
Module 6: Monitoring & evaluation, accountability, learning & reporting

Although often grouped together, monitoring and evaluation are two distinct but related functions. Recognizing the difference between monitoring and evaluation helps those implementing interventions understand that the two are indeed complementary, as well as mutually beneficial functions.

Monitoring is necessary to continuously generate information needed to measure progress towards results throughout implementation and enables timely decision-making. Monitoring helps decision makers be anticipatory and proactive, rather than reactive, in situations that may become challenging to control. It can bring key elements of strategic foresight to IOM interventions.

Evaluation is defined as the systematic and objective assessment of an ongoing or completed intervention, including a project, programme, strategy or policy, its design, implementation, and results. Evaluation is about accountability and learning by informing stakeholders on the extent to which resources have been used efficiently and effectively to achieve results and providing empirical knowledge about which elements of an intervention worked or did not work and why. Evaluation can be used to improve IOM's work through evidence-based decision-making as a promotion tool for IOM activities and as a tool for fundraising and visibility.

Evaluation is also critical to assess the relevance and performance of the means and progress towards achieving change. Effective conduct and the use of credible evaluations go hand in hand with a culture of results-oriented, evidence-driven learning and decision-making. When evaluations are used, they contribute not only to **accountability**, but also to creating space for **reflection, learning** and the **sharing of findings, innovations** and **experiences**. They are a source of reliable information to help improve IOM's service provision to beneficiaries, migrants, Member States and donors. Findings, lessons learned and best practices from previous evaluations can also help enhance an intervention design and enrich the formulation of results and the results framework. Evaluations have their own methodological and analytical rigour, determined at the planning stage and depending on their intention and scope.²⁰

Monitoring and evaluation are to be included at the conceptualization and development stage of the intervention.²¹ The inclusion of monitoring and evaluation activities can be designed and implemented by IOM and/or an IP. The provision of restricted CBI does require monitoring to ensure that contracted vendors adhere to rules and regulations and to the rights of beneficiaries under the interventions. This is unique to market-based interventions.

In either case, it is of utmost importance to assure objectivity and a degree of independence. Therefore, it is essential to ensure a separation of duties between operations and monitoring and evaluation: **Individuals involved in the direct implementation and/or design of the intervention should not monitor and/or evaluate it.**



Protection: Only the implementers can conduct the M&E in work aimed at supporting individual protection services, such as case management and individual counselling.

Monitoring and evaluation require appropriate resources (human and financial) in order to be properly undertaken. This needs to be planned and taken into account during the development stage of the intervention. Exercises need to be developed based on, and respond to, contextual limitations and opportunities as well as the commitments of the organization to the donor (e.g. result framework/matrix). This will act as a basis for all monitoring and evaluation exercises.²² It is important that all units are informed on the findings of monitoring exercises and relevant information is shared across units.

[CALP Network CVA Monitoring Guidance](#)

²⁰ For more information on monitoring and evaluation, please see Chapters 1, 3 and 5 of the [2021 IOM M&E Guidelines](#).

²¹ Adjustments may need to be made to ensure that the results matrix and tools are relevant as the intervention progresses.

²² For more information on planning resource allocation for M&E, please see [Chapter 2 of the 2021 IOM M&E Guidelines](#).

6.1 CBI and Core Humanitarian Standards

The Core Humanitarian Standard on Quality and Accountability (CHS) sets out nine commitments that organizations and individuals involved in humanitarian response can use to improve the quality and effectiveness of the assistance they provide. The CHS places communities and people affected by crises at the centre of humanitarian action. As a core standard, the CHS describes the essential elements of principled, accountable and high-quality humanitarian aid. It is a voluntary and measurable standard.

CBI should follow the nine commitments set out in the CHS. CBI need to be people-centred, preserve gender equality and give beneficiaries dignity and choice in prioritizing their individual, family and community specific needs. Whenever possible, CBI link affected populations to national systems such as safety nets, existing services and markets that are more sustainable than the temporary assistance most agencies can provide.

6.2 Post-distribution monitoring

It is essential to know if recipients were able to receive and spend their CBI safely and if they were able to secure their basic needs. If not, post-distribution monitoring will highlight the problems and guide staff to know what needs to change – as well as any other impacts the cash or voucher assistance had.

Progress towards the programme objectives should be monitored as usual by collecting both qualitative and quantitative data. The scale and scope of the monitoring have to be determined, which should as a bare minimum include post-distribution monitoring (PDM) and monitoring of process and performance during the distribution and midterm review. Monitoring the process and performance will give an opportunity to, for example, improve future rounds of cash transfer, whilst monitoring the outcomes is vital to ensure that one can confidently demonstrate whether the planned objectives have been achieved by the end of the programme.

[CBI Question Bank for Post-Distribution Monitoring PDM for Shelter Programming Guidance to inclusive Programming](#)



Protection: Assess improved protection outcomes and monitor unintentional harm caused. Please note that monitoring # Protection incidents or # GBV cases should never be tracked and it is not a useful indicator of successful programming.

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6.3 Monitoring outcomes

6.3.1 Monitoring multi-purpose cash assistance

Multipurpose cash assistance (MPCA) is a type of assistance intended to enable people to meet their basic needs through local markets as they see fit. The extent to which a given MPCA intervention can effectively address intended needs will be determined in part by the transfer value, frequency and duration. This should be considered when analysing data collected for the outcome indicators, both within and between interventions.²³

These indicators aim to recognize that MPCA is one component of a larger overall response, and additional interventions (e.g. systems-level interventions, in-kind support, service provision, technical assistance) are required to completely meet Sphere standards.

Example of indicators for MPCA:

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- % of households who report being able to meet their basic needs (all/most/some/none), according to their priorities (**Outcome indicator**).
 - % of households by Livelihoods Coping Strategies (LCS) phase (Neutral, Stress, Crisis, Emergency) (**Outcome indicator**).
 - % of beneficiaries reporting that humanitarian assistance is delivered in a safe, accessible, accountable and participatory manner (**Process indicator for quality, accountability to affected populations and protection mainstreaming**).

6.3.2 Monitoring sector-specific outcomes

For sector-specific outcomes, the following list suggests indicators to measure the impact of CBI on beneficiaries. This list is not complete; the list of indicators to measure should be in line with the programme/project objectives.

Example of indicators for different sectors:

Food security

- % of households by Food Consumption Score (FCS) phase (Poor, Borderline and Acceptable).
- Reduced Coping Strategy Index (rCSI) note: FCS should be used for essentially all MPCA programmes; rCSI is recommended as an additional indicator for longer-term MPCA (longer than 6 months).

Protection

- % of individuals receiving cash transfers for whom cash assistance reduced an identified protection risk.

Shelter

- % of households whose shelter solutions meet agreed technical and performance standards.
- % of target population living in safe and dignified shelters.

Non-food items

- % of households reporting adequate access to household non-food items.

WASH

- % of households having access to an improved water source due to provision of CBI for water supply and treatment
- % of households who have access to functioning sanitation facilities due to provision of CBI for sanitation.
- % of households where women/girls of menstruating age have access to appropriate menstrual hygiene management materials due to provision of CBI for hygiene.
- % of households who have access to appropriate hygiene items due to provision of CBI for purchase of hygiene items.

Expenditure indicators

In some cases, you may want to track expenditures. All expenditure-based indicators should enquire about overall household expenditures (**not the use of the MPCA**). Rather than measuring exact amounts, you may ask beneficiaries about their three to five most important expenditure categories. If a quantitative approach or sectoral measurement is desired, the following indicators may be collected at the household level. It is recommended to collect expenditures on all categories of relevance to the population. If data collection allows, item-level expenditures may be collected. Dividing household-level data by the number of members in the household will yield per-capita expenditure figures, which is needed for meaningful analysis.

To measure and monitor household priorities and economic capacity to meet basic needs:

- Total monthly expenditures (currency amount per capita).
- Distribution of monthly per capita expenditures by categories/sector (percentage of expenditures spent on food, shelter, water, NFIs, etc.).
- Total monthly expenditures relative to the Minimum Expenditure Basket (%).
- Economic Capacity to Meet Essential Needs (ECMEN) (binary indicator for whether a household's total expenditures can cover the Minimum Expenditure Basket).
- Expenditure amounts by categories/sector relative to the corresponding amounts in the MEB (percentage of expenditures on food out of the food amount in the MEB, expenditures on shelter out of the shelter amount in the MEB, etc.).

[Grand Bargain MPCA and sector indicators](#)

²³ For more information on result formulations and indicators, please see [Chapter 3 of the 2021 IOM M&E Guidelines](#).

6.4 Market monitoring

Market monitoring is the process of collecting information on specific indicators of the functioning of the market system based on a time schedule (e.g. weekly, monthly). Market monitoring informs IOM staff of the average price of the basket of goods that people are expected to be able to buy, and whether or not the amount of CBI transferred is still adequate. It also ensures that CBI is not causing inflation and helps to monitor the price of a day's labour to assess the wider impact of the project on the local economy.

Market monitoring for CBI involves financial services, technology services and retailers where process, performance and impact are monitored. Relevant sector-specific assessment frameworks (see [Market assessment](#)) are the best resources to aid the development of specific monitoring tools.

Market monitoring often sounds more complicated than it is. The focus should be on the local

markets where people use the money they have received. With just a few indicators, the development of the market can be monitored quite easily. For the interpretation of market changes, the local traders and project participants can be asked.

Market monitoring key considerations

- Monitor prices and availability of key commodities in the village and regional market.
- Monitor the quality of commodities and services to ensure programme needs can still be met (this is particularly important for voucher programmes).
- Compare these prices to other sources of information on regional and national prices, in order to assess what other factors may be impacting on price changes.
- Wherever possible, coordinate with other agencies on price monitoring.

If prices are rising...

- Consider whether the CBI is the cause of any of the price increases and if so, reconsider whether the programme is appropriate.
- Consider changing the monthly cash transfer amount to compensate for inflation.
- Look for other externalities that may be the prime drivers.
- Assess whether non-beneficiaries are struggling at the expense of beneficiaries.
- Feasibility/appropriateness of the rebuilding of infrastructure in the post-emergency period.

[MARKit: Market Monitoring Tool](#)

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6.5 Evaluating CBI

By contributing to knowledge and providing information on the performance and achievement of activities, evaluating CBI enables informed decision-making for policymakers, programme managers and other key stakeholders.²⁴

The accountability dimension is usually addressed to donors and other stakeholders, including beneficiaries, by demonstrating whether CBI activities have been carried out as agreed and whether intended results are achieved, and in compliance with established standards. To gain the full benefit of learning from CBI and to ensure that the organization continues to build on its recognized strengths of flexibility, reliability and creativity, a strong evaluation culture is required and encouraged.

Evaluating CBI can be considered a means to discuss causality. While monitoring may show whether indicators have progressed, it remains *limited in explaining, in detail, why a change occurred*. Evaluation, on the other hand, looks at the question of what difference the implementation of an activity and/or intervention has made. It provides practitioners with the required in-depth and evidence-based data for decision-making purposes, as it can assess whether, how, why and what type of change has occurred during a cash-based intervention.

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²⁴ For more information on planning, managing, and conducting evaluations, please see [Chapter 5 of the 2021 IOM M&E Guidelines](#).

6.6 Reporting

Reporting is undertaken at different intervals during and after project implementation. It records and communicates information on the project's progress, the results achieved, the constraints encountered, and steps taken to overcome or address such obstacles. Progress is measured against the indicators designed as part of the result framework/matrix.

Reports generally consist of (a) a narrative description of the activities undertaken, the results achieved, the challenges faced in the implementation of a project and the corrective actions undertaken; and/or (b) a financial report of project expenditures, funds received and any remaining balance.

The nature, extent, frequency and timing of reporting are agreed and governed by the agreement between IOM and the partner (e.g. Donor, IP, FSP, etc.). This is a legally binding document that IOM will need to respect.

Reporting can also be internal to IOM for knowledge management and learning purposes. This

reporting can either be regional, sub-regional or global in nature.²⁵

²⁵ For more information on monitoring and reporting results, please see [Chapter 3 of the 2021 IOM M&E Guidelines](#).
