

# Enhancing efficiency and effectiveness of Food Security Cluster Coordination

## Lesson: Monitoring and Reporting

*Text-only version*

*In partnership with:*



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## Learning objectives

At the end of this lesson, you will be able to:

- explain the purpose of monitoring and reporting;
- describe how the Cluster Monitoring Framework connects with other processes within the Humanitarian Project Cycle;
- describe the role of common indicators;
- explain the monitoring tools developed by the global Food Security Cluster; and
- describe the two Coordination Monitoring tools - the Cluster Activation Checklist and The Coordination Performance Monitoring Report.

## Introduction

The Inter-Agency Standing Committee (IASC) Principals have agreed on a list of six core functions for Clusters. These six functions are aimed at "refocusing Clusters on strategic and operational gaps analysis, planning, assessment and results".

*(Recommendation 27, IASC, Transformative Agenda)*

This lesson focuses on the fourth of the six core function of cluster at country level: **monitor and evaluate performance**



### *The six core functions*

#### **Support service delivery** by:

- ✓ providing a platform that ensures service delivery and is driven by the Humanitarian Response Plan and strategic priorities;
- ✓ developing mechanisms to eliminate duplication of activities.

#### **Inform the HC/HCT's strategic decision-making** by:

- ✓ preparing needs assessments and analysis of gaps (across and within clusters, using information management tools as needed) to inform the setting of priorities;
- ✓ identifying and finding solutions for (emerging) gaps, obstacles, duplication and cross-cutting issues, including gender, age, disability/diversity, protection, HIV/AIDS and environment;
- ✓ formulating priorities on the basis of analysis.

#### **Plan and implement cluster strategies** by:

- ✓ developing sectoral plans, objectives and indicators that directly support realization of the overall response's strategic objectives;
- ✓ applying and adhering to common standards and guidelines;
- ✓ clarifying funding requirements, helping to set priorities, and agreeing cluster contributions to the HC's overall humanitarian funding proposals.

**Monitor and evaluate performance by:**

- ✓ monitoring and reporting on activities and needs;
- ✓ measuring progress against the cluster strategy and agreed results;
- ✓ recommending corrective action where necessary.

**Support robust advocacy by:**

- ✓ identifying concerns, and contributing key information and messages to HC and HCT messaging and action;
- ✓ undertaking advocacy on behalf of the cluster, cluster members, and affected people.

**Build national capacity in preparedness and contingency planning:**

Preparedness is a continuous process. Broadly defined, it includes any action, measure or capacity development that is introduced before an emergency to improve the overall effectiveness, efficiency and timeliness of a response and recovery.

For more information see: the **IASC reference module for Cluster Coordination at country level** <https://www.humanitarianresponse.info/en/coordination/clusters> in section 4 and the **Transformative Agenda Protocol: Common framework for preparedness**

[https://interagencystandingcommittee.org/system/files/common\\_framework\\_for\\_preparedness.pdf](https://interagencystandingcommittee.org/system/files/common_framework_for_preparedness.pdf)

In this lesson you will learn:

**Why it is important** to monitor and report on humanitarian projects and programmes effectively.

Which **standard tools** you will need during the different phases of a humanitarian response.

Why it is important that **Cluster partners are involved** in monitoring and reporting.

How monitoring and reporting is done according to the **Cluster Monitoring Framework**.

How humanitarian response can be evaluated through tools such as **Coordination Performance**

## A collaborative spirit

Monitoring information is vital for humanitarian response - it means that we can make **evidence-based decisions**, and can **measure the progress** of results of our interventions. It's a **continuous learning process** - the **information gathered is fed back** into the **planning** process, so that we can see where updating our approach is needed.

### *Report on the situation in Aristopulous*

- It has been 72 hours since a category 5 typhoon has made landfall on Aristopulous.
- The government of Aristopulous has welcomed international assistance however they have stated this must be carried out in close coordination with the government and that they will give the final approval to any strategy for intervention.
- There is a Humanitarian Coordinator and Humanitarian Country Team in place.
- The Emergency Relief Coordinator has declared an L3 emergency in Aristopulous.
- Clusters that already existed are meeting, additional clusters are likely to be activated.

## The purpose of monitoring the humanitarian response

The **purpose** of monitoring the humanitarian response is threefold:

1. To **assess progress**, enable adjustments and improve accountability. **Results** outlined in the Humanitarian Response Plan are **achieved**. Humanitarian **needs are met**.
2. To provide **an evidence base for decisions** about actions to redress shortcomings, fill gaps and adjust strategy. A more **effective and efficient** humanitarian response.
3. To **receive feedback** from the **affected population** on their perception of the response. Check the humanitarian response is being implemented **as planned**. Ensure that interventions "**do no harm**".

## Why do partners need to report?

### *Why do Cluster partners need to report?*

There are **two main reasons** that Cluster partners report on their actions:

- ① To be **accountable and transparent** to key stakeholders.
- ② To **reflect** on the quality and effectiveness of their response, and **feed their learning back into the programme cycle**, so as to improve future actions.

In addition, Cluster reporting has **specific functions** related to the **purpose and core functions** of the Cluster, to ensure that it is operating as effectively as possible.

- ✓ Make efforts to **reduce gaps and duplication**;
- ✓ Ensure adherence to **agreed standards**;
- ✓ Define and agree on monitoring information and reports that Food Security Cluster (FSC) **partners should share** with the FSC;
- ✓ Provide the agreed information and reports in a **regular manner**;
- ✓ Participate in **periodic joint review** and lesson learning exercises;
- ✓ Provide **feedback to the FSC** on the contents of FSC reports and the use made of them.



### *Why does the Cluster exist?*

The Cluster exists because **there is a consensus** throughout the humanitarian world that **working together**, effectively **coordinating, sharing information** and **openly reporting** successes and failures will **save lives** and **reduce the suffering** of those affected by disaster.

### *Commitments to participate in the Cluster*

To participate in the Cluster, partners are committed to mainstreaming in programmes:

- ✓ **protection** (including respect for principles of non-discrimination and "do no harm").
- ✓ **cross-cutting themes**, including gender, age, disability and accountability.

## Who will use the monitoring information?

### *Who will use the monitoring information?*

The **primary users** of the monitoring information are:

- Cluster lead agencies
- Cluster partners
- Cluster Coordinators (CC)
- Humanitarian Coordinators (HC)
- Humanitarian Country Teams (HCT)

The information is also used by **key stakeholders**: National governments, Affected populations, Donors, Partner organizations

## The Humanitarian Response Monitoring Framework

At the planning stage, following what was set out in the **Humanitarian Response Plan (HRP)**, the humanitarian community establishes its Humanitarian Response Monitoring Framework, based on:



The **monitoring framework document** broadly defines:

- what will be monitored;
- how and when;
- who is responsible for monitoring what;
- how and when monitoring info will be reported;
- what key actions will be taken; and
- what resources are necessary for successfully monitoring the humanitarian response.



### *The Cluster Monitoring Framework*

Field monitoring seeks to assess the quality of the response, timeliness of delivery, access to services and the perspective of people affected by an emergency, taking diversity into account. Field monitoring can be conducted through visits to implementation sites or through remote exercises. Organizing field monitoring exercises does not fall within the scope of the monitoring framework, and is not the role of the Cluster Coordinators.

It is anticipated that Cluster members will have some form of field monitoring practice in place, but that these will differ and would benefit from harmonization. A harmonized approach would enable the sharing and collation of collective field monitoring findings and, where possible, the sharing of data collection efforts. This approach could involve identifying common indicators, which might be monitored within a Cluster. The approach should be discussed and agreed upon



within the Cluster. The framework document should be prepared by the inter-Cluster coordination group, with contributions from the Clusters, and endorsed by the Humanitarian Coordination Team (HCT), which will ensure that adequate resources are allocated to the monitoring activities.

All humanitarian actors should participate in the design and execution of the monitoring framework, and ensure that they have the capacity to perform their part of the monitoring activities.

## Connections between the Cluster Monitoring Framework and other processes

The Cluster Monitoring Framework is connected to other processes within the Humanitarian Programme Cycle. At different points, it **will draw upon and serve as the basis** for the following monitoring processes within the cycle.

### Cluster Monitoring Framework

- ↳ **The Input and output data for the MIRA PSDA:** The Input and output data gathered for the **Preliminary Scenario Definition** (PSD) of the Multi-Cluster/Sector Initial Rapid Assessment (MIRA) will be a **source of information** for the Cluster Monitoring Framework in the initial days of a crisis.
- ↳ **Standard core monitoring indicators:** The list of standard core monitoring indicators provided by the Clusters will be in line with the indicators tracked by harmonized assessments (e.g. the IASC Needs Assessment Task Force (NATF) Key Humanitarian Indicators).
- ↳ **Task Force on Accountability to Affected Populations' monitoring framework:** As the Task Force on Accountability to Affected Populations' monitoring framework is further defined, it will be incorporated into the Inter-Agency Standing Committee (IASC) Response Monitoring and Reporting Framework.
- ↳ **The L3 Cluster Activation Checklist:** The L3 Cluster Activation Checklist outlined in the Coordination Performance Monitoring Framework is complementary to the IASC Response Monitoring and Reporting Framework. The L3 Cluster Activation Checklist monitors the performance of Clusters.
- ↳ **Real Time Operational Peer Reviews (RTOPR)** will be conducted **within the first three months** of a crisis, to assess the enabling environment and identify bottlenecks to achieving results. **Interagency evaluations** will be held in the **first seven to nine months of a crisis**, to provide accountability for results and help to identify lessons learned for the future.

👉 **Pooled funding mechanism:** The **Common Humanitarian Fund** (CHF) and **Central Emergency Response Fund** (CERF) monitoring and reporting systems will use the information reported through the Monitoring Framework, and will not duplicate efforts to collect information.

### Using common tools and indicators

Indicators can be used to **describe and measure** a range of aspects of a given humanitarian context, including the situation, response and impact. Indicators are key to enabling:

**Systematic data collection**, conducted in accordance with recognized standards.

**Reliable and consistent reporting** of quantifiable data, to inform food security actions and measure output, outcome and impact along the Humanitarian Programme Cycle (HPC).

**Evidence-based data to inform the decision-making** of Cluster members and improve accountability.



Cluster/sector partners must adhere to **commonly agreed definitions and indicators** for sector needs and activities, as well as the **use of common baseline or reference data**, which are disaggregated by age and sex and consider diversity issues where appropriate.

There are two types of indicator:

**Situation indicators** track both the **baseline and needs**, i.e. what effect the crisis has on the population, infrastructure and services.

**Response indicators** (also called target, results or monitoring indicators), enable humanitarian response to be adjusted and measured.

### How indicators are linked to the Humanitarian Programme Cycle

If we look at the Humanitarian Programme Cycle graphic, we can see how indicators contribute from the assessment to monitoring phase during a humanitarian crisis.



In many cases, needs assessments and indicators directly **contribute to defining response plans** and specific interventions. When **needs assessment indicators** are **aligned with monitoring indicators**, they show how the response is addressing problems identified through the assessments.

### Using common tools and indicators

The global Clusters recognize that indicators cannot be fully standardized, given the vast range of emergencies and differences across country contexts. However, indicators **developed at global level** can be **adapted at country level**, as needed. The IASC Needs Assessment Task Force (NATF) has been working with global Clusters and Areas of Responsibility to develop a **package of key humanitarian indicators** that capture the core elements of a crisis. Cluster Coordinators should lead and agree with partners on a set of sectoral indicators to be measured, as well as on collection methodologies to be used.

"The registry indicators are to serve as guidance. **None of the indicators in the registry are obligatory** for countries to adopt. However, where appropriate, it is strongly recommended to adopt the indicators listed as key indicators in the registry to facilitate analyses of needs and response monitoring across countries."

*Guidance Humanitarian Indicator Registry*

The Indicator Registry website: <https://www.humanitarianresponse.info/applications/ir/indicators>

## The Food Security Cluster Core Indicator Handbook

Food Security Cluster Core Indicator Handbook, 2016:

[http://fscluster.org/sites/default/files/documents/handbookv4\\_1.pdf](http://fscluster.org/sites/default/files/documents/handbookv4_1.pdf)

The Food Security Cluster Core Indicator Handbook was produced by the Cluster's **Programme Quality Working Group**. The handbook is part of an **overall effort to improve the effectiveness and efficiency** of Cluster activities. It aims to provide the user with operational flexibility in the choice and management of indicators, which can be adapted to context specific needs and objectives.

The indicators included were developed as part of coordinated efforts by the Inter-Agency Standing Committee's (IASC) Needs Assessment Task Force in 2013. The aim was to compile an online registry of key indicators for all IASC Clusters and sectors, **available via the Humanitarian Response website**.

The **fourth version** of this handbook was published in June 2016.

Standardized indicators enable data reported by country level Clusters to be both comparable and to help achieve the reporting objectives of the global level Cluster. The ability to use indicators according to the various stages of the HPC gives the Food Security Cluster the potential to tailor its information management to the changing requirements as the emergency situation evolves.

The Food Security Cluster Core Indicator Handbook provides **guidance on the selection and use of each indicator**, during the various phases of the Humanitarian Programme Cycle. Based on wide consultation with global and country level Clusters, these guidelines **include an explanation of the way in which the indicators can and should be operationalized**, including guidance on reporting purposes, data collection methodology and calculation instructions.

The handbook is intended for:

- Food Security Cluster team members (Cluster/sector Coordinators, information managers, and assessment and database focal points).
- Other field practitioners involved in a Food Security Cluster or in-country coordination mechanism, with the objective of ensuring an effective and coordinated food security response.

The handbook does **not provide exhaustive recommendations** on data collection and data management tools, and users should be well versed in setting up and managing information mechanisms, and in creating the framework for reporting and analysing the data collected.

By facilitating the **collection, management and dissemination** of **data** through better use of indicators, the handbook supports the Food Security Cluster in identifying **sector level priorities** and monitoring the Cluster's **progress** towards them.

## Developing objectives and indicators

Experience shows that people often find it challenging to determine specific **objectives**.

It is very common to want to jump straight into identifying interventions! It is important to develop Food Security Cluster objectives and indicators that **directly support** the response's **strategic priorities**. The objectives should be sufficiently **broad and comprehensive** to address people's needs.

"Don't get too distracted by discussions about how you define your objectives. There is no single right way of defining objectives. The important thing is to be clear about what you want to achieve. Think about when you will need to intervene, the scale, how you will target."

*RELPA Guide to Early Response to Slow-Onset Crises*

Remember, objectives are **what we want to achieve**, because it is much easier to plan to "protect goats for 4,000 very poor pastoral households between January and March" than it is to plan to "protect livelihood assets"

## Different types of indicator

Outcome (or situation) indicators are related to the Cluster objective, and demonstrate that the **short to medium-term** effects of a Cluster's collective outputs are being achieved. Outcome level objectives are accompanied by:

- **At least one indicator** should be at the **outcome level**.
- **up to three** specific, measurable **output indicators**
- accompanying **targets**
- relevant **baselines**
- key **activities**(where output data are gathered)

Avoid formulating Cluster objectives as activities, as these are formulated **separately under each Cluster objective**.

In 2012, the global Food Security Cluster's **Programme Quality Working Group (PQWG)** carried out a consultative process with partners, country coordinators and information management officers. From this, they compiled a **core list of humanitarian food security** situation and performance indicators, mapped against the four IASC phases of a humanitarian emergency response.

The **Food Security Cluster Core Indicator Handbook** offers guidance on the selection and use of each indicator during the various phases of the Humanitarian Programme Cycle. It includes an **explanation** of the way in which the indicators can and should be operationalized, including guidance on reporting purposes, data collection methodology and calculation instructions. The indicators act as a **guide for national Clusters and partners** and can be adapted and revised as needed.

### Situation indicators

Food access	Availability	Agriculture	Utilization
Change in food consumption patterns	Change in production compared to previous year's harvest by commodity		% of individuals having daily access to an appropriate amount of safe water
Change in food source	Change in availability of key commodities in markets		% of HHs with capacity to prepare food safely
% change in key food and non-food commodity prices	% of HHs by duration of staple food stock		% of HHs that have changed intra-household food distribution
Coping strategies	% of HHs/communities unable to plan for next season		% of individuals having daily access to an appropriate amount of safe water
Change in main source of income	Change in herd sizes		

Change in ability to meet survival and livelihoods protection thresholds	Number of reported animal disease outbreaks		
Expenditure patterns	% of HHs with suitable daily water and fodder consumption for livestock		
Change in HH ownership of productive assets			
Change in access to functioning markets			

## Output indicators

Food assistance		Agriculture and livestock	Livelihood recovery
Number of beneficiaries receiving food, non-food items, cash transfers and vouchers as % of those planned	Total value of cash or vouchers for food and basic needs distributed as % of that planned	Number of beneficiaries receiving agricultural inputs as % of planned beneficiaries	Total value of cash or vouchers for food and basic needs distributed as % of that planned
Number of people trained as % of those planned (e.g. best nutrition practice or land conservation)	Frequency of food/cash assistance to beneficiary HH (months)	Germination rates/harvest quantities as % of those planned	
Number of market system actors involved in emergency response	Number of assets built, restored or maintained to targeted beneficiaries, the	Quantity of input items distributed as % of those planned	

Number of institutional sites assisted (e.g. schools, health centres) as % of those planned	type and unit of measure (e.g. hectares of land where conservation activities implemented, length and type of irrigation system restored, hectares recovered for farming)		
Quantity of food/value of cash/vouchers received by beneficiary HH (and proportion in relation to food basket)			
Quantity of food assistance distributed as % of that planned			

### Food Security Cluster objectives and indicators

As far as possible, Cluster strategic objectives should be **SMART** and results based.

**Specific** | **Measurable** | **Attainable** | **Relevant** | **Time bound** | + **Results-based** (they describe the desired outcome)

Cluster indicators, targets and baselines should help to **measure results or changes** that affect beneficiaries, rather than processes, workload or functional statistics (e.g. number of meetings held, internal training sessions implemented, reports produced).

Questions to be considered when developing indicators:

What information will **be useful for decision making**, and later for learning?

What can **feasibly be monitored and analysed** given the resources and capacity constraints?



How **should conditions have changed** for affected people at the end of the planning period, and which indicators and targets best encapsulate and measure this change?

## Mechanisms for data collection and reporting

Once each Cluster/sector has agreed to indicators, **mechanisms for ongoing data collection and reporting** should be **harmonized** with the Humanitarian Country Team and OCHA.

Mechanisms should clearly indicate:

**What data** is needed?

**Who** will collect the data?

Where and how will data be **aggregated and processed**?

What **resources** are available to collect data?

**How long** will it take to collect data?

**How often** should data be updated?

To whom is information **disseminated**?

How will the data be **used**?



**Indicators should be SMART:** Specific, measurable, achievable, relevant and time-bound.

They should be aligned with their associated international agreed standards, such as

Sphere, Inter-Agency Network for Education in Emergencies (INEE), etc.

## Considerations for data collection

Remember that data are only useful once they have been **analysed, triangulated and interpreted** in context. This requires a combination of **technical expertise** and **local knowledge**.

It is necessary to **monitor coordination performance** at national and subnational level in both sudden onset and protracted crises. This ensures that Clusters are efficient and effective for coordination, fulfil core Cluster functions, meet the needs of constituent members, and support delivery to affected people.

Data collection and evaluation requires resources and capacities. Before collecting the data, specify the information that should be revealed by it; otherwise you risk creating "data cemeteries". Data must be examined from **different perspectives** and in different **combinations** to see what it reveals.

**Presentation and language choice** are important.

Appropriate, imaginative use must be made of tables, charts, maps, timelines. Consider **combining data** from different data sets. Find ways to present changes and trends so that a **broad range of people understand** the findings and necessary actions.

### Specifying monitoring requirements

For accountability purposes, **demonstrate the added value** and **justify the cost** of coordination.

**Specify aspects/indicators to be monitored during the next 3/6/12 months**, particularly those that are expected to change, and **arrangements** (or responsibilities) for such monitoring, **including funding implications**.

**Assumptions** should be **reviewed regularly**, as part of the ongoing Cluster monitoring and review process. **Inaccuracies** should be **adjusted** to ensure the effectiveness and impact of Cluster action. Record any **recommendations for follow-up assessments**, based on identified information gaps gained from the situation analysis, if appropriate.



Sex and age disaggregated data (SADD) gathered through the onsite and Post Distribution Monitoring tools will be collected and reported based on the stipulated frequencies.

### The Global Food Security Cluster Monitoring Tools

Over the course of 2015, the global Food Security Cluster produced monitoring tools, including:

#### Monitoring tools for the implementation of food assistance

##### The Food Security Cluster Core Indicator Handbook

Additional tools for the implementation of livelihoods intervention are planned.

### Monitoring tools for implementing food assistance

A number of tools have been developed by the global Food Security Cluster to **monitor food assistance** programmes.

Post Distribution Monitoring (PDM)	Onsite monitoring (also for seeds and tools distribution)	Market survey
PDM for Food for Assets programmes	Onsite monitoring for voucher and cash in envelopes	
PDM for school feeding/Food for Education		

## PDM for cash transfers

The objectives of these tools is to:

- **determine the effectiveness of food assistance** in addressing the needs of the affected communities;
- identify shortcomings during the implementation process;
- **identify achievements** and highlight them (acknowledge and celebrate success);
- enable project implementers and managers to **review progress** made.

**Food Assistance Monitoring Tools guide**

[https://docs.google.com/viewerng/viewer?url=http://fscluster.org/sites/default/files/documents/narrative\\_for\\_food\\_assistance\\_monitoring\\_tools\\_-\\_14\\_october\\_2015.doc](https://docs.google.com/viewerng/viewer?url=http://fscluster.org/sites/default/files/documents/narrative_for_food_assistance_monitoring_tools_-_14_october_2015.doc)

**Monitoring Tools: Post Distribution Monitoring (PDM)**

Post Distribution Monitoring (PDM) is a tool that aims at **systematic collection and analysis** of project information during implementation. It provides information that can be used to assess the efficiency of various project inputs, and the effectiveness of the project in terms of meeting its set objectives. Outcome level information is collected through the critical indicators, based on the consolidated indicator list for a Food Security Cluster. Post Distribution Monitoring:

- provides information from targeting, registration, obtaining information on the **usage of complaints mechanisms**;
- assesses **beneficiary satisfaction** with the registration and distribution process;
- assesses the **impact of the programme** on beneficiaries.

**Key issues**

- Responding to past comments from the working group, this **tool has been enhanced** to include additional indicators.
- Data are collected at **household level** (household survey).
- It is important to ensure that **sex and age disaggregated data** are collected in the household details page, and analysed as part of the monitoring process.
- Since a food consumption score and coping strategy index are included, the recommendation is to **collect data on a bimonthly** (rather than monthly) **basis**, for effective usage of the information.

### PDM for school feeding/Food for Education

Since a number of countries continue to implement school feeding, it makes sense for it to have its own separate monitoring tool. School feeding programmes involve using schools as a centre of development - an approach that can achieve various outcomes.

#### The key objectives of school feeding are to:

- provide a **complimentary meal to schoolchildren** and non-attendees from vulnerable households, aged between 4 and 14 years;
- **increase/maintain school attendance** and enrolment;
- **improve the micronutrient status** of children between the ages of 4 and 14 if a fortified food is provided.

#### Objectives of PDM for school feeding are to:

- **monitor the distribution efficiency** of food rations and other resources;
- assess **schoolchildren's satisfaction** with the quality and quantity of food received;
- establish the **impact of school meals** on food consumption at home;
- detect related **shortcomings and irregularities** that might need immediate attention;
- provide **early warning information** on food security at household level;
- **provide data** that can be used in proposal writing.

### PDM for Food for Assets programmes

Unlike Post Distribution Monitoring for general food distribution, Food For Assets (FFA) programmes have critical areas that need to be monitored effectively, to ensure that programmes achieve the intended objectives.

As such, the PDM for Food For Assets has been **enhanced** to focus on the asset being created, work norms and environmental issues, as well as on other typical areas, such as registration, distribution and protection issues. Households involved in FFA interventions are randomly selected and the tool is administered at household level.

For projects that use multiple implementation methods, it is possible to combine the tools.

### PDM for cash transfers

Post Distribution Monitoring for cash transfer programmes allows implementing agencies to establish answers to two critical questions. Firstly, whether the beneficiaries of a project have received the cash payments to which they are entitled. Secondly, to clarify how the cash was used, i.e. was it shared, spent or saved?

This type of monitoring also reveals any **problems that the beneficiaries may have faced during distribution**, and evaluates the **overall effectiveness** of the distribution process.

Questions are asked to form an understanding of the beneficiary's appreciation of the distribution system, distribution agency and amount received, as well as the beneficiaries' coping mechanism and their socio-economic situation.

The key objectives of PDM for cash transfers are to:

- reinforce accountability - to check if agreed amounts of cash were received, and any challenges;
- verify cash usage by beneficiary households;
- improve programming - ascertain if cash was the most appropriate model, and if it needs to be adjusted;
- improve cash payment methodologies - PDM identifies strength and weaknesses of the current system used, as well as time spent waiting for cash, and security issues;
- identify and prevent protection risks - to check whether cash transfer created protection risks, i.e. security threats.

### Onsite monitoring

The objective of onsite monitoring is to ensure immediate feedback on **distribution**, as well as **beneficiary satisfaction** with the process as a whole. This allows agencies to make quick adjustments during the process, so as to ensure that all people are served accordingly. Onsite monitoring is suitable for all types of distribution (food, agricultural inputs, etc.).

Key issues

- Coverage of all distribution points.
- Observation and checking of different standards and systems put in place needs to be recorded as recommended in the tool.
- The tool can be implemented by one monitor at each food distribution point.

### Onsite monitoring for voucher and cash in envelopes

As with any distribution process, in the case of cash distribution it is important to ensure that effective onsite monitoring is carried out during actual disbursement. Depending on the modality, i.e. voucher distribution or cash in envelopes, onsite monitoring is critical for cash transfers, since it can detect any irregularities, which can then be addressed immediately.

However, other models of distribution, such as banks or mobile phones, require PDMs to be strengthened, so as to collect the relevant information from beneficiaries. The tool will be administered to a **small sample of Cash Based Programmes beneficiaries**, randomly selected at the distribution/collection point.

### Market survey

This tool is intended to monitor market prices, food availability, supply sources, the influence of food assistance on the market, and other food security indicators. It also tracks the sale of livestock, comparing prices with the seasonal norm, and monitors the reasons for higher-than-normal livestock sales.

The market survey monitoring tool **assesses the functionality of markets** in terms of stock movement, replenishment and quality issues, and also **tracks general market operations**. The tool provides data that are crucial for informed decision-making on appropriate transfer mechanisms (either cash-based or in-kind food), if relief is to be provided. It facilitates collection of data in selected marketplaces. Information on commodities from key informants and traders is collected through **individual interviews** and **focus group** discussions.

**Approximately 5-10 markets are sampled** for each survey; the composition of the market categories (wholesalers, retailers, open market etc.) will depend on the context.

For example: Interview six livestock traders (including cattle, goats, sheep, camels, horses/donkeys and poultry), as well as two agricultural and livestock input suppliers. An equal representation of male and female traders is recommended. Some of the key information collected using this tool are:

1. **Volume of sales** at different times of year, for key goods per trader.
2. **Sources of finance** to run the business.
3. **Storage of commodities** stocked.

4. **Mode of transportation of goods** from the source to the business premises.
5. **Buyers** in terms of gender (female/male).
6. **Market accessibility and safety** for all buyers, particularly women, children and persons with disabilities. If not, what are the dangers?
7. Traders' ability to extend credit to customers?
8. **Challenges encountered** in running the business, whether due to formal or informal government regulation, financing or logistical constraints, licensing, staffing issues, etc.?
9. Presence of traders or suppliers who **control the market** or have an unfair advantage (e.g. controlled by local elite families or officials)?
10. Ability to **replenish stocks** promptly in order to meet the increased demand?

### Monitoring coordination performance

There are **two main tools for monitoring coordination performance**. Both have been developed based on IASC guidance for Level 3 emergencies, commitments to the principles of accountability to affected populations and the six core functions of country Clusters.

The two **tools facilitate**:

- ✓ Identification of the **performance of** a Food Security Cluster's **core functions**
- ✓ Identification of **actions for improvement** or requests for support
- ✓ Monitoring of **progress** over time

① **The Cluster Activation Checklist** is a **simple tool** designed to monitor progress of Cluster activation, and implementation of its core functions and capacities after activation, in line with commitments. If relevant, it also monitors the Level 3 emergency response timeline agreed under the Transformative Agenda.

#### Cluster Activation Checklist:

<https://www.humanitarianresponse.info/en/coordination/clusters/document/cluster-activation-checklist>

② **The Cluster Coordination Performance Monitoring (CCPM) Report** provides an **in-depth assessment** of the quality of Cluster operations, focusing on the IASC **six cluster core functions**, plus an additional component on **accountability to affected people**.

It enables the identification of **areas for support and improvement**, and can be used by **Cluster teams and Cluster lead agencies** in support of their accountability to the Resident/Humanitarian Coordinator and national authorities.

This tool was **developed under the IASC Transformative Agenda** by an IASC subsidiary body, for use by all country Clusters.

The Cluster Coordination Performance Monitoring (CCPM) Report is based on feedback collected through a consultative process, with inputs from each Cluster's coordinator and partners, including focal points for cross-cutting issues. The process consists of three steps:

**Step 1:** Cluster partners or Cluster Coordinators complete **three online questionnaires**; the **results** of these are weighted and **compiled** into the Cluster Coordination Performance Monitoring (CCPM) format.

**Step 2:** All coordinators receive their Cluster's preliminary Cluster Coordination Performance Monitoring (CCPM), and hold a **meeting with Cluster partners to discuss the findings** and agree jointly on improvement actions, which should be detailed in the final report.

**Step 3:** The **outcome** of this process is **shared** with the Cluster lead agency, national authorities, the Resident/HC and the global Cluster.

**Who should participate?** - Each Cluster's **coordinator and partners**, including focal points for **cross-cutting issues**. At national, or where relevant, subnational levels.

**When?** - Three months after the onset of an emergency and every year thereafter. In protracted crises, it is recommended that the tool be used immediately, with each Cluster repeating the process annually.



## Summary

The purpose of monitoring the humanitarian response is threefold: a) it serves to assess progress, enable adjustments and improve accountability in the achievement of the results outlined in the Humanitarian Response Plan; b) it provides an evidence base for making decisions about what actions should be taken to redress shortcomings, fill gaps and/or adjust strategy; and c) monitoring provides an opportunity to receive feedback from the affected population on their perception of the response. Partners within the Cluster report on their actions, as this is one key way of being accountable and transparent to key stakeholders. They adhere to commonly agreed definitions and indicators for "sector" needs and activities, using common baseline or reference data, disaggregated by age and sex, and considering diversity issues where appropriate.

Two tools have been launched to monitor coordination performance: (1) the Cluster Activation Checklist and (2) the Cluster Coordination Performance Monitoring Report. Both have been developed based on IASC guidance to Level 3 emergencies, commitments to the principles of accountability to affected populations and the six core functions of country Clusters.

The Cluster Coordination Performance Monitoring Report is especially important, as it provides an in-depth assessment of the quality of Cluster operations, focusing on the IASC six cluster core functions and an additional component on accountability to affected people. It enables the identification of areas for support and improvement, and can be used by Cluster lead agencies in support of their accountability to the Resident/Humanitarian Coordinator and national authorities.