Background Note:
Humanitarian Performance Monitoring (CCC PM) -- Response Phase

RATIONALE FOR PROPOSED APPROACH
Why is Humanitarian Performance Monitoring (PM) important?
- UNICEF reputation is 'on the line' -- external demand for solid performance information on humanitarian response is pressing and high-frequency
  - e.g. DFID demands for results for investment leading to choice of preferred partners based on who can demonstrate results; UNICEF stands to lose a valued partner
  - Humanitarian evaluations continue to show humanitarian PM as a weakness (UNICEF evaluations – JIA, DFID Phase III, Tsunami as well as recent Haiti Review; interagency evaluations -- Cluster Phase II, CHF)
- Humanitarian response is a high risk in general – reputational risk (above); risks to financial and implementation management due to high through put, often after a sudden increase in resources; programme design risks of 'doing harm' given highly complex contexts

What is different about Humanitarian PM in Response Phase?
- Demand for higher frequency data – e.g. monthly
- Requires distinguishing UNICEF-supported programme results from wider Cluster/Sector results – this means outcome level sector level surveys are not enough; need programme implementation data
- Given high risks, tracking operations support functions is more critical – especially funding, supplies, staffing
- All of the above are often required suddenly and may not be part of CP monitoring.

PROPOSED HUMANITARIAN PM – RESPONSE PHASE
Core elements of Humanitarian Performance Monitoring – Response Phase
- **Adaptation to country context** must take into account the humanitarian needs, size and scope of humanitarian response/recovery, capacity (CO, Inter-Agency, national) and the resources available.

- Building on monitoring accountabilities under the CCCs, **all COs in ongoing emergencies must be able to provide performance monitoring data feeding into a SitRep** (already required for all HAR countries), the frequency of which is determined in discussion with the RO. The SitRep template is a management tool comparable to the CO Management Report and useful to COs, RO and HQ in tracking an overview of the response. The CCC PM brings a refinement to the recently revised SitRep template with:
  - A recommended menu of priority programme performance indicators (av. 2 per sector); an adapted version of the template allows for simple input indicators in the initial weeks after rapid onset until monitoring systems are established
  - Systematic reporting of UNICEF and Cluster programme performance where UNICEF is Cluster lead
  - Standard indicators for reporting on Cluster coordination milestones
  - Refined operations performance indicators combined with clarification on RO and HQ support requests

- **CO performance monitoring systems to feed into the above SitRep are recommended to include** the following:
  - o A systematic approach to field monitoring (field trips) to give feed-back to programme managers on: end use of supplies and services, bottlenecks in implementation and gender-equality of programme delivery as well as other issues of exclusion and "do no harm". At a minimum this is coordinated through joint visits by UNICEF and partners (those with cooperation agreements) often requiring additional dedicated staff; ideally this is coordinated with wider Cluster partners; it may also draw on third-party monitoring systems. Frequency and coverage of visits will be adapted to context to ensure the CO has a sense of reality on the ground for the overall response.
  - o A systematic approach to implementation reporting by partners at an adequate frequency and according to an minimum set of indicators, both ideally agreed at cluster level, but at least agreed with those partners with whom UNICEF has partnership agreements. Schedule of reporting to be agreed between COs and partners (*beyond what is in the PCA*). Ideally this is also agreed at and extended to Cluster level with all cluster partners.
  - o A systematic monitoring of Cluster Coordination milestones (process indicators). It is important here to distinguish that UNICEF is accountable for undertaking certain key steps but the quality of cluster coordination relies on cluster partners' contributions. Similarly, UNICEF as Cluster Lead Agency should be able to report on cluster coverage, but is not accountable for cluster performance/coverage.
  - o An *optional* but important element wherever resources allow is a cross-sectoral outcome survey to assess results; for example, 3-6 months after a rapid onset emergency. The larger the humanitarian response, the more essential this is. It will ideally be an Inter-Agency, cross-cluster exercise.
  - o All of this is best supported by a clear results framework detailing a realistic minimum set of indicators corresponding to CCC benchmarks -- articulated first in the Appeal (Flash Appeal in a rapid onset; CAP in a longer running emergency) and then developed into a clearer results framework in the CO response plan (e.g. 100- or 180-day Response Plan) or within the relevant segments of the AWPs/RWPs.

Planned HQ support mechanisms 2011
- Humanitarian PM Guidance and Toolkit on-line (end April) – Final draft is based on partial testing of tools in Haiti, pilot testing in Pakistan (feeding into 4-month report) and in southern Sudan in preparedness mode. Finalization entails final review by Reference Group and consultation with interested partners.
- Guidance and QA mechanisms to ensure humanitarian appeals include allocation of resource for performance monitoring (end April) – e.g. clearance of EPF, CAPs, CERF etc.
- A Communities of Practice (end April) – Including 48-hour response mechanisms as part of distance support.
- A roster of external and internal candidates prepared for surge support on humanitarian PM (end April initial identification) – This will entail pre-screening and orientation for both internal and external candidates, combined with distance support when deployed.
- A humanitarian programme monitoring database tool (end June) – This is intended for shared UNICEF and partner data entry, storage, analysis and with the facility for extracting summary data tables to feed into the SitRep. This is intended as an optional tool only where no alternative national or HCT database is in place.

- Support to develop Regional Office capacity to in turn support HAR COs -- The best approach remains to be determined through further dialogue with ROs.

How would humanitarian PM link to VISION and the organizational PM systems?
- In Humanitarian PM, programme-related data must be outside VISION as this must feed into and be shared with national partners, NGO partners (with whom we have cooperation agreements), wider Cluster members and HCT.
- Programme-related data in humanitarian PM will be at a higher level of detail than Programme Component Results (PCRs) and Intermediate Results (IRs) in the Simplified Results Structure (SRS) (e.g. an IR will at best be equivalent to the macro level nutrition CCC strategic result); however, programme-related data in humanitarian PM can feed into VISION performance data.
- Humanitarian PM will draw on operations performance data from PROMS/VISION (e.g. financial data) as well as from other stand-alone data management 'systems' such DHR tools on surge capacity management.

Figure 1. Humanitarian performance monitoring
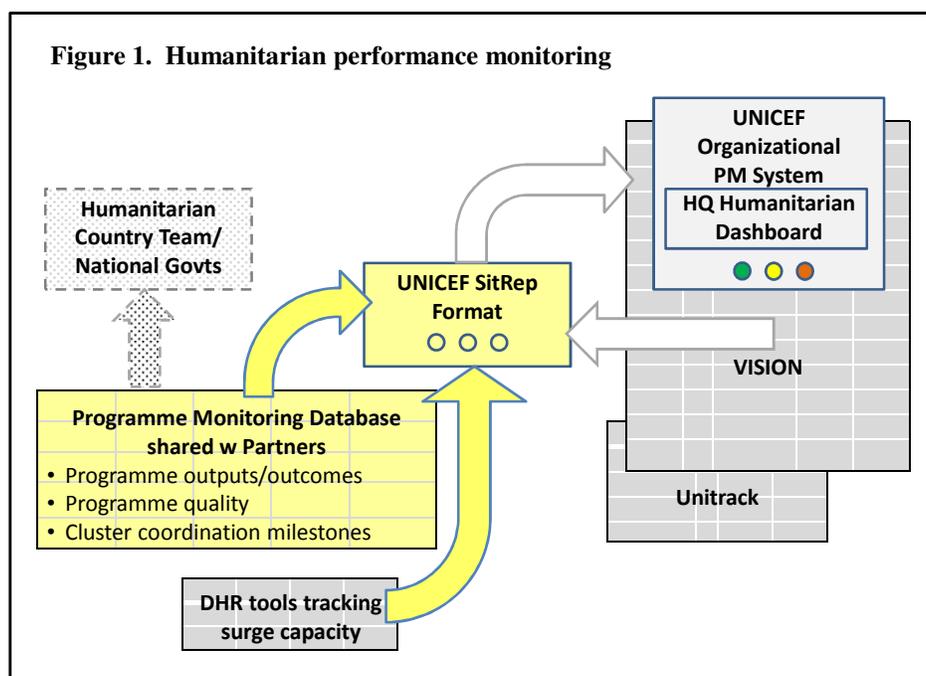
- From 2012, it is proposed that the current microsoft word SitRep template could be replaced with an electronic SitRep tool for greater ease and efficiency in reporting. This would draw from the country level humanitarian programme monitoring database to be developed 2011 as well as VISION, while allowing space for COs to add in written analysis as in the current template. The E-SitRep would handle production of internal and external versions of the report as well as allow storage of data (monthly time series) and would feed into aggregation of key data at global level.