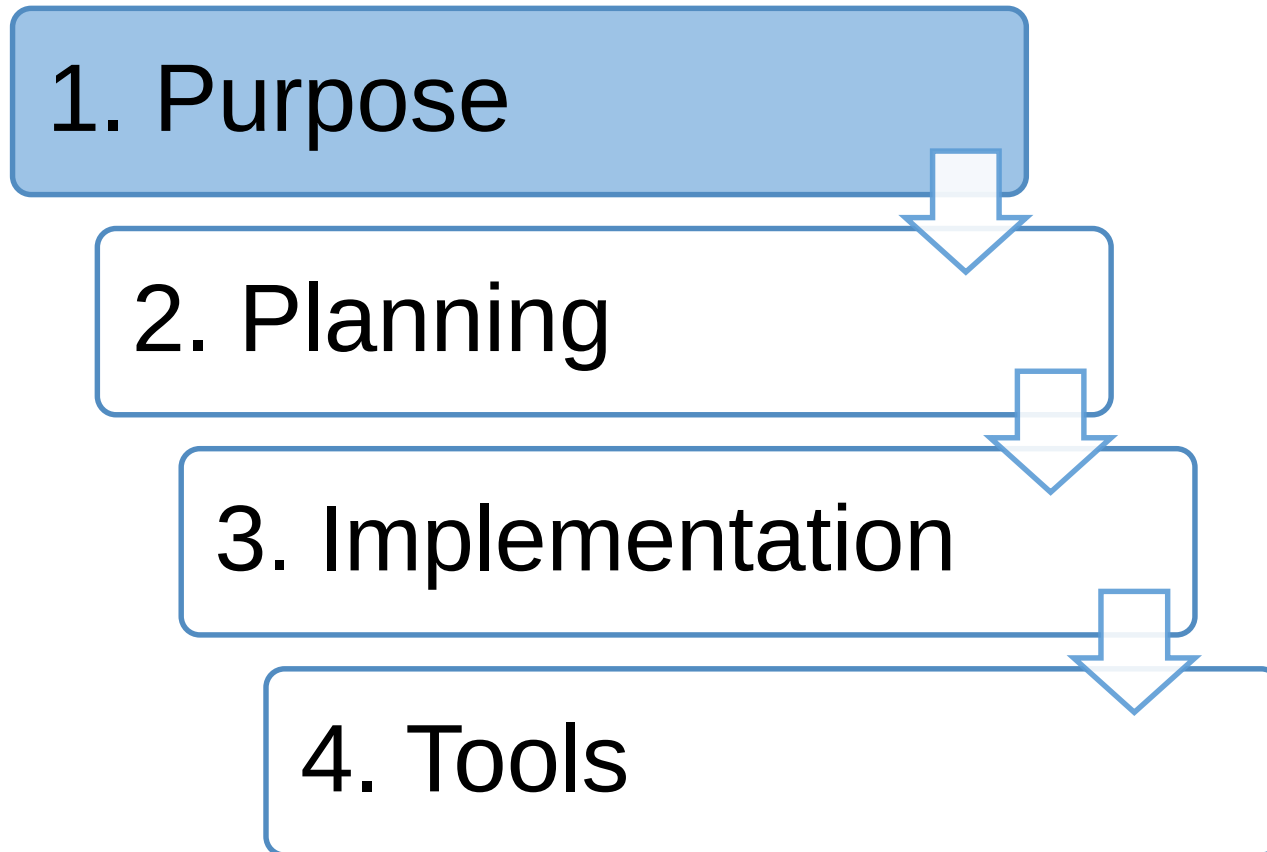


Monitoring in the 2020 HPC

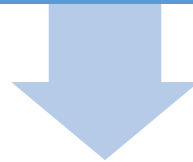
Health Cluster Workshop

June 2019



Approach to monitoring the HPC

Monitoring is a key way to close **information gaps** and enable **better analysis** focused on answering the **key questions** needed to inform **strategic planning and decision-making**.



Strategic

Integrated

Continuous

Demand-
driven

Supply-driven vs demand-driven analysis

SUPPLY DRIVEN

Analyse based on the information and data available can be supplied

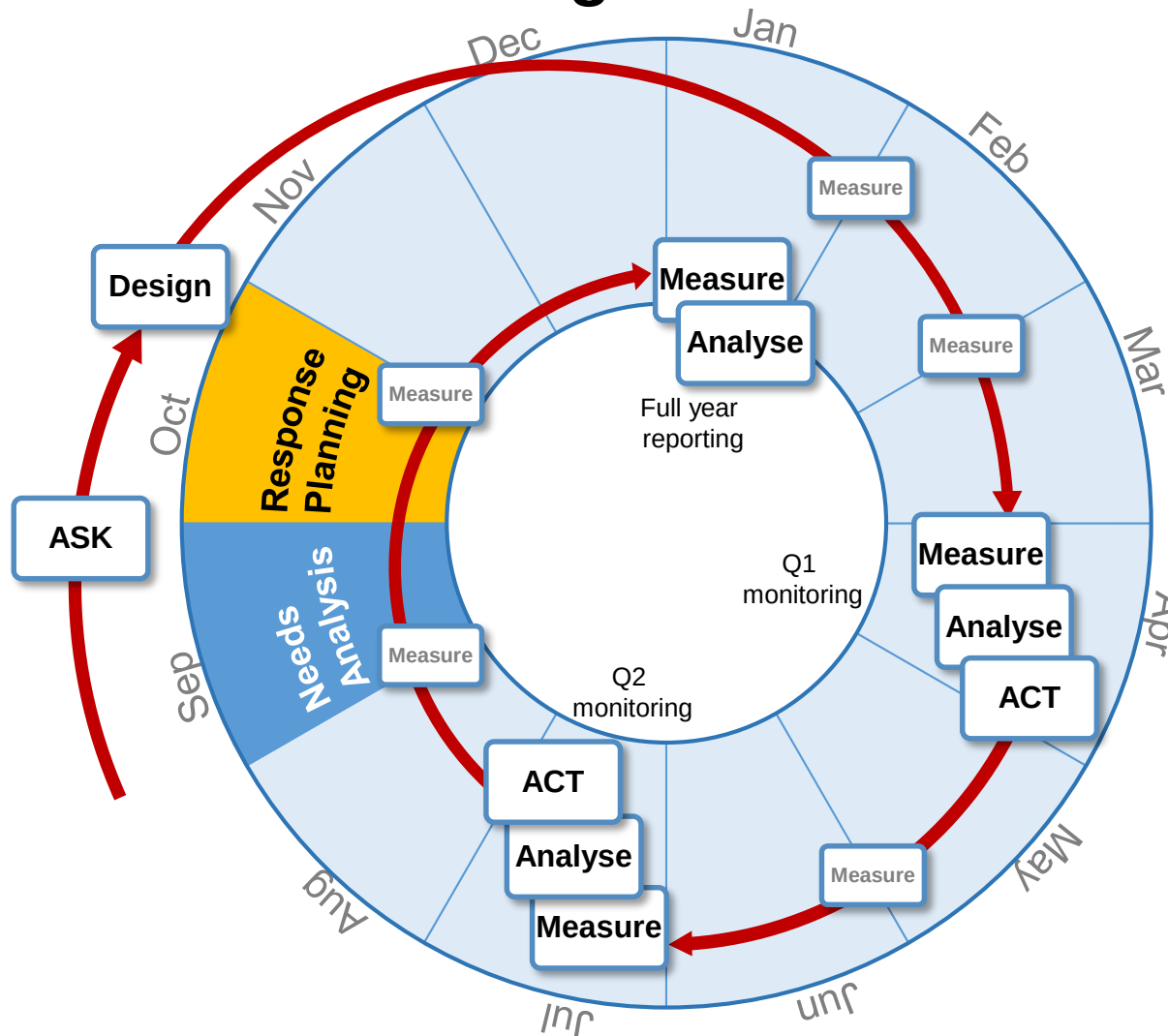
- Reactive
 - Can provide answers to some questions, not all
 - Partial/anecdotal evidence base
 - More qualitative approach
 - Fast
 - Fewer resources required
 - Greater analytical skills required
- Daily, situational monitoring
→ Evaluating unexpected changes

DEMAND DRIVEN

Analyse based on information and data that has been demanded

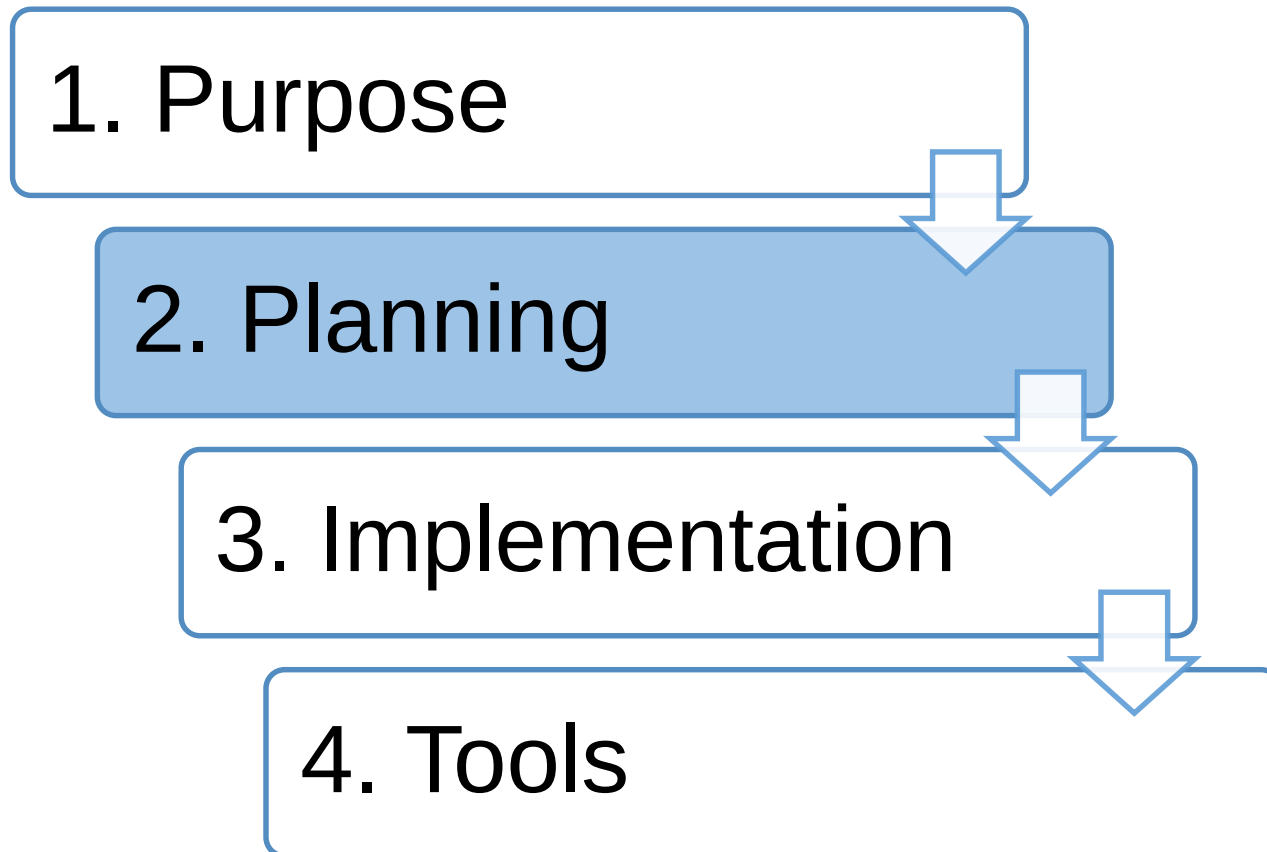
- Proactive
 - Answers specific questions decided in advance
 - Complete evidence base, including comparison and trends
 - More quantitative approach
 - Slow
 - More resources required
 - Greater coordination required
- Planned response monitoring
→ Evaluating expected evolution

Continuous monitoring



Monitoring: consequences and actions

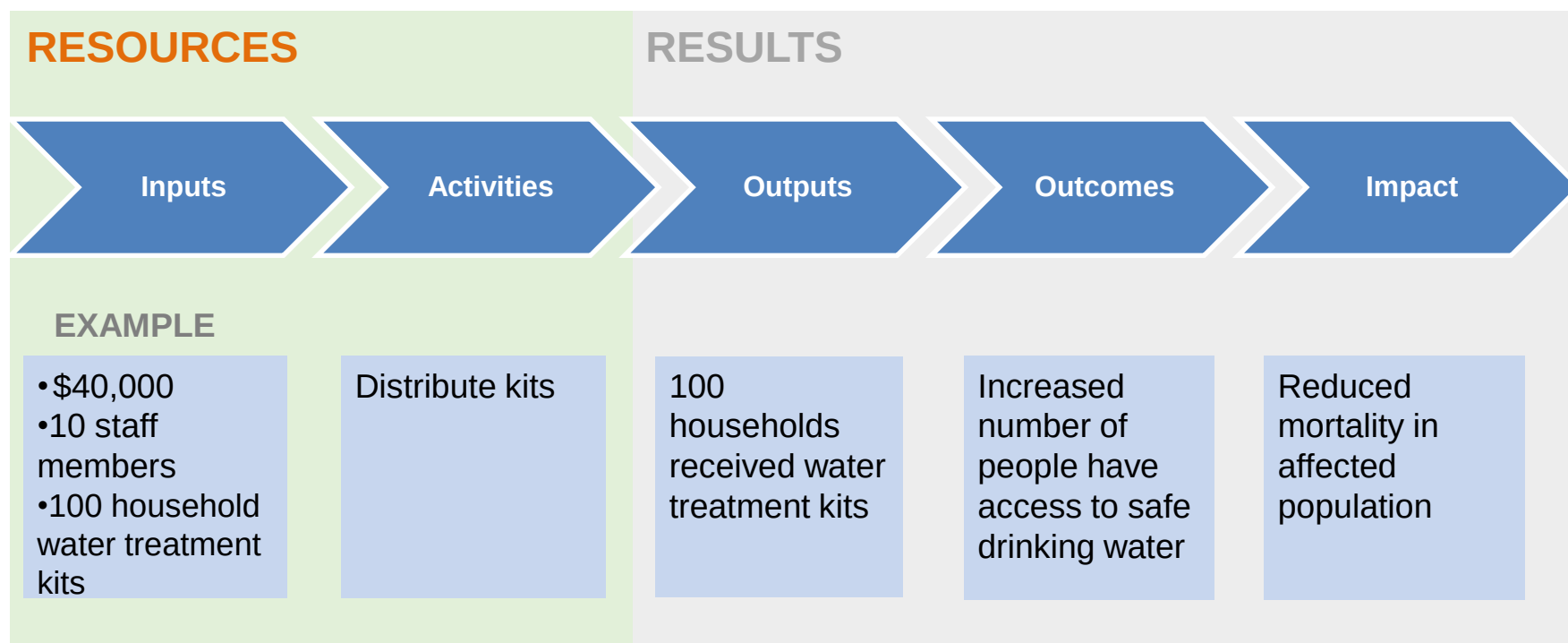
Situation	Outputs	Pros	Cons
Significant change in operational context and needs	Thorough review of HNO, HRP strategic objectives and priorities	Lays good foundation for following year	Time-consuming, labour-intensive, heavy, additional resources required
No major change in context/needs, but significant gaps in delivery	HNO/HRP remains valid: adjust implementation plan, 'operational' report (?)	Reaffirms strategy, allows new partners/projects, reprioritisation	Labour-intensive, uneven workload
No major change in context/needs, gaps in delivery driven by underfunding	Resource mobilisation document, i.e. 'advocacy' report	Strengthens advocacy, allows some reprioritisation	Additional workload without obvious benefit
	(Re)prioritisation document, 'targeting' report	Sets realistic expectations, incentivises participation, maximises benefit of available resources	Undermines HRP prioritisation, discourages additional funding
Response proceeding according to plan	Dashboard, short 'update' report (?)	Focus on following year prep	Excludes new partners, 'not in line with agreed approach'



Integrated monitoring: what to monitor

Area	Focus
Situation monitoring	Context monitoring
	Risk monitoring
	Preparedness monitoring
	Access monitoring
Needs monitoring	Immediate needs monitoring
	Mid-term and recovery needs monitoring
Response monitoring	Outcome monitoring
	Output monitoring
	Perception monitoring
Process monitoring	Financial monitoring
	Coordination performance monitoring
	Capacity monitoring

The results chain: outputs, outcomes, & impact



Choosing the right indicators

SMA(A)RT

- 1. What:** Specific yet Relevant
- 2. How:** Measurable and Agreed
- 3. When:** Achievable and Time bound

Indicator Registry



Outcome indicator examples: Physical wellbeing

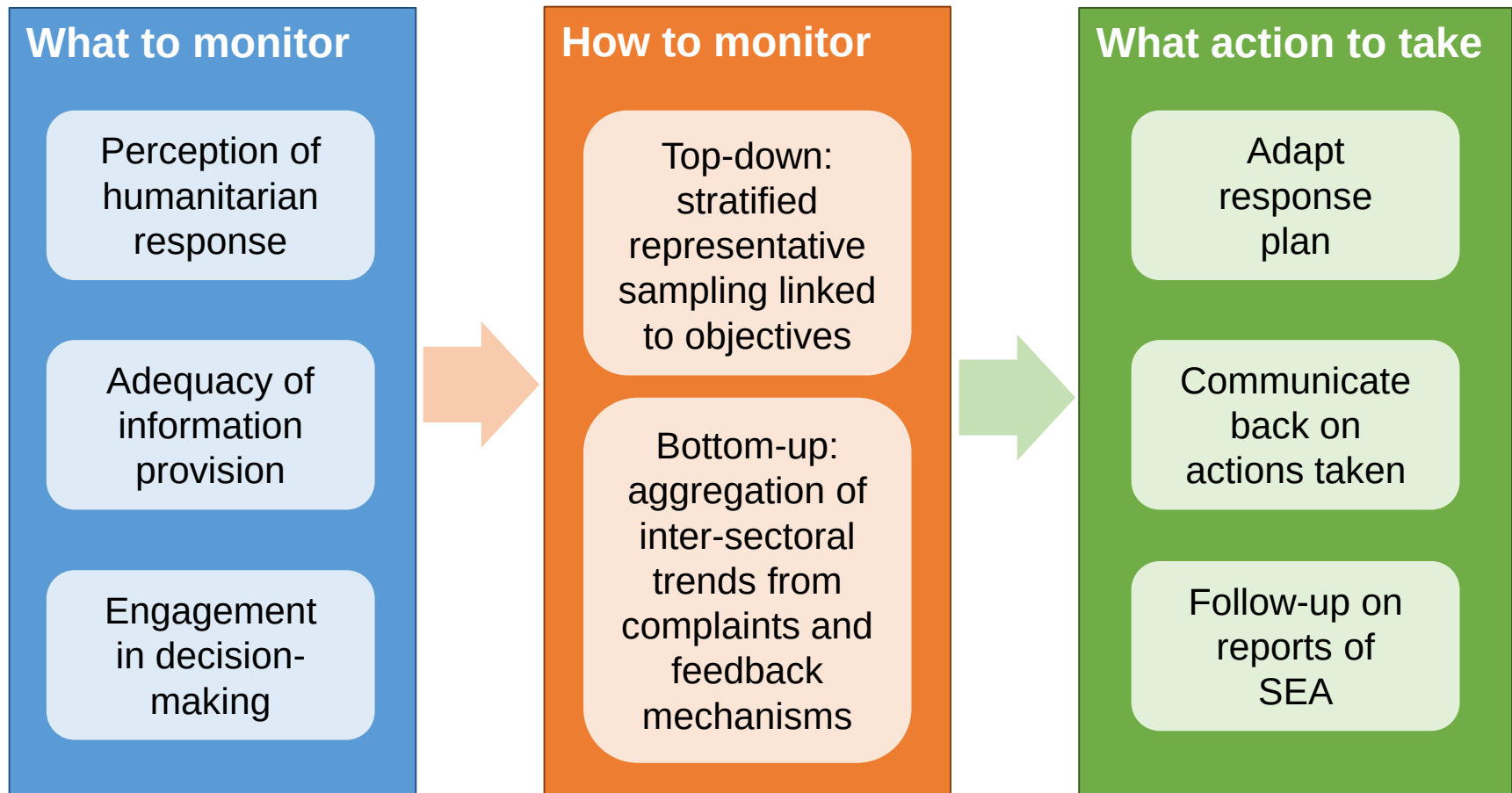
OBJECTIVE: Prevalence of global acute malnutrition among children under 5 years of age is below critical levels by year end

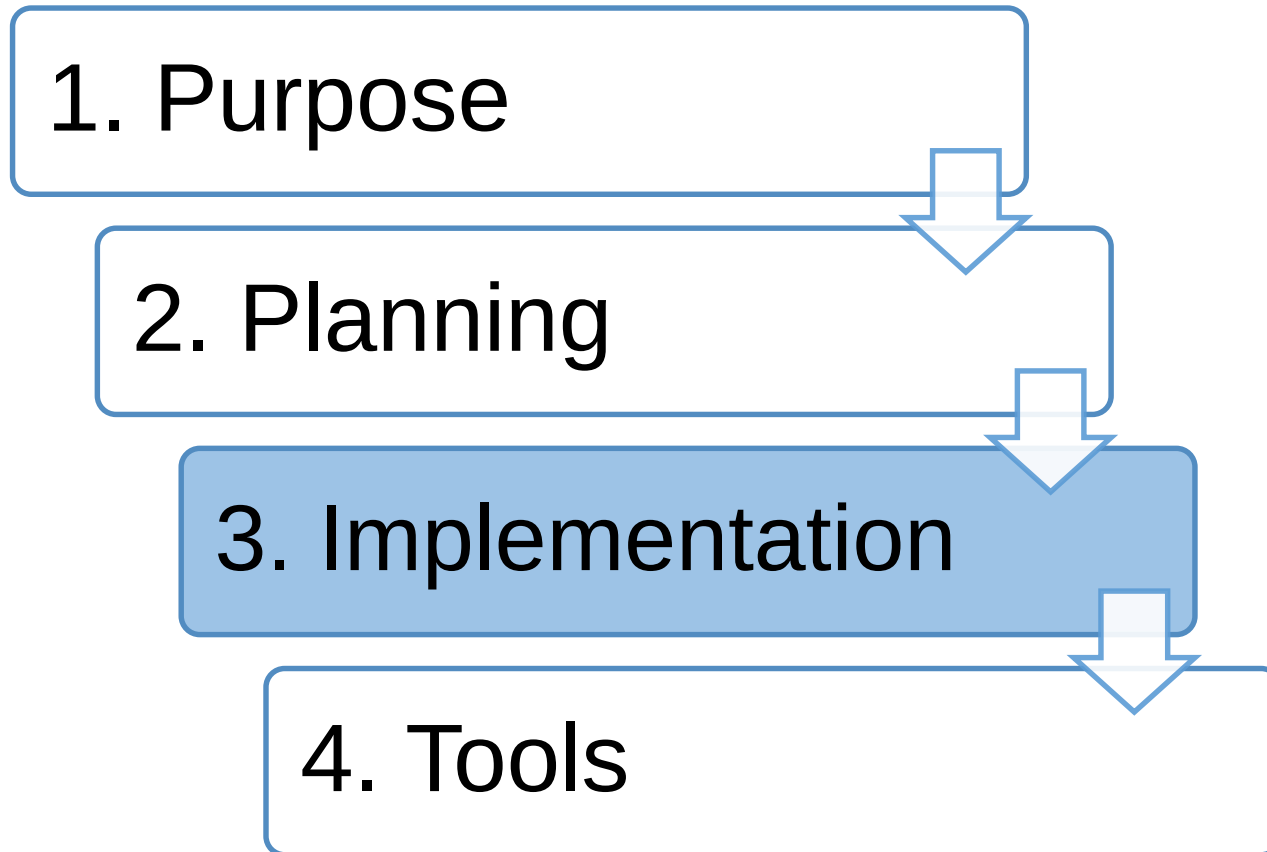
– **OUTCOME INDICATOR:** % GAM in under-5s pre- and post-intervention

OBJECTIVE: Morbidity rates from preventable infectious diseases among the target population are decreased by 30% by year end

– **OUTCOME INDICATOR:** prevalence of acute watery diarrhoea in targeted population pre- and post-intervention

Accountability monitoring





Agreeing on a monitoring framework

Indicator

- Definition, unit, type (needs, outcome, output, process etc.)
- Reference to standards (SPHERE, Indicator Registry, etc.)

Source

- Implementing partner (agency, NGO); Government; Other

Methodology

- How data will be collected

Frequency

- When or how often the indicator will be collected

Responsibilities

- Who will collect the data
- Who will validate the data

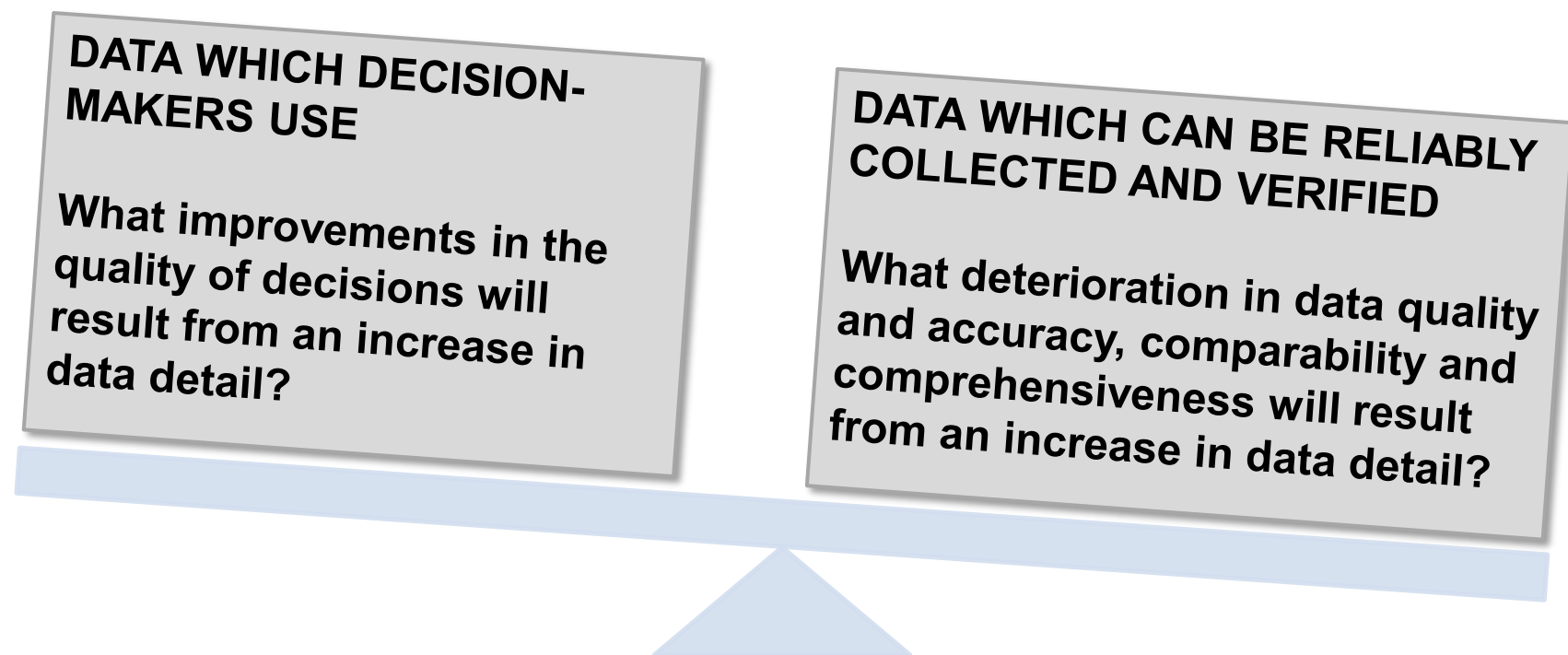
Data management

- Where, when and by whom the data from the indicator will be managed, stored and published

Leveraging existing monitoring mechanisms

Agency/ Cluster	Government	Cash	CHF
• Project-level output monitoring • Donor reporting • 3W • Cluster monitoring systems	• Statistics office • Key line ministries (e.g. Education, Health)	• Multipurpose cash monitoring & indicator framework	• Output and outcome monitoring based on HRP strategic framework

Trade-off between detail and quality



Resources and capacity



Where to start

LOW CAPACITY CONTEXTS

Current Situation: Little monitoring occurs, and none demand-driven. Data scarcity. Minimal partner capacity. Unit-costed plan.

Immediate priorities:

- Identify and focus attention on a few SMART indicators
- Make the most of what exists
- Stimulate demand and incentives
- Advocate for monitoring, resources and capacity-building
- Introduce tools to simplify basic tasks

HIGH CAPACITY CONTEXTS

Current Situation: Regular demand-driven response monitoring. Project-level planning (with or without unit costing).

Immediate priorities:

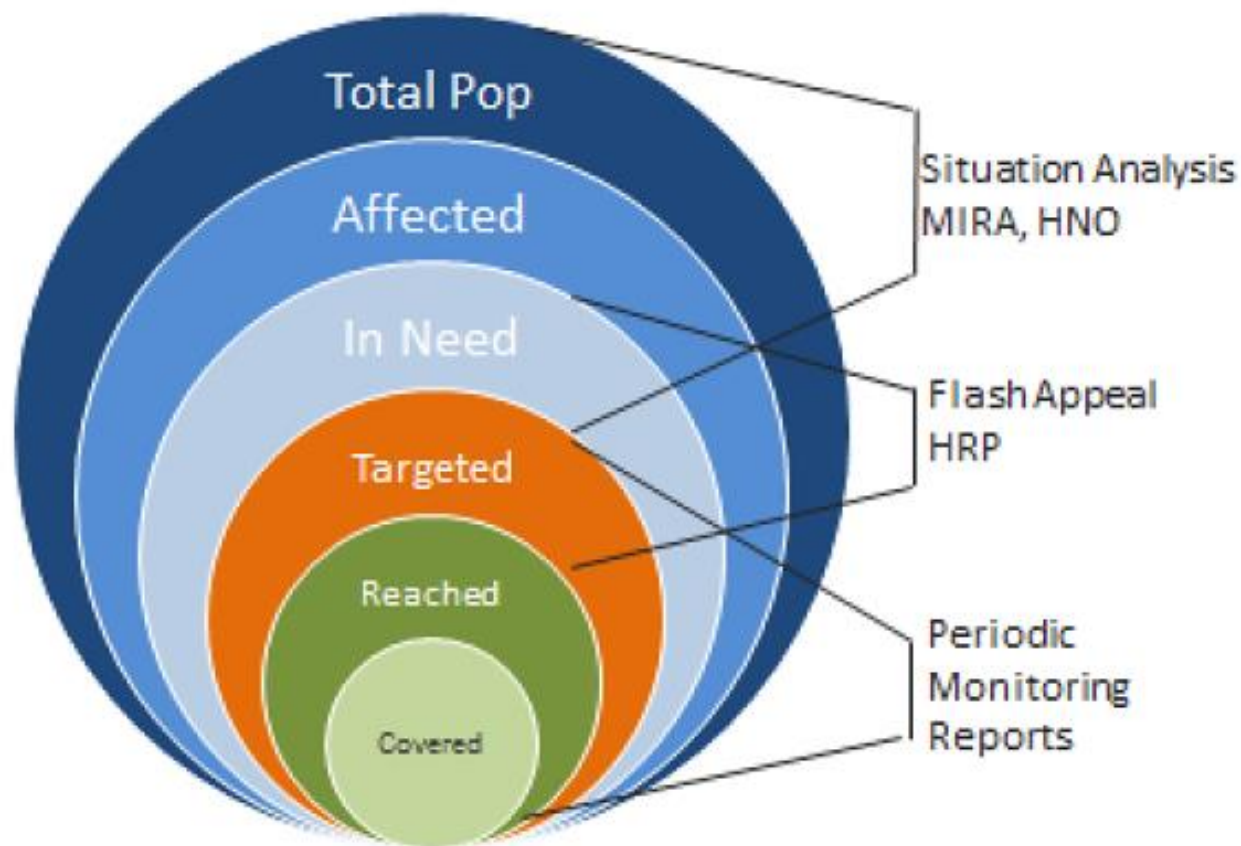
- Evaluate demand, relevance and consequence
- Focus on outcome-level and needs monitoring
- Look at comparability and trends
- Fully leverage available tools to free up capacity for analysis

Current GHO requirements: people reached

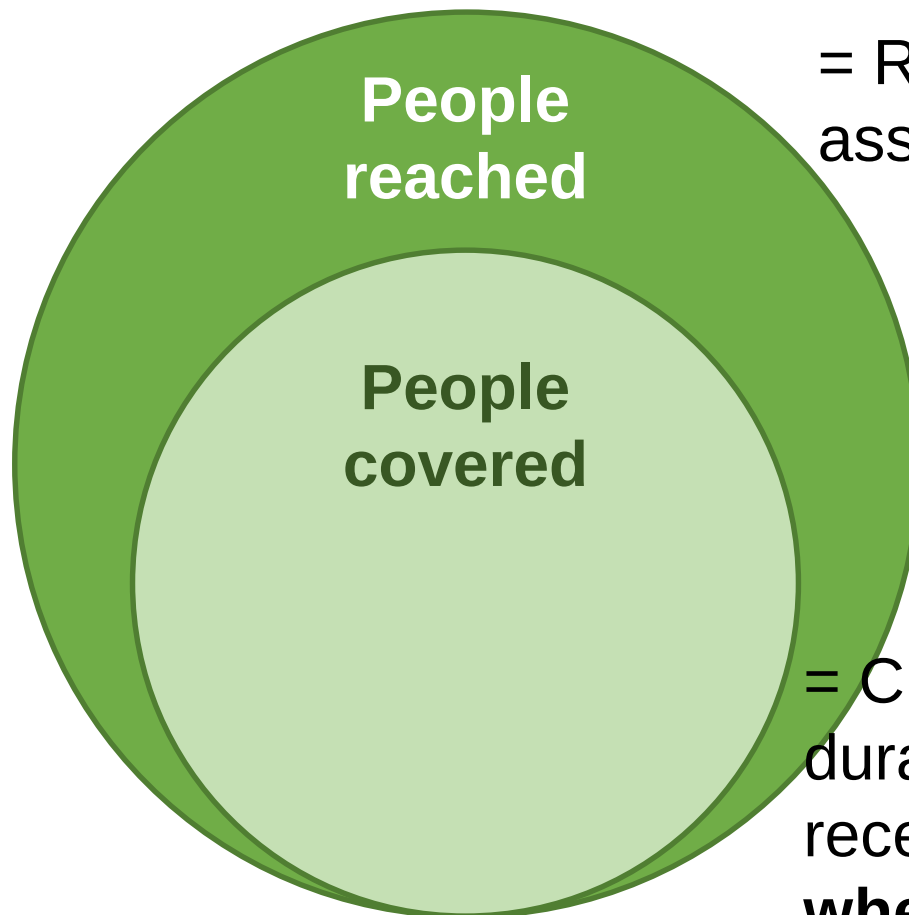
By 25 October:

- Provide a **gender-disaggregated reached** figure “as of 1 October” at **national level** against the PIN and targeted figures in your 2019 Plan.
- Provide a **gender-disaggregated reached** figure “as of 1 October” at **sector level** against the PIN and targeted figures in your 2019 Plan and highlight at least 2 major achievements across the clusters/sectors *e.g. 1.2m people reached with food assistance*
- Provide a **projected figure up to the end of the year** and a narrative on expectations over reached figures between 1 October and end of the year (e.g.: access, seasonal events, etc.)

Current GHO requirements: people reached



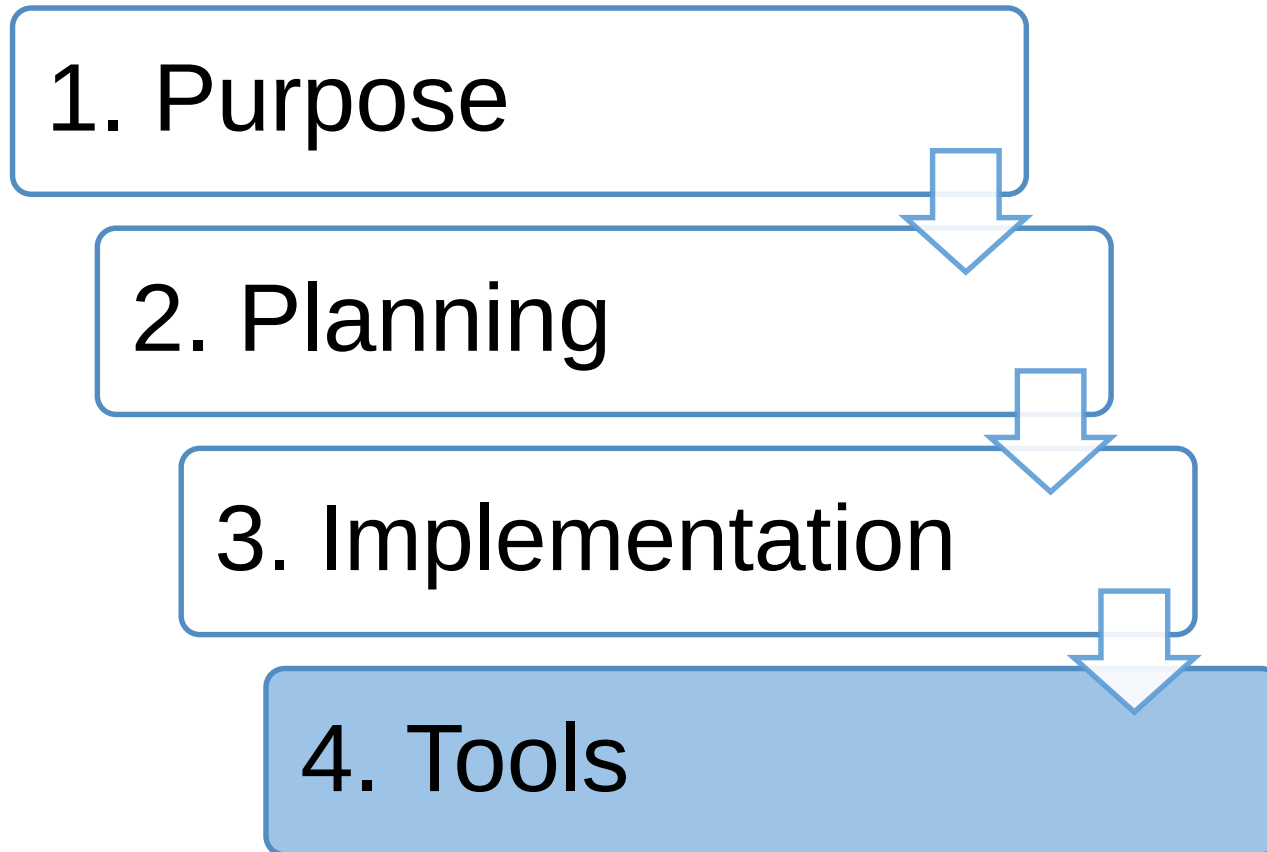
Future GHO requirements: people covered



= Received some form of assistance

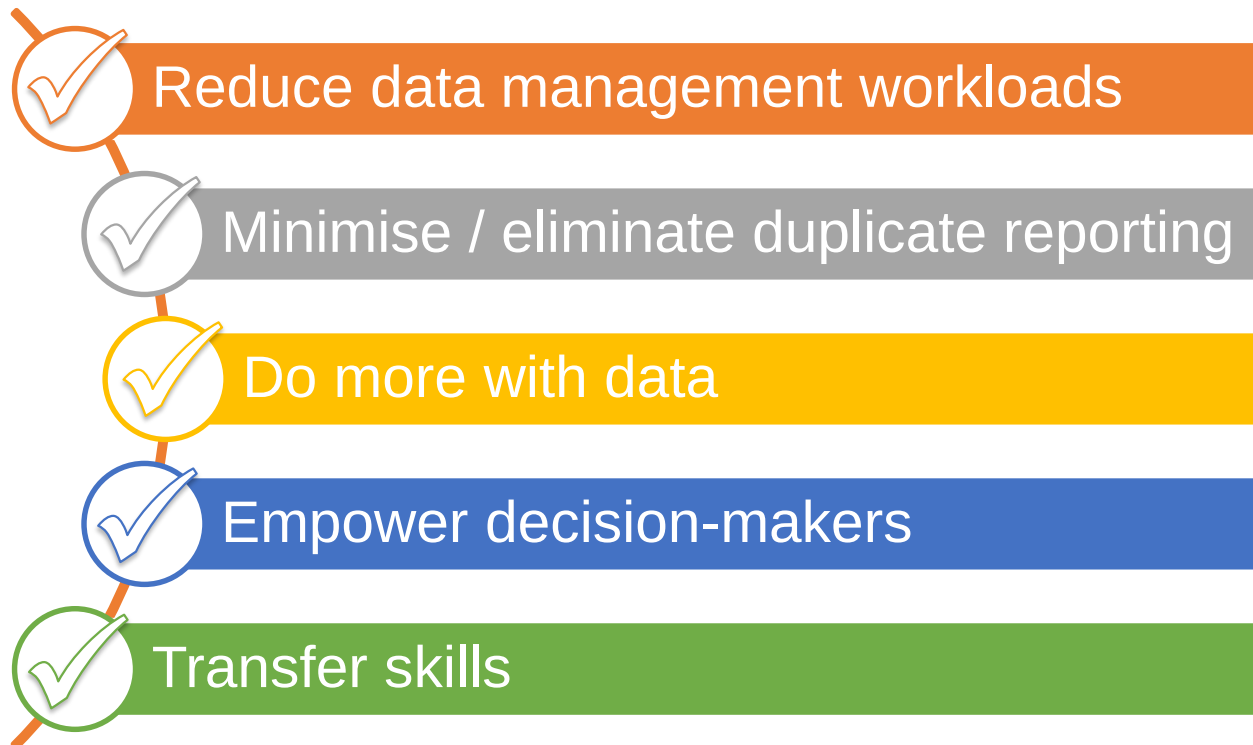
...says little about how long and how well this assistance covers the needs of the affected population...

= Clarifies the type and duration of assistance received, **based on whether needs remain.**



Tools enable effective field coordination

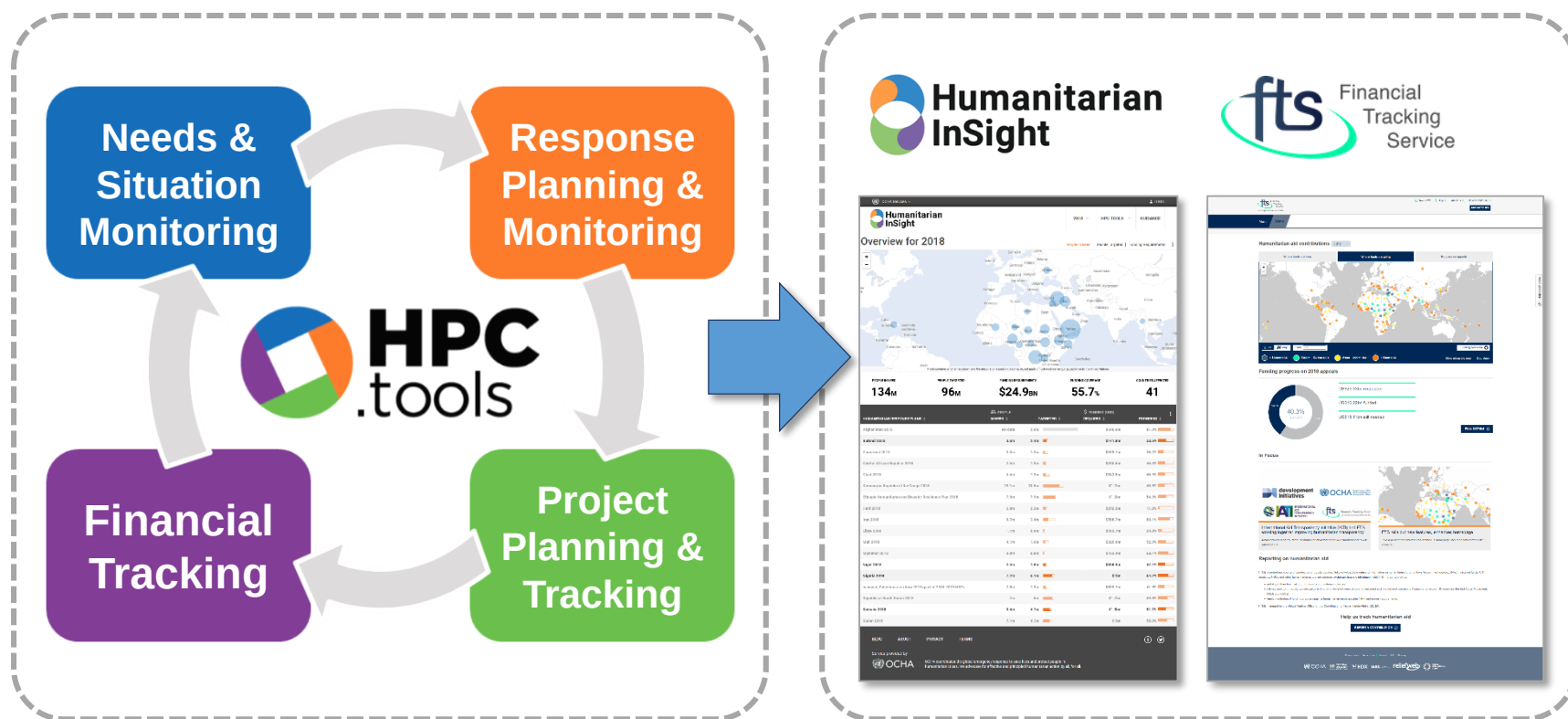
A key OCHA objective is to lighten and streamline HPC processes



HPC.Tools: a joined-up approach to HPC data

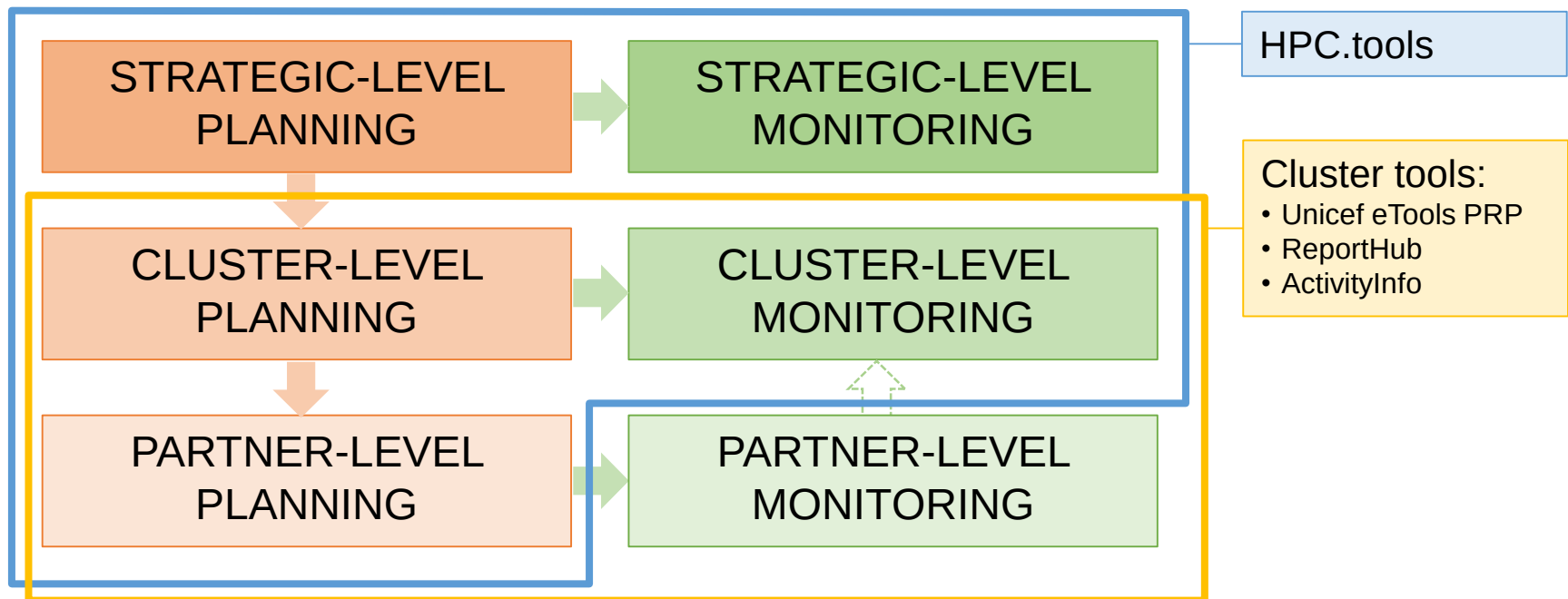
Data management: tools to help OCHA and partners collect and manage data efficiently in the field and at HQ

Data use: interactive, easy to use, yet powerful websites giving full access to data to enable better decisions



Sector and inter-sector mandates and tools

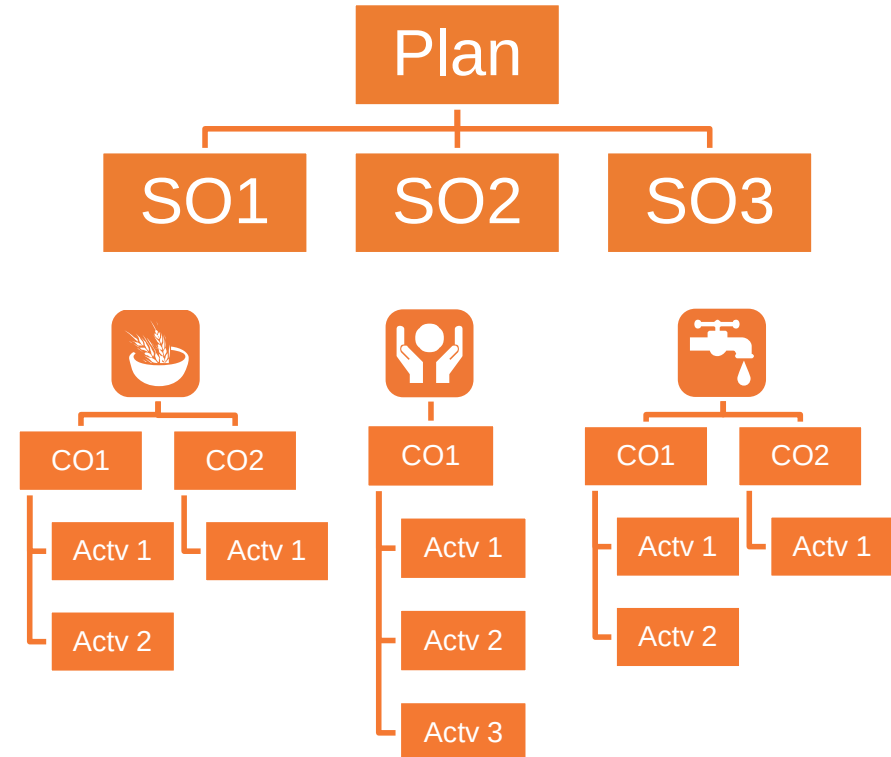
Division of responsibilities to avoid duplication and exchange data



Response Planning and Monitoring: RPM

Creation, management and monitoring of the HRP strategic framework

1. Define and manage all elements of the framework at **strategic** and **cluster** levels
2. Flexibly attach and monitor **indicators** (chosen from indicator registry wherever appropriate), **caseloads** and **costs**
3. Empower clusters to manage their own framework elements



Project Planning & Tracking: Projects Module

A modern platform designed for today's field realities and user needs

Flexible

- **Context-specific** planning
- **Real-world** projects (multi-plan/multi-cluster/multi-year)
- **Additional** uses, e.g. marketplace and 3W

Easy to use

- **Lightens** the HPC process
- Supports **non-technical** users

Integrated

- **Links** projects to frameworks and funding
- **Connects** to OCHA and cluster tools
- Reduces **duplication** of data entry

Humanitarian InSight: whole response overview

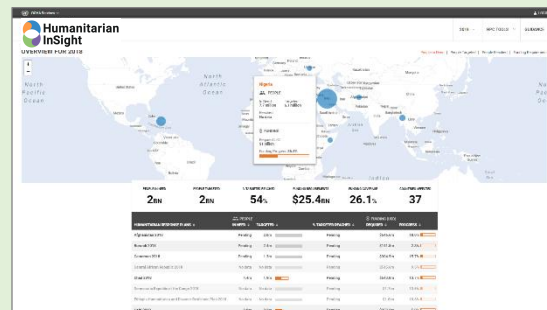
Enabling strategic and operational decisions based on real evidence

Printed documents: GHO, HRP, PMR etc.



- Static and quickly out of date
- Don't show links between documents or evolution over time
- Overviews only, with limited detail

www.hum-insight.info



- Based on continuously updated HPC monitoring and tracking data
- Connects info around the cycle, across countries and over time
- Provides both overview and detail
- Flexible and configurable without technical skills

Online dashboards, microsites, advanced data analysis



- Require advanced technical skills
- Out of reach for low-capacity situations
- Limited comparability across different contexts