitments in terms of payment of dues in the various sub-regional, regional and international organisations, to meet repayment deadlines and/or ensure debt servicing. In fact, countries seem to have focused on the replenishment of

stocks, which is synonymous with repayment, to the detriment of other activities (monitoring and evaluation, communication, etc.) which represent additional expenses.

More generally, the basis for monitoring interventions and restocking should be included in the MOUs. Indeed, the latter should describe, at least for each activity, the stakeholders, the responsibilities and possibly the indicative implementation schedules and even the indicators. Finally, ECOWAS should learn from the procedures that have hindered the timely recruitment of consultants for the post-distribution impact assessment.

2 CAPITALIZATION OF EXPERIENCES IN MONITORING AND EVALUATION OF FOOD INTERVENTIONS

The capitalization of monitoring-evaluation experiences concerned the experiences of monitoring-evaluation mechanisms of national crisis prevention and management systems as well as those of humanitarian actors. It focused on their nature and scope, the operational modalities of monitoring-evaluation, the strengths and weaknesses, the main lessons and good practices.

2.1 EXPERIENCES WITH MONITORING AND EVALUATION MECHANISMS OF NATIONAL SYSTEMS

2.1.1 Nature and scope of monitoring and evaluation mechanisms

National food crisis prevention and management mechanisms do not have integrated monitoring and evaluation mechanisms because they do not directly monitor distribution and post-distribution effects on the ground. They are mechanisms for consolidating the results of monitoring by the various NRP implementation partners, which are national structures and institutions, UN agencies, NGOs, etc.

However, the quality and detail of the information collected from these partners varies from one country to another. In some cases, the information is limited to the beneficiaries, gender, and the periods and quantities received per household; in others, it includes post-distribution effects in addition to the results of the distribution, but rarely does a national food crisis prevention and management system have a structure in charge of conducting post-distribution monitoring. In all cases, the impact assessment, if any, is carried out by independent service providers.

However, the monitoring-evaluation mechanisms of the national mechanisms do not deal exclusively with information relating to the monitoring of interventions and post-distribution effects within the framework of the implementation of the NRP. Indeed, the partners in the implementation of the NRP include national structures and institutions as well as UN agencies and NGOs, each of which has its own integrated monitoring-evaluation mechanism for its interventions, with differences in the monitoring themes and in the degree of disaggregation of the information.

2.1.2 Operational modalities of monitoring and evaluation mechanisms

Through collection tools, the monitoring-evaluation mechanisms of the national mechanisms require the implementing partners to transmit information according to the monitoring objectives of the NRP. These collection tools are forms for entering targeting, distribution, cash transfer and post-distribution data or a database template to be filled in, not to mention the reporting templates developed in consultation with the various stakeholders. For example, in Burkina Faso, it is the database template that the partners must fill in for the monitoring and evaluation department of the national system, while in Niger, it is the forms that are filled in by the distribution or sales committees at the grassroots level and sent to the central database of the Food Crisis Unit at the national system level

In addition to requests for information, the national schemes organise field trips to the beneficiaries of the interventions to gather their feedback on the satisfaction of their needs, generally through focus groups.

2.1.3 Strengths and weaknesses of monitoring and evaluation mechanisms

The main strength of the monitoring and evaluation mechanisms of the national mechanisms is the monitoring of all interventions within the framework of the NRP. But this may be only theoretical because of the dependence on monitoring data from partners. The provision of

information by the implementing partners is the result of a non-binding consensual agreement, so that some of them may not provide feedback. As a result, the national machinery is deprived of information covering all interventions arising from the implementation of the NRP.

Furthermore, the disparities between monitoring results necessarily imply levels of information for the monitoring-evaluation mechanisms of national mechanisms that are below those of the most efficient implementing partners. Indeed, the themes and operational modalities differ between UN agencies and international NGOs on the one hand and national structures and institutions on the other. For example, in Burkina Faso, CONASUR, which carried out the targeted free distribution of the stock mobilised in 2020, monitors the distribution to IDPs in several regions of the country on the basis of monthly sheets. These sheets make it possible to collect basic information on the locations, periods and volumes distributed, the characteristics of beneficiary households and to extrapolate to the entire beneficiary population on the basis of average household size,

However, CONASUR did not carry out any post-distribution monitoring. However, it has undertaken field trips to observe distribution sites in order to gauge the opinion of beneficiaries on the satisfaction of the objectives of the distribution. The combination of this information with the results of general monitoring by the site managers and supervisors enables CONASUR to understand the post-distribution effects. Reporting is quarterly with consolidated reports. In contrast, for UN agencies and international NGOs, in addition to monitoring distribution, monitoring of post-distribution effects is systematic on the basis of representative samples, while impact assessment, if necessary, is always entrusted to external service providers.

Lastly, for the national mechanisms, structures and partner national institutions for implementation, the monitoring and evaluation of interventions on behalf of the State is confronted with a chronic weakness in the allocated budget, or even a lack of resources. Thus, field trips to monitor partners and collect information on the opinions of beneficiaries or even post-distribution surveys are penalized by budgetary constraints leading to a reduction in the number of mission teams and sites to be visited. The same applies to national partner structures and institutions which cannot envisage post-distribution monitoring based on representative samples of beneficiaries.

2.1.4 Key lessons and good practices

The lack of budgetary resources penalizes the activities of the monitoring and evaluation mechanisms of national crisis prevention and management mechanisms. In addition, the nature of the latter significantly reduces their capacity and scope. Direct collaboration with national partner structures and institutions for the implementation of State interventions within the framework of the NRP is likely to generate more monitoring and evaluation data.

The lack of post-distribution monitoring is one of the major weaknesses of most government interventions, while at the same time, national partners stress the need to adjust distribution between two phases, taking into account the real needs and satisfaction of beneficiaries.

The evaluation of the impacts of public interventions in the framework of NRPs is not systematic or a priority. For the time being, governments have not financed its implementation.

In terms of good practices in monitoring-evaluation experiences of national mechanisms and partners, the existence of experienced data collection tools should contribute to the operational modalities of a monitoring mechanism for the regional reserve's interventions. Moreover, the practice of short and periodic surveys to analyse beneficiaries' feedbacks can inspire the monitoring of post-distribution effects within the framework of the regional reserve's interventions.

2.2 EXPERIENCES OF MONITORING AND EVALUATION SYSTEMS OF HUMANITARIAN ACTORS

2.2.1 Nature and scope of monitoring systems for humanitarian actors

Humanitarian actors, mainly UN agencies and international NGOs, have internal monitoring systems that systematically cover distribution monitoring and post-distribution impact assessment.

Impact assessment depends on the nature of the intervention. For emergency food assistance interventions, which are generally carried out for the duration of a campaign, impact assessment is rarely carried out because the beneficiaries and the intervention sites vary from one season to another. In addition, the duration of the funding (very short term) does not allow for an impact evaluation.

For humanitarian actors, monitoring is mandatory to evaluate the achievement of objectives, document the intervention and ensure accountability to donors. As for post-distribution monitoring, it is essential to identify the use of the resources/livelihoods distributed and the effects on the lives of beneficiaries and even non-beneficiaries.

For the monitoring-evaluation of the effects of food and nutrition interventions, a variety of harmonized and standardized indicators are widely shared by humanitarian actors: Food Consumption Score (FCS), Household Dietary Diversity Score (DDS), Dietary Diversity Score for children 6-23 and FEFA (pregnant or lactating women) or MDD (minimum dietary diversity), CSI (Coping Strategies Index), rCSI (simplified Coping Strategies Index), coverage of basic needs, % of beneficiaries reporting that humanitarian aid is provided in a safe, accessible, accountable and participatory manner, of children aged 6-23 months who stabilise or improve their MUAC (Mid-Upper Arm Circumference) or PB (Brachial Perimeter), Number and % of households assisted in post RRM (Rapid Response Mechanism), Number and % of households assisted in emergency that are integrated into more structuring programmes (resilience, social nets or others), % of women applying three good practices of Young Child Feeding and Nutrition (YCFN), % of different uses of cash, etc.

In addition, indicators are related to the quality of assistance: information time, distance/time of travel to the distribution site, waiting time, quality of food, security at the site, respectful treatment/communication, assessment of targeting quality, travel expenses, modality preference, etc.

2.2.2 Operational modalities of monitoring systems for humanitarian actors

The monitoring systems of some humanitarian actors combine the "do-it-yourself" mode according to needs. In particular, for the evaluation of their intervention on the one hand and its impacts on the other, recourse to external service providers is common practice in order to avoid being judge and jury. As far as NGOs are concerned, even if donors do not play a direct role in the monitoring and evaluation of effects and the evaluation of programmes and impacts, they agree in advance with the implementing NGOs on the processes, methodology and indicators for monitoring and evaluating the intervention.

From a methodological point of view, humanitarian actors' monitoring approaches generally involve (i) establishing the situation before assistance (baseline), (ii) monitoring the distribution, (iii) post-distribution monitoring, (iv) and evaluating the situation at the end of the intervention (endline), i.e. a total of activities to identify a situation, an initial evaluation, a registration, a verification, the distribution in question, one or more intermediate evaluations depending on the number of distribution operations and a final evaluation.

The frequency of distributions is variable (fortnightly, monthly) while the monitoring of post-

distribution effects ideally varies between two and six weeks after a distribution in order to avoid altering the information. This monitoring is carried out through focus groups that can be opened to non-beneficiaries and individual interviews with beneficiaries using information gathering tools. The individual interviews of beneficiaries are carried out with representative samples whose size depends on the confidence interval accepted for the PDM survey and the available budget.

In their intervention approach, humanitarian actors give pride of place to gender from the situation identification, initial assessment and registration stages of the households concerned. The individual questionnaire specifies the gender of the head of household and the gender profile of the household, while each group of questions includes women. In addition, the samples should be representative of the types of households assisted.

2.2.3 Strengths and weaknesses of monitoring systems for humanitarian actors

The strengths of humanitarian actors' monitoring systems lie largely in the existence of harmonised methodologies and data collection tools, standardised indicators, networks of experienced interviewers who are easily mobilised, and budgets that are included in the total cost of the intervention. In addition, some actors regularly evaluate and revise them.

On the other hand, the sheer number of indicators, combined with the real difficulties in filling them in, is a limitation. Furthermore, in practice, several monitoring systems struggle to produce a disaggregated analysis of indicators by household type according to livelihood zone and type of population assisted (poorest households versus internally displaced persons according to their duration). In addition, there are weaknesses in the in-depth analysis of screening data and the analysis of food and nutritional security in the intervention zone (Baseline), and a delay in the analysis of the PDMs does not always allow for timely adjustments to the intervention. Finally, there is no systematization of Baseline and Endline of control households (non beneficiaries).

2.2.4 Key lessons and good practices from monitoring systems

Key lessons for monitoring food interventions and post-distribution effects from the experiences of humanitarian actors include the need to register the targets of assistance, establish a representative sample of household categories in the site and establish a baseline. In addition, timely disaggregated analysis and in-depth analysis of the causes of non-achievement of results according to household typology allow for adjustments to the distribution or even improvement of future interventions.

It is clear from the various experiences that in order to undertake the monitoring of distribution and post-distribution effects, it is essential to have a logical framework for the intervention with indicators of expected results/changes at the household and/or individual level, and to define the framework, modalities and timetable for monitoring the assistance and its effects at the level of the beneficiary households, as soon as the intervention is conceived or even before it begins. Finally, it is essential to ensure that human resources are available to process and analyse the data developed.

The monitoring experiences of humanitarian actors reveal a genuine set of good practices, namely: (i) the automaticity of the Baseline, PDM and Endline principles and targeting verification report by the overwhelming majority of monitoring systems, (ii) the standardization of indicators and particularly a list of benchmark SAN indicators, (iii) harmonized data collection tools, (iv) the development of networks of experienced enumerators, (v) and also a common intervention framework.

PROPOSED MONITORING AND EVALUATION METHODOLOGY

1 OBJECTIVES AND INDICATORS FOR MONITORING AND EVALUATION

Capitalizing on the interventions and rotations of the regional reserve, the monitoring and evaluation experiences of national crisis prevention and management mechanisms, and the monitoring and evaluation experiences of other humanitarian actors, it is clear that (i) monitoring of distribution is essential to know where, when, how and for whom the mobilized stock was distributed; (ii) post-distribution monitoring is imperative to assess the targeting of beneficiaries, to understand the use of the stock and the changes made to beneficiaries; (iii) monitoring of replenishment is mandatory to contribute to the sustainability of the regional reserve; (iv) impact assessment is not a priority, given the nature of the regional reserve's interventions; however, assessment of medium-term effects will make it possible to highlight the importance of the intervention; (v) indicators whose information will depend only in part on the intervention of the regional reserve should not be given priority (vi) the availability of sufficient resources is essential for effective monitoring of each intervention; (vii) the separation of the functions of monitoring distribution and post-distribution effects from that of evaluating the effects and impacts of the intervention is recommended. In addition, for the monitoring mechanism of the regional reserve to function effectively, it is imperative to specify the roles and responsibilities of the actors.

As a reminder, the regional food security reserve was created as a third line of defense to support member countries in dealing with food and nutrition crises. Among the conditions of eligibility is the existence of a national response plan or a national program and an emergency intervention situation. Therefore, it is essential for ECOWAS to assess the use of the stocks in relation to the provisions of the national response plans/programmes and the commitments of the countries, particularly to replenish the stocks "grain for grain".

1.1 MAIN OBJECTIVES OF MONITORING AND EVALUATION

The monitoring and evaluation of interventions, rotations and stock replenishments has four major objectives:

- *Evaluate the compliance of the use of the mobilized stock with the commitments*

The use of the stock mobilized in accordance with the commitments and within the framework of the NRP will contribute to increasing the importance and role of the regional reserve as a third line of defence for countries in the fight against food and nutrition insecurity.

- *Assessing the satisfaction of food and nutritional needs*

As the regional reserve is mainly cereals, the priority is to know how this contributes to food security and in particular to covering the cereal needs of beneficiary households during the intervention period. In addition, the possible mobilization of nutritional products will aim to reduce the impact of malnutrition, which is a public health problem in several countries in the region. This provision of nutritional products should impact on malnutrition in children aged 6 to 59 months, children aged 5 years and over, women and men.

- *Ensuring the sustainability of the third line of defence*

The appropriate and timely renewal of stocks is one of the conditions for the sustainability of the regional reserve and its relevant support to countries in urgent need.

- *Evaluate the effects of operations*

ECOWAS intervention for the benefit of beneficiary countries within the framework of the RRSA goes beyond the provision of stocks. Indeed, through the process of mobilizing the third line of defence, it provides several supports to the various countries which contribute to the

strengthening of their governance capacity in terms of development and implementation of the national response plan (NRP) or the national programme through, among others, the national crisis prevention and management mechanism and its implementation partners.

Therefore, in addition to post-distribution effects, the intervention may have medium-term effects on national schemes and their implementing partners as well as the socio-economic environment of beneficiary households.

Thus, the intervention should have an impact on the capacity of national mechanisms to (i) submit requests that comply with ECOWAS requirements, (ii) properly provide the information and documents required in accordance with the commitments of the memorandum of understanding, and (iii) respect the schedule for the use of the stock mobilized for the implementation of the NRP. Strengthening the capacities of national mechanisms should lead to an improvement in the quality of requests, information and documents provided and, for ECOWAS, to a reduction in the time taken to process requests and the number of rejections.

For NRP implementing partners, support should result in better monitoring of distribution and replenishment through the collection and sharing of accurate and credible data according to the monitoring schedule.

At the level of small producers, the intervention should have an impact on their income thanks to the volumes and prices of purchases for the reconstitution of stocks. In addition, it could increase their professionalism through the strengthening of contractualisation and/or the development of group sales which contribute to securing their income. Similarly, these purchases can encourage a growth dynamic in local production of the products concerned in the places and areas of purchase. However, distribution can have negative effects both on prices in the distribution places/areas and on the evolution of local production of the products concerned.

1.2 MAIN INDICATORS FOR MONITORING AND EVALUATION

The recommended indicators (including indicators for measuring malnutrition⁵) for assessing the satisfaction of food and nutritional needs are many:

Indicators of compliance with the use of mobilised stock in relation to commitments	
Designation	Sources of verification
1. % removal of mobilized stock	Store tracking and distribution data
2. Actual share of intervention in the implementation of the NRP	Implementation report NRP
3. Number of beneficiary households	Distribution tracking data
4. At least 90% of the beneficiary households belong to the target groups	PDM data
5. At least 90% of households received rations as planned	Distribution and PDM tracking data
6. At least two thirds of the rations are consumed directly by the beneficiary household	PDM data
7. of beneficiary households whose food and nutrition needs were met during the period	MDP data and assessment of medium-term effects
8. Food insecurity scale for beneficiary households	PDM data
9. Actual rate of coverage of cereal needs by the intervention	MDP data and assessment of medium-term effects

⁵ Malnutrition indicators and ranking, Annex xxx

10. Actual rate of coverage of nutritional needs by the intervention	MDP data and assessment of medium-term effects
11. Prevalence rate of malnutrition including severe acute malnutrition (SAM) and moderate acute malnutrition (MAM)	PDM data

The recommended indicator for assessing the sustainability of the regional reserve is the rate of replenishment according to schedule. Stakeholders are meeting their commitments and *at least 90% of the mobilized stock is replenished on time.*

Indicators of post-distribution effects	
Designation	Sources of verification
1. of households satisfied with the ration (type, quality, quantity)	PDM data
2. of households satisfied with the distribution process	
3. Share of ration consumed indirectly through sales and/or exchange for other feeds	
4. Share of the ration offered in assistance to non-beneficiary households in the framework of intra-community solidarity	

Medium-term impact indicators	
Designation	Sources of verification
<i>At the ECOWAS level</i>	
1. Average number of days to process a request	ARAA Monitoring Data
2. % eligible requests per period	
3. national mechanisms for the proper transmission of information and documents in accordance with the commitments of the Memorandum of Understanding	
4. % national schemes respecting the use schedule of the stock mobilised in the framework of the NRP	Store tracking and distribution data
5. % implementing partners (distribution, replenishment) carrying out effective monitoring of the intervention	ARAA Monitoring Data
<i>At the country level</i>	
1. Volume and % of local purchases from small producers' organizations in the context of stock replenishment,	Monitoring data reconstruction
2. Ratio of purchase price from organizations to market price of the purchase period in the purchase locations/areas	
3. Trend ⁶ in contracted volumes and/or group sales by POs	
4. Trends in local production of cereals and nutritional products in distribution areas	Medium-term impact assessment data
5. Trends in local production of cereals and nutritional products in the locations/areas of purchase for reconstitution	
6. Post-distribution trend in cereal prices on the markets of the distribution locations/areas	
7. Price trends on the markets of the places/areas of purchase for the reconstitution of the stock	

⁶ A trend can be understood in terms of variation over a period or between seasons, etc.

2 METHODOLOGY AND TOOLS FOR MONITORING AND EVALUATION

The monitoring and evaluation to inform the indicators will articulate the monitoring of the distribution, the post-distribution monitoring, the monitoring of the reconstitution of the mobilized stock, and the evaluation of the medium-term effects of the intervention.

2.1 CONTINUOUS MONITORING OF PRODUCT DISTRIBUTION

The volumes distributed concern both interventions and technical rotations. Monitoring of distribution involves regular recording of rations distributed, beneficiaries, date and place of distribution, mode of allocation (free distribution, sale at social price, sale at moderate/subsidized price, etc.), number of distributions, implementing partner, etc.

With the exception of extreme emergencies⁷, distribution is usually based on a database containing at least a complete list of targeted household heads, socio-demographic characteristics, livelihoods, etc. In the case of canteens, this will include a list of beneficiary canteens, their size and gender distribution. In the case of canteens, this will include a list of beneficiary canteens, their size and gender distribution. This information is the basis for estimating food and nutrition needs for the intervention period.

However, there is still no experience in the distribution of nutritional products. The experiences recorded are essentially the work of UN agencies and other humanitarian actors (NGOs) rather than government structures. In the context of future mobilization of nutritional products from the RRSA, will countries solicit these actors as implementing partners? In all cases, the distribution monitoring sheet will anticipate the monitoring of the distribution of nutritional products.

Monitoring of the distribution by the implementing partner will be done by means of record sheets (see 4.1 and 4.2). These sheets will collect the required information. This information will support the creation of an Excel database shared remotely using appropriate applications⁸ with the RAAA's monitoring and evaluation system. This database, which will be a dashboard for monitoring distribution by the RAAA (see 4.3), will synthesize the main distribution data. Regardless of the frequency of distribution, monthly reporting is the wish of the implementing partners interviewed.

Monitoring of distribution is the responsibility of the beneficiary countries in order to reassure ECOWAS that the use of the mobilised stock is in accordance with the commitments. This monitoring is carried out at the first level by the distribution partners of the mobilized stock, who will do so using distribution monitoring sheets. Efficient and reliable data transmission will be facilitated above all by direct collaboration between these partners and the RAAA's monitoring-evaluation mechanism.

2.2 POST-DISTRIBUTION EFFECTS MONITORING

Post-distribution monitoring (PDM) focuses on the short-term effects of the distribution. It will be based on the results of a post-distribution survey conducted among a representative sample drawn from the database of targeted households. The number of PDM surveys will depend on the duration of the intervention and the budget available for monitoring and evaluation.

The survey aims to evaluate the distribution activity and the use of the ration offered. It collects information on the socio-demographic and socio-economic characteristics of the beneficiary

⁷ These are cases where food kits are distributed or even parachuted indiscriminately to beneficiaries

⁸ Google Drive, One Drive, etc.

households, their access to assistance, their knowledge of the composition of the ration, the uses of the ration, the opportunity costs, and their perception of the distribution. More specifically, the survey should:

- Verify whether the beneficiaries received the rations as planned (quantity and quality);
- Understand the use of the ration within the household ;
- Assessing beneficiary satisfaction ;
- Estimating the food security scale of beneficiary households;
- Identify the types of problems that beneficiaries faced during distribution operations;
- Collect all the necessary data to fill in the indicators;
- Gather suggestions for improvement of future interventions.

The overall process should follow the following main steps:

- Secondary data analysis;
- Development of the sampling and survey strategy ;
- Design of the various tools necessary for data collection and analysis;
- Training of field officers ;
- Data collection ;
- Data entry, cleaning, processing and analysis of collected data ;
- Triangulation and validation of preliminary results ;
- Writing the report.

Each MDP survey will use a two-stage probability sampling method with distribution sites (clusters) as the primary unit and targeted households for distribution as the secondary unit. Households will be selected randomly and systematically from the database of targeted households. Distribution sites will be selected randomly (based on the list of distribution sites in each region).

The sample of households should be selected so that the survey results are representative at the regional level using the following formula and assumptions:

$$n = z^2 \times \frac{p(1-p)}{d^2} \times k$$

Where:

n = Minimum sample size

z = 1.96 (confidence level deduced from confidence rate; 95% confidence interval for this survey)

p = estimated proportion of the population with the characteristic studied in the study, by area

k = 2 (cluster effect)

d = accuracy level

Except for the loss of one respondent, the same sample will be valid for the PDM surveys. The PDM survey will combine a focus group (opinion leaders, customary authorities, control households, etc.) and individual interviews with households in the survey sample.

Information from the focus groups will be collected using an interview guide, while information from the households will be collected using a questionnaire (see 4.3). The latter will cover, among other things, the socio-demographic and socio-economic characteristics of the household, the distribution process, the use of rations and the coverage of cereal needs, the opportunity cost of the assistance and the visibility of ECOWAS.

The frequency of surveys will depend on the duration and nature of the distribution, but it is strongly recommended that the survey be conducted no later than one month after a distribution to reduce the risk of altering certain information. On the other hand, the number of surveys will depend on the monitoring and evaluation budget and the size of the sample. Reporting will take place after each MDP survey.

Drawing lessons from the capitalization of experiences, it is essential that ECOWAS itself initiate post-distribution monitoring. To this end, it will use service providers by including it in the monitoring-evaluation mechanism of the RAAA's activities. On the other hand, post-distribution monitoring of nutritional products will be the responsibility of the partners in charge of this distribution, which are, by experience, the UN agencies (UNICEF, WFP, and even UNHCR) and NGOs specializing in the fight against malnutrition, particularly child malnutrition. In addition, these actors have experienced collection tools for the post-distribution monitoring of nutritional products.

2.3 MONITORING OF STOCK REMOVAL AND REPLENISHMENT

In order to measure the removal and replenishment of stocks, it will be necessary to have data on the monitoring of outgoing and incoming flows to the dedicated warehouses and also to make observations. Based on the warehouse entry and exit sheets including traceability data (see 4.4), the structures in charge of storage will share a management chart of the evolution of destocking and replenishment with the ARAA monitoring and evaluation mechanism (see 4.5). This table will mainly contain the schedule and data on the dates, volumes, quality and nature of the products taken out of storage or received as part of the reconstitution of the stock.

In addition, periodic stock observation missions by the ARAA will be organised according to the progress of destocking or reconstitution in order to confirm compliance with the utilisation schedule or the availability of the renewed stock. However, in the event of constraints, the ARAA may assign this mandate in whole or in part to the service providers responsible for post-distribution monitoring.

2.4 EVALUATION OF THE MEDIUM-TERM EFFECTS OF THE INTERVENTION

The evaluation will aim to assess the extent to which the mobilization of stocks from the regional reserve and ECOWAS support as a whole has brought about significant changes in national mechanisms and their NRP implementation partners, as well as in beneficiary households and their socio-economic environment. Moreover, since post-distribution monitoring has not been carried out for distributions already made, the post-distribution effects should be taken into account as far as possible when evaluating medium-term effects.

As with the evaluation of the effects of the interventions of other humanitarian actors and certain national crisis prevention and management mechanisms, this evaluation will be partially carried out on the basis of terms of reference (see **Erreur ! Source du renvoi introuvable.**) by a service provider recruited following a call for competition.

On the other hand, when the RRSA makes nutritional products available to countries, the evaluation of the effects on malnutrition should normally be done by the partners in charge of distributing these products.

In addition, for future interventions, the RAAA's monitoring and evaluation mechanism will set up a scoreboard dedicated to the progress of requests and the submission of documents in accordance with the provisions of the memorandum of understanding (see 4.6). This table will provide the basic data for assessing the effects on the capacity of national crisis prevention and management systems.

Finally, another scorecard for monitoring deliveries by NRP implementing partners (see 4.7) will also be used to assess the effects on their capacity to effectively monitor the implementation of the intervention.

For the evaluation of the medium-term effects of the intervention in a beneficiary country, the units of investigation will be the national crisis prevention and management system, its implementing partners (distribution, management and replenishment, other parties involved), and beneficiary households.

3 MONITORING AND EVALUATION SYSTEM AND ARRANGEMENTS

The monitoring and evaluation of the interventions, rotations and replenishments of the reserve stocks will involve two major officials, namely ECOWAS and the beneficiary countries of the RRSA. In addition to these two main officials, several other stakeholders will be involved in leading the monitoring mechanism of the RRSA interventions.

3.1 STRUCTURES IN CHARGE OF DISTRIBUTION

Collaboration between these structures and the RAAA will be through protocols including a lump sum grant to support data entry and reporting. Indeed, the difficulties encountered in data entry and reporting seem to be mostly related to the need to motivate agents and/or encourage the recruitment of data entry agents, to encourage reporting which is often perceived by agents as additional tasks with no financial impact, all of which penalizes the quality of monitoring, reporting, and document transmission deadlines.

3.2 PROVIDERS FOR POST-DISTRIBUTION EFFECTS MONITORING

These service providers, who may be consultancy firms, NGOs and/or individual consultants based in the beneficiary countries, will be under framework contracts covering the intervention periods. It is recommended that the framework contracts be concluded at the start of the interventions to facilitate the mobilisation of service providers according to needs.

3.3 STORAGE STRUCTURES WHEN RENEWING STOCK

The partners in charge of storage at the time of renewal will be responsible for monitoring the replenishment of stocks in direct collaboration with the ARAA's monitoring-evaluation mechanism within the framework of memoranda of understanding.

3.4 MONITORING AND EVALUATION OF THE RAAA

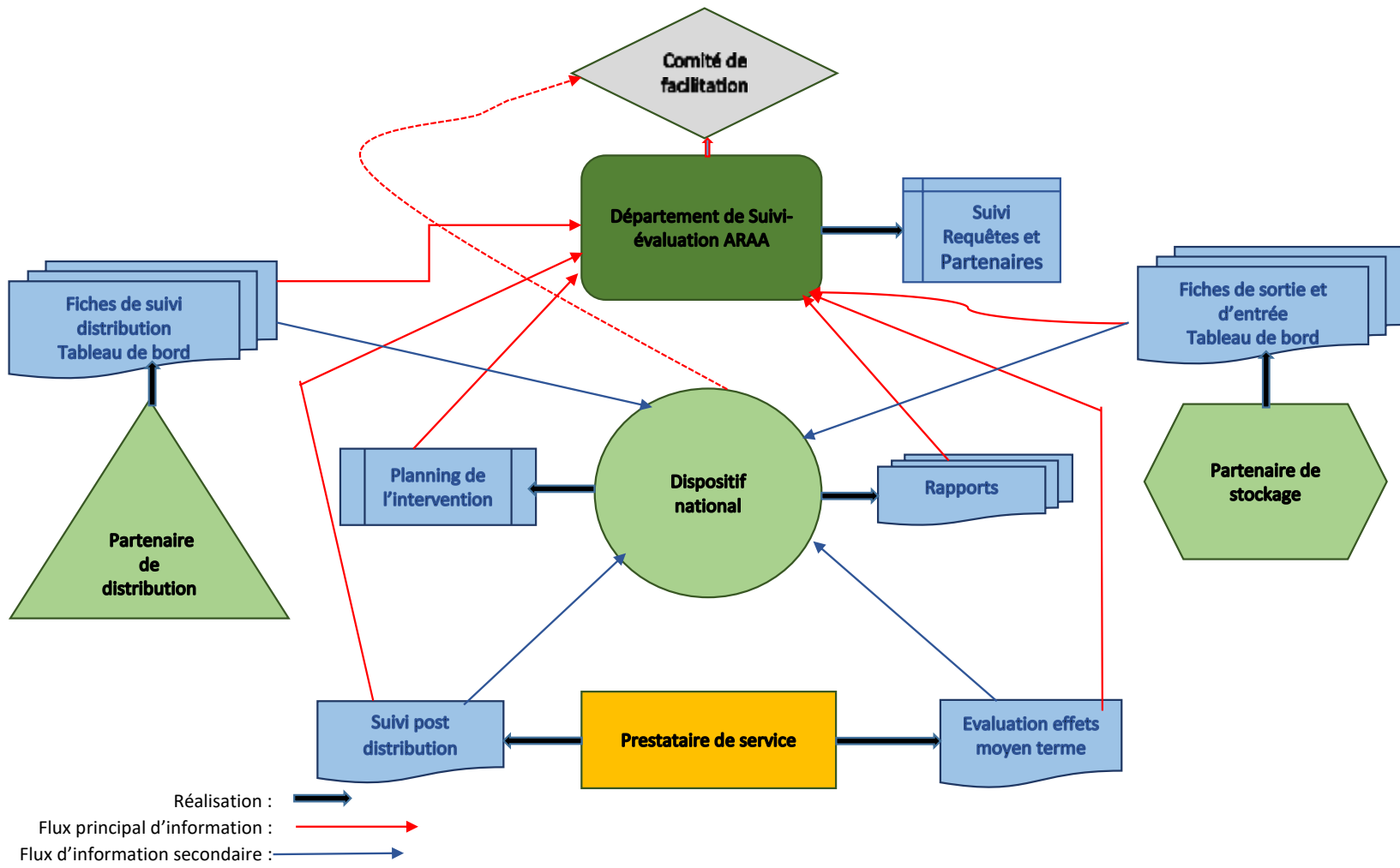
The RAAA's M&E unit will supervise and monitor the work of implementing partners and contractors in monitoring the distribution of mobilized stocks and evaluating post-distribution effects as well as monitoring stock replenishment. To this end, it will monitor the progress of the work according to the implementation plans and will examine the conformity of the quality of the results. According to the possibilities, he will organize field visits to support the implementation of activities and also to make observations on the progress of the stock replenishment.

3.5 JOINT FACILITATION COMMITTEE

The creation of a joint facilitation committee to analyze the evolution of the intervention or the technical rotation of stocks and the renewal of stocks, and to deal with the bottlenecks and obstacles encountered will contribute to improving the performance of the RRSA. This committee could be composed of representatives of ECOWAS (Commission, ARAA, UTGR, Resident Representative, etc.) and the country (Ministry of Agriculture, head of the national crisis prevention and management mechanism, implementing partners, Focal Point, etc.). It will be co-chaired by the Commissioner in charge of agriculture and the country's Minister of Agriculture. It will hold virtual meetings every two months and in cases of emergency.

3.6 PROVISIONS OF THE MEMORANDUM OF UNDERSTANDING (SEE ANNEX)

3.7 DIAGRAM OF THE MONITORING AND EVALUATION MECHANISM FOR INTERVENTIONS



CONCLUSIONS AND IMPLICATIONS

The capitalization of interventions, technical rotation and replenishment indicates that the sustainability and development of the ASRH will face considerable obstacles due to the difficulty for countries to adequately meet their commitments. In particular, the medium-term feasibility of the financial reserve will need to be reassessed in light of the lessons learned from this capitalization.

On the other hand, the extension of stocks to nutritional products could be more delicate because of their specificity in terms of storage and conservation and the need to resort to specialized actors for their distribution and the monitoring of post-distribution effects.

Finally, the lack of experience in transferring stocks from one country to another as part of an intervention, combined with the failure to meet country requests due to lack of available stocks, means that ECOWAS needs to develop storage in all countries with a high probability of food and nutrition crises.

ECOWAS should simplify and strengthen the content of the memorandum of understanding by dropping requirements that are not a priority for the countries and that are a source of additional costs, and by including information that is relevant for monitoring and evaluation and that shows that the bidding country has prepared the request very well and has mastered it.

Because of the additional costs of logistics and distribution, it is unlikely that the beneficiary countries will adequately carry out the monitoring of distribution, post-distribution monitoring and the evaluation of medium and long-term effects. As a result, ECOWAS needs to be responsible for the monitoring and evaluation of operations on the one hand, and for communication, its visibility and that of its partners on the other. Moreover, capitalisation on the experiences of monitoring-evaluation of national mechanisms shows that these are not integrated systems but rather consolidation mechanisms suffering from budgetary constraints which limit their effectiveness.

On the other hand, the monitoring and evaluation experiences of humanitarian actors have largely inspired the "faire-faire" in the proposal of methodology and tools for the monitoring and evaluation of interventions, technical rotations and stock replenishments. However, the proposed indicators and tools can be revised according to the evolution of RRSA's interventions.

It is the monitoring and evaluation mechanism of the RAAA that will play the central role in effectively monitoring the interventions and other activities of the regional reserve.

The adoption of a reasonable pace of progress for the RRSA is essential in that the experience is more costly for countries in near chronic food and nutrition crisis because the stock mobilized is a loan to be repaid in addition to the additional costs of logistics and distribution as opposed to assistance from UN agencies and other actors.

4 ANNEXS

4.5 STOCK REMOVAL AND REPLENISHMENT DASHBOARDS

1-Dispositif national:										
2-Partenaire de mise en œuvre:										
3-Lieu d'entreposage:										
4-Volume stock mobilisé:										
Date	Désignation	Maïs	Mil	Sorgho	Riz	Autre produit	Autre produit	Total déstocké (T)	% du stock mobilisé
	Volume (T)									
	% du stock									
	Volume déstocké (T)									
	%									
	Volume en stock (T)									
	%									
	Volume (T)									
	% du stock									
	Volume déstocké (T)									
	%									
	Volume en stock (T)									
	%									
	Volume (T)									
	% du stock									
	Volume déstocké (T)									
	%									
	Volume en stock (T)									
	%									

1-Dispositif national:										
2-Partenaire de mise en œuvre:										
3-Lieu d'entreposage:										
4-Volume de stock à reconstituer:										
Date	Désignation	Maïs	Mil	Sorgho	Riz	Autre produit	Autre produit	Total reconstitué (T)	% du stock à reconstituer
	Volume à reconstituer (T)									
	% du stock total									
	Volume livré (T)									
	%									
	Volume à reconstituer (T)									
	% du stock total									
	Volume livré (T)									
	%									
	Volume à reconstituer (T)									
	% du stock total									
	Volume livré (T)									
	%									
	Total									

4.6 QUERY TRACKING TABLE

1-CEDEAO/ARAA							
2-Département de Suivi-évaluation							
Désignation		Pays A	Pays B	Pays C	Pays D	Pays E
Date de soumission							
Conformité (éligible ou non éligible)							
Date d'examen							
Suite réservée							
Date de notification							
Mise à disposition du stock	DPR						
	DRE						
Planning de l'opération	DPR						
	DRE						
Premier rapport périodique	DPR						
	DRE						
Deuxième rapport périodique	DPR						
	DRE						
Rapport de distribution des produits	DPR						
	DRE						
Reconstitution "grain pour grain"	Début prévu						
	Début effectif						
Rapport de reconstitution	DPR						
	DRE						
Observations générales							
DPR: Date prévue pour la remise							
DRE: Date de remise effective							

4.7 IMPLEMENTING PARTNER MONITORING TABLE

1-CEDEAO/ARAA									
2-Département de Suivi-évaluation									
3-Pays de l'opération:									
Désignation		Partenaire A	Observation	Partenaire B	Observation	Partenaire C	Observation	Partenaire D	Observation
Planning de l'activité à exécuter	DRP								
	DRE								
Démarrage de l'exécution	DP								
	DE								
Mise à jour tableau de bord mois 1	DP								
	DE								
Mise à jour tableau de bord mois 2	DP								
	DE								
Mise à jour tableau de bord mois 3	DP								
	DE								
Mise à jour tableau de bord mois	DP								
	DE								
Mise à jour tableau de bord mois n	DP								
	DE								
Rapport de fin d'exécution	DRP								
	DRE								
Observations générales									
DPR: Date prévue pour la remise									
DRE: Date de remise effective									
DP : Date prévue									
DE : Date effective									

4.8 SAMPLE HOUSEHOLD MDP QUESTIONNAIRE

Name of investigator:															
Questionnaire number :															
Day/Month/Year of survey : I _ I _ I / I _ I _ I / I _ I _ I	Region: Circle/province: Municipality : Village/Site :														
<p><i>The government has obtained support from ECOWAS to help vulnerable people cope with the difficulties of meeting their food and nutritional needs in the country. We would like to ask some questions to the beneficiary households to know how the distribution went and what changes were made at your level to improve the next distributions. All information collected will remain strictly confidential and can never be used against you. Participation in this survey is voluntary. If you do not want to answer, there is no problem, but if you agree, we ask you to answer the questions honestly and without embarrassment.</i></p> <p>Do you agree to answer this questionnaire? Yes=1 No=2</p>															
Full name of the head of household:															
Gender of the head of household: Male=1 Female=2															
Marital status of head of household 1=Monogamous married, 2=Polygamous married, 3=Single, 4=Widowed, 5=Divorced, I _ I 6=Other															
Level of education of the head of the household 1=None 2=Primary 3=Secondary 4=Higher 5=Coranic 6=Literate I _ I															
Main occupations of the household : 1. 2. 3. 4.															
Main sources of household income : 1. 2. 3. 4. 5. 6.															
Age of head of household in years I _ I _ I															
Number of persons in the household I _ I _ I <i>To read to the head of the household: "The household is defined as the group of individuals who share the same pot for the main meals, who recognize the authority of the same head, who live in the same concession and who pool their resources.</i>															
Household composition <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">Category</th> <th colspan="2">Sex</th> </tr> <tr> <th>Female</th> <th>Male</th> </tr> </thead> <tbody> <tr> <td>Number of children</td> <td></td> <td></td> </tr> <tr> <td>Number Adults 15 to 64</td> <td></td> <td></td> </tr> <tr> <td>Number Adults 65 and over</td> <td></td> <td></td> </tr> </tbody> </table>		Category	Sex		Female	Male	Number of children			Number Adults 15 to 64			Number Adults 65 and over		
Category	Sex														
	Female	Male													
Number of children															
Number Adults 15 to 64															
Number Adults 65 and over															
Assistance distribution process															
How many times have you benefited from a distribution of products from the ECOWAS stock?	1. Once 2. Two times 3. Three times 4. Four times 5. Five times														
When was the last distribution?	1. In the current week														

	<ol style="list-style-type: none"> 2. One week 3. Two weeks 4. Three weeks 5. One month 6. More than one month 	
Did you receive your ration yourself?	<ol style="list-style-type: none"> 1. Yes 2. No 	
If not, why not?	<ol style="list-style-type: none"> 1. Not informed 2. Sick..... 3. On the move 4. Occupied 5. Other to be specified 	
If not, who received the ration on behalf of your household?	<ol style="list-style-type: none"> 1. Other household member 2. Mandated person 3. Other..... 	
Did you receive the full amount you are entitled to?	<ol style="list-style-type: none"> 1. Yes 2. No 3. Don't know 	
What quantity did you receive (nature and volume)?	Nature	Volume (kg)
	1. Corn	
	2. Mil	
	3. Sorghum	
	4. Rice	
5. Other		
Did you pay back to get your ration?	<ol style="list-style-type: none"> 1. Yes 2. No 	
If so, how much?		
If so, to whom did you pay the amount?	<ol style="list-style-type: none"> 1. Distribution staff 2. Local administrative or customary authority 3. NGO Officer 4. Other 	
Are you satisfied with the type/quality of your ration?	<ol style="list-style-type: none"> 1. Yes 2. No 	
Are you satisfied with the quantity of your ration?	<ol style="list-style-type: none"> 1. Yes 2. No 	
If not, why not?	<ol style="list-style-type: none"> 1. Insufficient for household size 2. Other 	
If not, why not?	<ol style="list-style-type: none"> 1. Bad smell 2. I don't like the taste 3. Culturally unacceptable 4. No money for grinding 5. Other to be specified 	
Are you satisfied with the distribution process?	<ol style="list-style-type: none"> 1. Yes 2. No 	
If not, why not?	<ol style="list-style-type: none"> 1. Takes too long (duration) 2. I didn't feel safe 3. Too far (distance) 4. No communication of the distribution period 5. Non-compliance with the announced distribution period 6. Other 	
Did the distribution staff conduct themselves appropriately?	<ol style="list-style-type: none"> 1. Yes 2. No 	
If not, what problem(s) did you face?	<ol style="list-style-type: none"> 1. Verbal abuse 2. Negligence 3. Retention of part of the ration 4. Communication problem 5. Other 	

Use of rations and coverage of household cereal needs

Have you sold any of your ration?		
If so, why?	1. Repaying loans 2. Buy other foods 3. Excessive food 4. High transportation costs 5. Other	
Did you share your ration with a non-recipient household?	1. Yes 2. No	
If so, why?	1. Related 2. Friendship 3. Most needy 4. Other	
Did you switch some of your ration?	1. Yes 2. No	
If yes, for which exchange item(s)	1. 2. 3.	
Do you have any of your ration left over that you keep in stock at home?	1. Yes 2. No	
If yes, nature and quantity	Nature	Volume (kg)
	1. Corn	
	2. Mil	
	3. Sorghum	
	4. Rice	
	5. Other	
If you divide your ration into ten parts, how many parts were :	Usage	Number
	1. Consumed by your household	
	2. Sold	
	3. Stored	
	4. Exchanged	
	5. Offered	
	6. Other to be specified	
How many days of grain consumption were covered by the shares consumed by your household?	Number of days covered :	
Did you receive cereals from another distribution with a different partner?	1. Yes 2. No	
If yes, which cereal(s)	Nature	Volume (kg)
	1.	
	2.	
	3.	
	4.	
	5.	
How much of this other ration was consumed by the household during the same period as the ECOWAS stock ration?	Nature	Volume (kg)
	1.	
	2.	
	3.	
	4.	
	5.	

Food insecurity scale

N°	Questions	Possible answers	Note
QV01	In the past 30 days, have you been worried about your household running out of food?	0. never 1.rarely 2.sometimes 3.often	
QV02	In the past 30 days, have you or any member of your household been unable to eat certain foods that you usually prefer to eat due to lack of funds?	0. never 1.rarely 2.sometimes 3.often	
QV03	In the past 30 days, have you or any member of your household been forced to eat the same thing every day due to lack of money?	0. never 1.rarely 2.sometimes 3.often	
QV04	In the past 30 days, have you or any member of your household been forced to eat foods that you normally prefer not to eat because of lack of money?	0. never 1.rarely 2.sometimes 3.often	
QV05	In the past 30 days, have you or any member of your household had to cut back on the amount of food you ate at a meal?	0. never 1.rarely 2.sometimes 3.often	
QV06	In the past 30 days, have you or any member of your household cut back on the number of meals you usually eat each day because of lack of food?	0. never 1.rarely 2.sometimes 3.often	
QV07	In the past 30 days, have you or any member of your household gone to bed hungry at night due to lack of food?	0. never 1.rarely 2.sometimes 3.often	
QV08	In the last 30 days, has there ever been no food at all in your house because you couldn't afford it?	0. never 1.rarely 2.sometimes 3.often	
QV09	In the past 30 days, have you or any member of your household gone a whole day without eating due to lack of funds?	0. never 1.rarely 2.sometimes 3.often	
Total			

Opportunity cost of assistance

How long does it take to get to and from the distribution site?	1. Less than an hour 2. One to two hours 3. Two to three hours 4. More than three hours
What is the waiting time for the ration at the distribution site?	1. Less than an hour 2. One to two hours 3. Two to three hours 4. More than three hours
Did you pay for the transport of the ration?	1. Yes 2. No
If so, how much?	Amount paid :
If yes, amount paid to whom?	1. Distribution staff 2. Carrier 3. Other to be specified

Visibility of ECOWAS and its Partners

Do you know ECOWAS?	1. Yes 2. No
If so, through which channel?	1. Radio 2. Television 3. Campaign on the site 4. Packaging bags 5. Other to be specified
Do you know an ECOWAS partner?	1. Yes 2. No
If so, which one?	1. AFD 2. EU 3. Other to be specified

Recommendations

How can assistance to targeted households be further improved?

.....

.....

.....

Interpreting the Food Insecurity Scale

Household score = total points/27 The higher the score, the more food insecure

	0. never	1. rarely	2. sometimes	3. often
QV01				
QV02				
QV03				
QV04				
QV05				
QV06				
QV07				
QV08				
QV09				

	Food safety
	Moderate food insecurity
	Moderate food insecurity
	Severe food insecurity

4.9 SAMPLE PDM SCHOOL CANTEENS QUESTIONNAIRE

Name of investigator:															
Questionnaire number :															
Day/Month/Year of survey : I _ I _ I / I _ I _ I / I _ I _ I	Region: Circle/province: Municipality : Village/Site : School:														
Name of the person in charge of the school/kindergarten:															
Gender of the person in charge of the school/kennel: Male=1 Female=2															
Total number of people eating in the canteen I _ I _ I _ I															
Composition of the people eating in the canteen															
	<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th rowspan="2">Category</th> <th colspan="2">Sex</th> </tr> <tr> <th>Female</th> <th>Male</th> </tr> </thead> <tbody> <tr> <td>Number of pupils</td> <td></td> <td></td> </tr> <tr> <td>Number Teachers</td> <td></td> <td></td> </tr> <tr> <td>Number Staff</td> <td></td> <td></td> </tr> </tbody> </table>	Category	Sex		Female	Male	Number of pupils			Number Teachers			Number Staff		
Category	Sex														
	Female	Male													
Number of pupils															
Number Teachers															
Number Staff															
Assistance distribution process															
How many times have you benefited from a distribution of products from the ECOWAS stock?	<ol style="list-style-type: none"> 1. Once 2. Two times 3. Three times 4. Four times 5. Five times 														
When was the last supply?	<ol style="list-style-type: none"> 1. In the current week 2. One week 3. Two weeks 4. Three weeks 5. One month 6. More than one month 														
Did you receive your ration yourself?	<ol style="list-style-type: none"> 1. Yes 2. No 														
If not, why not?	<ol style="list-style-type: none"> 1. Not informed 2. Sick 3. On the move 4. Occupied 5. Other to be specified 														
If not, who received the ration on behalf of your school?	<ol style="list-style-type: none"> 1. Other staff member..... 2. Mandated person 3. Other 														
Did you receive the full amount you are entitled to?	<ol style="list-style-type: none"> 1. Yes 2. No 3. Don't know 														
What quantity did you receive (nature and volume)?	Nature	Volume (kg)													
	1. Corn														
	2. Mil														
	3. Sorghum														
	4. Rice														
	5. Other														

Are you satisfied with the type/quality of your ration?	1. Yes 2. No
Are you satisfied with the quantity of your ration?	1. Yes 2. No
If not, why not?	1. Insufficient for the size of the canteen 2. Other
If not, why not?	1. Bad smell 2. We don't like the taste 3. Culturally unacceptable 4. Other to be specified
Are you satisfied with the distribution/supply process?	1. Yes 2. No
If not, why not?	1. Takes too long (duration) 2. Too far (distance) 3. Products arrive with damage 4. No communication of the distribution period 5. Non-compliance with the announced distribution period 6. Other
Did distribution/supply personnel conduct themselves appropriately?	1. Yes 2. No
If not, what problem(s) did you face?	1. Verbal abuse 2. Negligence 3. Retention of part of the ration 4. Communication problem 5. Other

Use of rations and coverage of household cereal needs

Have you sold any of your ration?		
If so, why?	1. Buy other foods 2. Excessive food 3. Other	
Do you have any of your ration left over that you keep on hand at school?	1. Yes 2. No	
If yes, nature and quantity	Nature	Volume (kg)
	1. Corn	
	2. Mil	
	3. Sorghum	
	4. Rice	
	5. Other	
If you divide your ration into ten parts, how many parts were :	Usage	Number
	1. Consumed by your canteen	
	2. Sold	
	3. Stored	
	4. Exchanged	
	5. Offered	
	6. Other to be specified	
How many days of cereal consumption were covered by the shares consumed by your canteen?	Number of days covered :	
Did you receive cereals from another distribution with a different partner?	1. Yes 2. No	
If yes, which cereal(s)	Nature	Volume (kg)
	1.	
	2.	
	3.	
	4.	
	5.	
	Nature	Volume (kg)
	1.	

How much of this other ration was consumed by the canteen during the same period as the ECOWAS stock ration?	2.	
	3.	
	4.	
	5.	
Visibility of ECOWAS and its Partners		
Do you know ECOWAS?	1. Yes 2. No	
If so, through which channel?	1. Radio 2. Television 3. Campaign on the site 4. Packaging bags 5. Other to be specified	
Do you know an ECOWAS partner?	1. Yes 2. No	
If so, which one?	4. AFD 5. EU 6. Other to be specified	
Recommendations		
How can assistance to targeted school canteens be further improved?		
.....		
.....		
.....		

4.10 REVISION OF THE MEMORANDUM

The implementation of a procedure for monitoring and evaluating interventions implies a revision of the content and commitments of the Memorandum of Understanding between ECOWAS and the beneficiary State.

The provisions of the Agreement with the government of the recipient country will clearly include the list of implementing partners and highlight the option of direct collaboration with the monitoring and evaluation mechanism of the RAA through memoranda of understanding. They will also address the establishment of the facilitation committee, its role and composition.

The provisions of the Memorandum (MoU) may be amended as follows⁹:

By virtue of this Memorandum of Understanding, ECOWAS undertakes to :

- a. ~~Ensure the monitoring of the distribution and conduct a post-distribution evaluation directly through, xxx to have data on the results and effects of the operation on the targeted populations.~~ Support the monitoring of the distribution with the implementing partners and directly conduct a post-distribution monitoring and an evaluation of the effects in the medium term through service providers such as consultancy firms, NGOs, associations, etc.
- b. ~~Participate in the overall communication and media coverage during the distribution process.~~ Carry out communications and visibility actions of ECOWAS and its partners

⁹ The highlighted sections correspond to the proposed additions and clarifications to the drafting and conclusion of the MoUs

through communication providers

The Republic of xxx undertakes to :

- a. Receive products
- b. Respect international storage and conservation standards during the period of storage and transportation between the reception of the stocks and their distribution to the populations and distribute the products to the beneficiaries who will be retained according to the targeting mode and the selection criteria transmitted to ECOWAS;
- c. Respect international humanitarian standards, in particular to respect the dignity of beneficiaries and avoid violence against women and children during food distribution operations; and implement the "do no harm" approach.
- d. Distribute the products to the selected beneficiaries according to the targeting and selection criteria attached to this memorandum.
- e. Operate with the implementing partners listed in the table below. These partners will collaborate directly with the RAAA mechanism through memoranda of understanding for monitoring and evaluation of intervention activities.
- f. The national mechanism and implementing partners will ensure the collection of data to monitor compliance with targeting, including the provision of gender-sensitive indicators.

Table of partners for the implementation of the intervention

Designation	Address and contact	Area of intervention	Last name and first name(s) Person in charge
		Storage	
		Distribution	
		Monitoring and evaluation	

- g. Provide ECOWAS with the following information:
 - ~~○ The method of targeting and the criteria for selecting beneficiaries;~~
 - ~~○ List and contacts of distribution partners;~~
 - The communication and visibility plan;
 - Arrangements for ensuring the proper distribution of the stock and its effects (Distribution and Post-distribution Monitoring);
 - The number of beneficiaries disaggregated by gender;
 - The implementation schedule at the latest one week after the mobilized stock is made available;
 - Periodic reports¹⁰, a final distribution report and a final replenishment report (if envisaged) according to the drafting template
- h. Support post-distribution monitoring and evaluation of the medium-term effects of the operation

¹⁰ Depending on the duration and planning of the intervention

- i. Facilitate the execution of visibility actions of ECOWAS and its technical and financial partners during distribution operations

X. Facilitation Committee

Both parties undertake to set up a facilitation committee to support the effective implementation of the operation:

- a. The Committee will hold periodic virtual meetings to review the status of the implementation of the operation, to adopt alternatives to the obstacles and difficulties, and to call on the parties to respect their commitments;
- b. The Committee shall be co-chaired by the Minister in charge of Agriculture of the Republic of xxx and the ECOWAS Commissioner in charge of Agriculture, Environment and Water Resources;
- c. The secretariat of the Committee shall be provided by the Executive Director of the RAAA;
- d. The Committee will be composed of representatives of ECOWAS (Commission, ARAA, UTGR, Resident Representative, etc.) and the country (Ministry of Agriculture, Head of the National Crisis Prevention and Management Mechanism, implementing partners, Focal Point, etc.).

X. Duration

This Memorandum of Understanding shall take effect on the date of its signature by both parties and shall terminate after validation by the RAAA of the commodity distribution report and the stock replenishment report (if adopted) by the Authorities of Republic xxx.

X. Final provisions

The parties agree that a new Memorandum of Understanding shall not take effect until the termination of this Memorandum.