

2015

HUMANITARIAN RESPONSE MONITORING

September 2014

Guidance

Basic concepts of Response

Monitoring2

Humanitarian Response Monitoring: a definition	2
Relationship between Planning and Monitoring	4
The Humanitarian Response Monitoring Framework.....	5
Three Stages of Response Monitoring.....	6

Preparing, Monitoring & Reporting7

Roles and Responsibilities Summary...7	
Preparing: Organising the monitoring framework	8
Cluster Members.....	8
Cluster Coordinators and Members.....	8
Inter-cluster Group.....	9
HC/HCT.....	10
Monitoring: Applying the monitoring framework along the SRP cycle.....	10
Cluster Members.....	10
Cluster Coordinators and Members.....	10
Inter-cluster Group.....	10
HC/HCT.....	11
Reporting: Presenting monitoring information	11
Periodic Monitoring Report	11
The Humanitarian Dashboard	11
The Reporting Schedule	12
Required Resources	12
Cluster Members.....	12
Cluster Coordinators and Members.....	12
Inter-cluster Group / OCHA.....	12
HC/HCT.....	12
Response monitoring in the initial phase of an emergency	13

Annex I: Terminology.....14

Annex II: Humanitarian Response Monitoring Framework Template.....15

Annex III: Indicators, targets, results and status18

INTRODUCTION

The Transformative Agenda has affirmed that coordination and leadership in the humanitarian system are essential to ensure that populations affected by conflict or disasters are provided with timely, needs-based, life-saving assistance.

Strengthening coordination and leadership calls for commitment through all steps of the humanitarian programme cycle (HPC) to jointly assess the situation; elaborate operational plans to cover prioritised humanitarian needs; mobilise and allocate resources in-line with the priorities; monitor progress; evaluate whether it is having the expected, sufficient effect for the diverse, affected populations; adjust the strategy and plans accordingly; and document how this is being done to support accountability and transparency.

Monitoring of humanitarian aid delivered to affected populations has existed for some time. Humanitarian actors, when implementing projects, establish systems and procedures that measure what is implemented and delivered, the results achieved and the quality. However, monitoring the collective results of a large-scale, multi-agency intervention is less standardized. In the past years, efforts to address response monitoring at this larger scale have gained momentum and several initiatives have been undertaken. The present guidance is a result of that, setting basic principles for monitoring the collective humanitarian response in humanitarian crises.

This Humanitarian Response Monitoring Guidance is meant for all humanitarian actors involved in the preparation of a strategic response plan and its monitoring. It intends to clarify what humanitarian response monitoring is and how to carry it out when monitoring a strategic response plan (SRP), whether for a sudden or slow onset disaster or complex emergency. It aims to define the standard components, ensure a common understanding of the key concepts and spell out related responsibilities.

This guidance presents the ideal elements for systematic, system-wide response monitoring but its actual implementation in a given context will depend on the capacities and resources allocated for it.

This guidance is a dynamic document that will be evolving and improving with time.

Note on terminology: The term “cluster” refers to sectoral coordination that uses the ‘cluster approach’ introduced after 2005 as part of humanitarian reform. However, references to “cluster” in this guidance should be understood to refer to the range of sectoral coordination mechanisms that are in place in humanitarian response operations.

BASIC CONCEPTS OF RESPONSE MONITORING

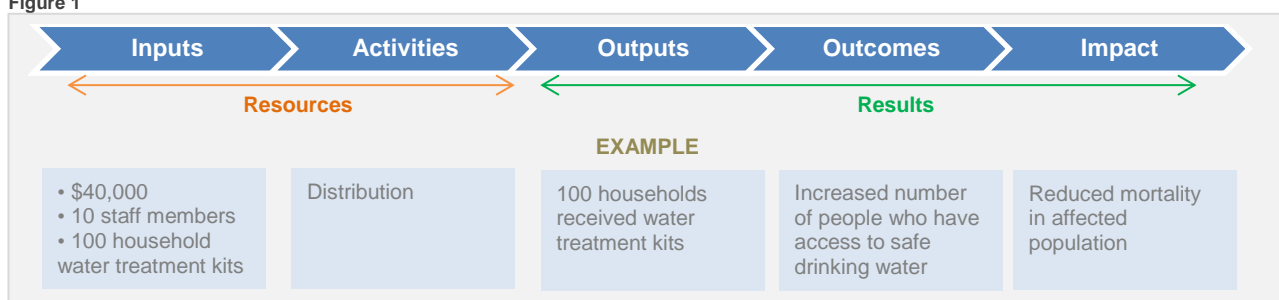
Humanitarian Response Monitoring: a definition

Humanitarian response monitoring is a continuous process that records the aid delivered to an affected population as well as the achieved results set out in the objectives of the SRP. It tracks the inputs, and the outputs resulting from interventions to affected populations; charts the outcomes of cluster activities; and measures progress towards the objectives of the SRP, while considering the diversity of the affected population and their perspectives of the response.

Results Chain

The interlinked results chain demonstrates how the combination of resources, (inputs and activities), produce results, the delivery of goods, or services (outputs), which over time leads to short or medium-term effects (outcomes), and ultimately could affect a change in the humanitarian situation (impact).

Figure 1



See Annex I: Terminology for full definitions of terms used in the Results Chain.

Response monitoring focuses on three links in the results chain - inputs, outputs and outcomes. **Inputs** refer to the financial, human and material resources that go into projects. **Outputs** refer to the delivery of goods and/or services to a targeted population. **Outcomes** refer to the likely or achieved short and medium-term effects of an intervention's outputs. Outcomes can be *intra-cluster*, requiring multiple outputs from one cluster, (e.g. defecation free environment) or *inter-cluster* requiring outputs from multiple clusters, (e.g. decreased incidence rate of cholera).

Purpose

The purpose of response monitoring is two-fold:

- 1) it provides humanitarian actors an **evidence base** for making decisions about what actions should be taken to redress shortcomings, fill gaps and/or adjust the SRP, contributing to a more effective and efficient humanitarian response, in the short and long term and
- 2) it serves to improve **accountability** of the humanitarian community for the achievement of results outlined in the SRP, towards affected populations, local governments, donors and the general public.

Monitoring information will be used to examine what was delivered versus the resources allocated, and what was actually achieved versus what was planned, to identify areas which are not sufficiently covered in the response and analyse how and why any gaps have occurred. The information gathered will be used to inform the clusters, inter-cluster coordination group and HC/HCT, equipping them with the evidence to make decisions on improvement of action and to effectively mobilise resources. It will also serve as the basis for conducting evaluations of the humanitarian action and for identifying best practices and lessons learned to improve action in the long-term.

Response monitoring is NOT intended to:

- Follow changes in the context or in humanitarian needs. This is achieved through needs assessment and will be systematically performed through the Humanitarian Needs Overview¹.

¹ For more information on the Humanitarian Needs Overview see: <https://assessments.humanitarianresponse.info/>

- Map operational aspects, such as tracking humanitarian actors’ presence, or movement of relief items. This is part of operational coordination. Exceptionally in the first weeks of a sudden-onset emergency, tracking of these inputs may be performed as part of response monitoring.
- Examine the performance of the clusters, the proper functioning of the coordination system, or the integration of cross-cutting issues into projects. This is performance or process monitoring and will be conducted through the Cluster Performance Monitoring Framework², Operational Peer Reviews³, and process indicators (e.g. gender marker).
- Gauge the quality and impact of the aid delivered, as well as determining the overall relevance, efficiency and effectiveness of the collective response. This is evaluation and will be addressed through an Inter-Agency Humanitarian Evaluation⁴.

While response monitoring’s primary focus is to monitor progress toward reaching strategic and cluster objectives, it will draw upon findings from the processes and exercises mentioned above to analyse results, derive conclusions about progress and make recommendations for action - all to be presented in a Periodic Monitoring Report.

The Scope of Response Monitoring

As elaborated upon in the SRP guidance while developing a SRP, it is necessary to set the boundaries or scope of the response - the extent to which the humanitarian community intends to respond to the identified humanitarian needs.

Figure 2



The scope of a SRP takes into account the portion of identified needs being addressed by others outside of the plan, the expected evolution of the needs, access to the population in need, response capacity and other parameters.

A SRP may be localized within a country (as in the Philippines with Typhoon Haiyan), across an entire country (such as Democratic Republic of the Congo) or within a region (as with the Syria crisis). In all cases, the scope of the monitoring framework will follow the scope of the SRP. Joint response monitoring needs first and foremost to monitor those activities included in the SRP. However, it is also important to

have some understanding of the response being undertaken outside the SRP. This helps to more confidently attribute those results from the work within the SRP and assists in updating information on needs, response and gaps in the overall humanitarian situation.

For example, if the SRP includes a measles vaccination project, and a major medical NGO also does measles vaccination outside of the SRP, the health cluster needs to have an understanding of both campaigns when monitoring the results of that activity.

² For more information on Cluster Performance Monitoring see: <https://clusters.humanitarianresponse.info>

³ The Operational Peer Review is an internal, light, brief process that reviews leadership arrangements; implementation of the HPC; coordination mechanisms; and mechanisms for accountability to affected people.

⁴ An Inter-Agency Humanitarian Evaluation is an external, independent assessment of the collective humanitarian response. Its purpose is to enable decision-makers to evaluate the extent to which the response meets its objectives and the needs of affected populations and to make changes accordingly; to foster collective learning for improving humanitarian policy and the approach to an emergency; and to strengthen the accountability of organisations involved in a response.

Relationship between Planning and Monitoring

While strategic response planning and response monitoring are situated in two distinct places along the humanitarian programme cycle, it is essential that they be viewed in relation to one another.

Response monitoring preparation has strong linkages at three levels in the SRP process: when selecting indicators and setting targets for measuring achievement of the strategic objectives – strategic level monitoring, when selecting indicators and calculating targets to accompany cluster objectives – cluster level monitoring, and when selecting indicators and defining targets for capturing the outputs of cluster member activities – project level monitoring. What is agreed upon at these levels serves as the basis for all monitoring efforts and reporting throughout the SRP cycle.

The preparation for response monitoring is embedded in the processes for developing the SRP and as such is done at the time of drafting the SRP.

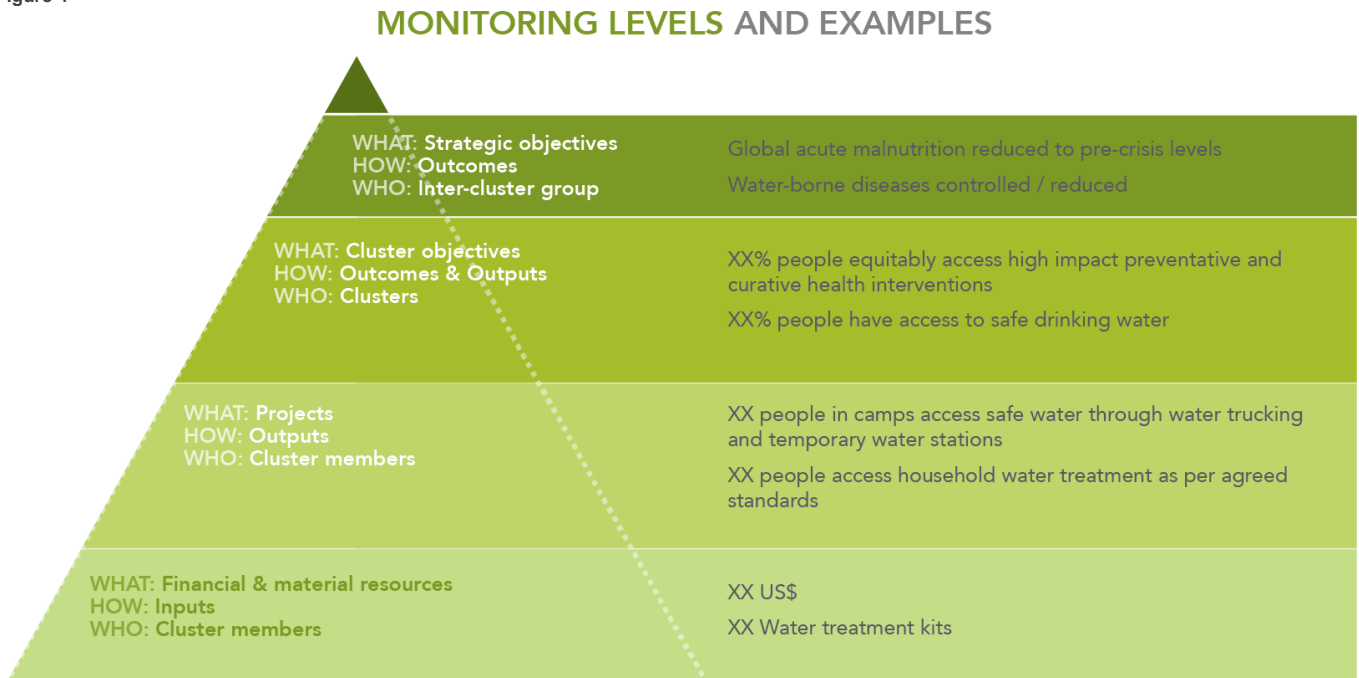
Figure 3



The Humanitarian Response Monitoring Framework

To undertake response monitoring, each humanitarian crisis having a SRP, should jointly set up and manage a **Humanitarian Response Monitoring Framework**. The monitoring framework is a set of practices, performed by all humanitarian actors, that facilitates the collection and analysis of data on the collective humanitarian response along the year, for producing reports with key findings at scheduled intervals, to inform the clusters, inter-cluster coordination group and HC/HCT. The framework has four levels, linked to the results chain, each with a specific purpose. The upper three levels of the graph cover outputs and outcomes and the lower level that was added corresponds to inputs.

Figure 4



The materials (inputs) that go into cluster member projects during implementation are aggregated at the cluster level. Material resource tracking is conducted only in the first phase of a sudden onset emergency. For protracted crises the input level will only rely on financial tracking, as human and material resources derive from it.

The project level captures the outputs from individual organisations’ projects, pertaining to cluster output indicators.

At the level of cluster objectives the cluster aggregates the contributions from cluster members’ projects to the cluster output indicators, and any data on the cluster outcome indicators that were set against cluster objectives. The overall findings from the indicators are analysed to gauge progress toward each cluster objective.

At the level of strategic objectives the inter-cluster coordination group brings together the results of cluster-level data (both output and outcome) and any inter-cluster level outcomes to measure progress against strategic objectives.

The Humanitarian Response Monitoring Framework Document

At the planning phase, through a collaborative process, the humanitarian community establishes its **Humanitarian Response Monitoring Framework**, starting from pre-existing monitoring activities in the country, and based on the strategic objectives, cluster objectives and cluster activities, with the corresponding indicators and targets as set out in the SRP.

Field Monitoring

Field monitoring intends to assess the quality of the response, timeliness of delivery, access to services and the perspective of emergency affected people, taking diversity into account. Field monitoring can be conducted through visits to implementation sites or through remote exercises. Organising 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 have some form of field monitoring practice in place, but that they differ and would benefit from harmonisation. A harmonised approach would enable sharing and collation of collective field monitoring findings and where possible, sharing of data collection effort. This approach could entail the identification of common indicators that could be monitored within a cluster. The approach should be discussed and agreed upon within the cluster.

In each country, the monitoring framework document broadly defines what will be monitored; how and when; who is responsible for monitoring and analysis; how and when monitoring information will be reported; what key actions will be taken; and what resources are necessary for successfully monitoring the humanitarian response. The

document contains clusters' monitoring plans presenting the details of each cluster's monitoring activities. This framework document, prepared by the inter-cluster coordination group with contributions from the clusters, should be endorsed by the HCT, who will ensure adequate resources are allocated to the monitoring activities. See Annex II for Humanitarian Response Monitoring Framework and Cluster Monitoring Plan templates.

The monitoring framework document should be released shortly after the SRP.

Three Stages of Response Monitoring

The work of response monitoring is performed in three stages:

Preparing

The clusters and inter-cluster coordination group prepare their monitoring plans and monitoring framework alongside the strategic response planning and cluster response planning. At the end of the preparation stage a humanitarian response monitoring framework will be established and a framework document endorsed.

Monitoring

The monitoring framework is applied continuously, throughout the implementation of the SRP, as laid out in the country's monitoring framework - humanitarian actors undertake monitoring exercises, perform analysis and make monitoring information available accordingly.

Reporting

The data on the collective response is then made available for inclusion in a host of public reports with a focus on the Periodic Monitoring Report (PMR), where monitoring findings are analysed and presented with a set of recommendations for any corrective action.

Accountability to Affected Populations (AAP)⁵

AAP means including affected people's views and contributions into all phases of the HPC. It can be embedded in the humanitarian response monitoring framework in a variety of ways.

Early on, in the preparatory stage of the monitoring framework, clusters can ensure community based organisations participate in discussions on indicators and targets; harmonisation of monitoring methods; mechanisms for affected people to provide on-going feedback safely; reporting frequencies and formats; and the use and dissemination of findings.

Clusters and the inter-cluster coordination group should consider selecting outcome indicators that capture the perspective of the affected population in its age, gender and other diversity, with regards to their satisfaction of humanitarian assistance, including the appropriateness and quality of services and engagement.

When it comes time to gather monitoring data, clusters and the inter-cluster coordination group should, to the extent possible, involve community based organisations and local communities in any joint data collection exercises.

Clusters and the inter-cluster coordination group can devise a coordinated plan for disseminating feedback from the monitoring exercises to affected populations; for example through radio spots, local websites, in public forums, etc., informing them of what has been delivered and what lies ahead.

⁵ For more information on Accountability to Affected Populations see: <http://www.humanitarianinfo.org/iasc/pageloader.aspx?page=content-subsidi-common-default&sb=89>

PREPARING, MONITORING & REPORTING

Effective monitoring relies on agreement on the roles and responsibilities of all humanitarian actors involved. This section outlines the roles, responsibilities and processes during the **preparation** stage (establishing the monitoring framework, determining what will be monitored by whom, when and how); during the **monitoring** stage (collecting, collating and analysing the information); and during the **reporting** stage (releasing the monitoring information for use in reporting under various formats). All humanitarian actors should participate in the design and execution of the monitoring framework, and ensure they have the capacity to perform their part of the monitoring activities.

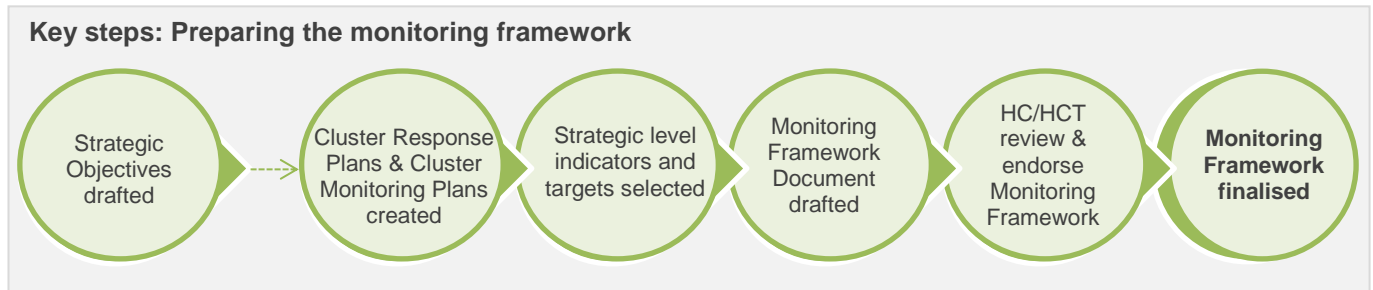
The key decisions and endorsements are made by the HC/HCT, with the inter-cluster coordination group and clusters undertaking the practical actions for preparing and applying a monitoring framework and performing analysis that provides recommendations for action.

Roles and Responsibilities Summary

The application of the monitoring framework relies on a set of predictable steps with an even distribution of the workload and a commitment from all involved. Below is a summary of roles and responsibilities with further elaboration on these in the following pages.

HC/HCT	
<p>The HC/HCT is responsible for ensuring the monitoring framework fully measures the prioritised, collective humanitarian response set out in the strategic objectives and will determine the periodicity for reporting. The HC/HCT will identify options for securing the resources for conducting monitoring efforts at the scale required. They will ensure that monitoring findings feed into their decision-making and endorse findings for public use.</p>	
OCHA	Cluster Coordinator (with support, contributions and engagement of cluster members)
<ul style="list-style-type: none"> Facilitates, in the inter-cluster coordination group, the selection (or revision) of indicators and their associated targets for measuring strategic objectives, establishing, based on the clusters' decisions, for each indicator, the responsibilities for monitoring, the method for monitoring and the frequency of reporting monitoring findings. Prepares a draft humanitarian response monitoring framework document from the agreements in the inter-cluster coordination group and submissions from clusters, for review and endorsement by the HC/HCT. Compiles information for measuring progress against strategic objectives and interpreting results in the inter-cluster coordination group, including, cluster contributions and any data on inter-cluster outcome indicators. Prepares the PMR, based on analysis from the inter-cluster coordination group and cluster contributions, for the HC/HCT. Disseminates any public monitoring reports through email and hardcopy, making the report available online on the country's website. 	<ul style="list-style-type: none"> Represents the cluster in the inter-cluster coordination group for selection of indicators and formulation of targets for strategic objectives, agreeing to responsibilities for monitoring, methods for monitoring and timelines for monitoring each indicator. Engages with cluster members for selecting pertinent cluster indicators for measuring cluster objectives and activities and securing commitment on responsibilities for monitoring, methods for monitoring and timelines for monitoring each indicator. Compiles cluster member contributions for tracking output indicators and data collected for cluster outcome indicators, facilitating a review of the data for determining the progress made against cluster objectives. Ensures that cluster contributions for the PMR are provided, including an analysis. Ensures that information on cluster level indicators selected for measuring strategic objectives is provided on time. Represents the cluster in the inter-cluster coordination group for reviewing and analysing the totality of data collected for the indicators associated with strategic objectives to measure progress, and make any recommendations for corrective action.

Preparing: Organising the monitoring framework



Cluster Members

- Organisations, as members of respective clusters, should participate in the preparation of the cluster monitoring plan which includes the selection of a set of indicators to monitor cluster objectives and activities, setting targets for each indicator and determining tools for data submission and timelines for reporting.
- Each organisation's projects will include activities with indicators and targets that should be aligned with those selected for the cluster response plans.
- Members should put in place their internal approach for field monitoring activities, and participate in discussions on harmonisation of field monitoring and feedback mechanisms from affected populations.
- Finally, members should ensure that adequate resources are budgeted for conducting their part of the monitoring work, including submitting output results at the agreed upon frequencies and any commitments to the collection of outcome-level data. In the event of a sudden onset emergency, members will also be asked to report on inputs of material resources in the first weeks of a crisis.

Cluster Coordinators and Members

- During the preparation stage, the cluster, as part of their cluster response planning, will set three to five cluster objectives, linked to one or more of the strategic objectives. Cluster objectives will articulate the outcomes or result that the cluster intends to achieve.
- For each cluster objective a core set of activities, necessary for reaching the objective, will be laid out. The cluster will select a key set of relevant output indicators and determine targets (and baselines if necessary) for the activities. Suggested indicators can be found in the humanitarian indicator registry. An activity may be attached to two indicators with targets: one in terms of a material result, and one in terms of the assisted population. The cluster will establish responsibility and a frequency of reporting for each of the output indicators, and harmonized forms, such as simple matrices or online tools, will be made available for cluster members to submit their output results and in a sudden onset emergency their input results of material resources.
- The cluster should ensure the diversity of the affected population is adequately reflected in the selection and definition of all indicators and targets. See Annex III: Indicators, Targets, Results and Status for guidance on selecting indicators and establishing targets.
- For measuring their cluster objectives, the cluster will select indicators and define corresponding targets (and baselines if necessary). The indicators should ideally be outcome indicators or alternatively, output indicators that track the number of beneficiaries rather than items or services delivered. For each objective no more than three indicators should be selected with at least one being at the outcome level. Monitoring efforts will be concentrated on those indicators attached to the cluster objectives.
- The cluster will establish responsibilities for data collection, of any cluster-level outcome indicators, determining how the data will be collected, by whom and at what frequency. The data may be collected by individual

Monitoring Tools

At all levels of the monitoring framework proper tools are required. A set of tools currently exist from which response monitoring can draw, such as Who, What, Where databases (3W); Financial Tracking Service (FTS), Online Project System (OPS), LOGIK, humanitarian indicator registry and cluster-specific tools, while others are in development.

These tools are managed by OCHA or the Global Clusters, and can be used for monitoring activities. However, there is not, at present, a common global coherent approach on a set of complementary tools supporting the full monitoring framework. Discussions are on-going for the gradual installation of a global coherent approach, building on existing tools. Further versions of this guidance will more precisely make recommendations on tools to be used as they become available.

In the meantime, in each country, OCHA and cluster coordinators should establish the best transitional approach that will provide actors tools that allow them to conduct their monitoring activities.

organisations, an external agent, or through a joint cluster exercise and should be coordinated with other assessment activities.

- A harmonised approach will be discussed and agreed upon within the cluster for field monitoring and any established communication channels for receiving feedback from affected populations. The approach could include harmonized indicators for comparing and sharing findings.
- Finally a process will be established for aggregating all cluster-level data provided by members, and the cluster will estimate the required resources for conducting their monitoring work, examining how the work can be funded, if additional resources are necessary.
- The cluster's agreements from the above process will be compiled into a cluster monitoring plan, for inclusion in the monitoring framework, to be presented to the HC/HCT by the inter-cluster coordination group. See Annex II for a Cluster Monitoring Plan template.

Inter-cluster Group

- The work of the inter-cluster coordination group on preparing the monitoring framework will be facilitated and supported by OCHA, including production of the final monitoring framework document.
- As part of the strategy development of the SRP, three to five strategic objectives will be articulated. This establishes the “frame” for all detailed planning and programming, and for monitoring progress towards the planned results of the SRP. A strategic objective is a high-level, medium-term result or change that the humanitarian community intends to achieve over the planning period to move closer to achieving its intended outcome.
- Each strategic objective will have three to five indicators, with associated targets (and baselines if necessary) to monitor results achieved.
- Generally, strategic objectives are measured by outcome indicators. However, output level indicators which have already been identified by one of the clusters and are being collected as part of the cluster response plan, may be used. The indicators, and concomitant targets, should encapsulate the desired condition of the affected population at the end of the planning period.
- The inter-cluster coordination group will select the outcome indicators most appropriate for measuring progress towards strategic objectives, establishing targets for each. Some outcome level indicators will be drawn from cluster indicators. It is not necessary that every cluster have an indicator for each strategic objective, but that the indicators meaningfully measure progress towards the objective. The group should propose definitions for the ‘statuses’ to be used in determining if an indicator is on target. This should be done in consultation with clusters. See Annex III: Indicators, Targets, Results and Status for guidance on defining Status levels and how they are used.
- Responsibilities will be established for collecting data on any inter-cluster level outcome indicators determining how the data will be collected, by whom and at what frequency. These data may be collected by individual organisations, an external agent or through a joint inter-cluster exercise and should be coordinated with other assessment activities. It is important that the cluster responsible for reporting on a specific indicator has the capacity and means to collect the necessary data.
- The inter-cluster group will agree on the methods and tools to use for analysis of inter-cluster data and will propose a monitoring report schedule in consultation with clusters. See section below on Reporting for a typical reporting schedule.
- The group will estimate the required resources for the monitoring work at all levels, and examine how these can be funded, if additional funding is necessary.

Pooled Funds

The Central Emergency Response Fund (CERF) and, where they exist, Common Humanitarian Funds (CHF), and Emergency Response Funds (ERFs), are important funding channels for humanitarian response activities, which, through collective prioritisation, support a coordinated, strategic and timely response. Thus pooled funds are fully integrated into the humanitarian system.

Within the monitoring framework, it is important to consider the contributions of pooled funds to the overall collective results. In practical terms, this implies that:

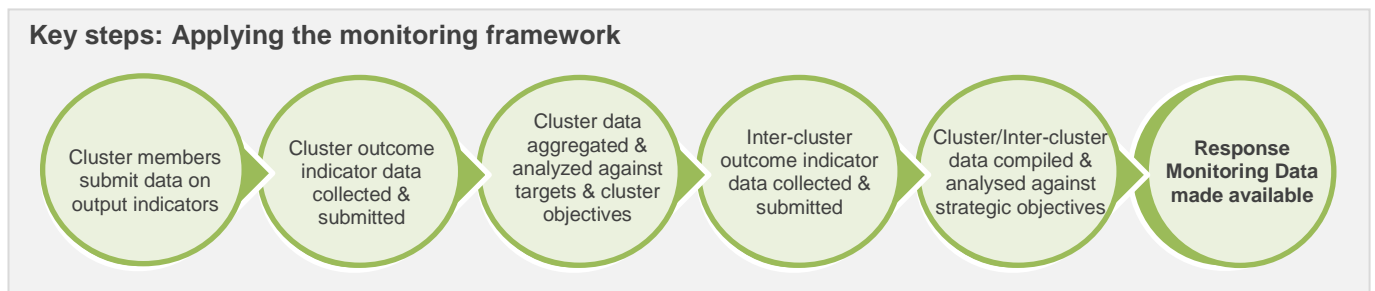
- Pooled fund project proposals should align with the strategic objectives, cluster objectives, project activities, indicators, targets and monitoring methods as established in the SRP and monitoring framework.
- Projects supported by pooled funds should use agreed SRP indicators.
- Funding analysis, as part of the PMR, or as separate reports, should always mention the portion of overall funding received from pooled funds, and how this contributed to the overall results.
- Cluster pages of the PMR, should mention the portion of overall funding received from pooled funds, and how this contributed to cluster results, highlighting specific activities, outputs or outcomes towards which the funds contributed.

- The group should also identify possible challenges to good monitoring (field data collection, lack of tools for reporting results, data storage, lack of analysis skills, lack of resources dedicated to monitoring) and propose solutions to address them (training, improving data tools, advocating for better resources, etc.)
- Finally the inter-cluster group's agreements will be compiled into a monitoring framework document, along with the clusters' monitoring plans, for presentation to the HC/HCT. See Annex II for Humanitarian Monitoring Framework and Cluster Monitoring Plan templates.

HC/HCT

- The HC/HCT will review and endorse the monitoring framework, including the monitoring report schedule, ensuring that resources are made available to implement the proposed monitoring framework.

Monitoring: Applying the monitoring framework along the SRP cycle



Cluster Members

- Using the agreed upon tools, organisations should submit, at the agreed frequency, the results of their activities, against the cluster output indicators. In the event of a sudden onset crisis, reporting on incoming material resources will occur during the first weeks of the crisis.
- Based on any commitments made during the preparatory stage of the monitoring framework, organisations should participate in data collection exercises for outcome-level data.

Cluster Coordinators and Members

- The cluster coordinator will compile data from cluster members on output indicators at the agreed frequency. In the event of a sudden onset crisis, data on incoming material resources will also be collected during the first weeks of the crisis.
- Data on outcome indicators will be gathered at the cluster level, through the mechanisms agreed upon in the preparatory stage of the monitoring framework.
- The cluster coordinator will consolidate the aggregated output results and measured outcome results, facilitating analysis in the cluster to track progress against the targets set out in cluster response plan. The analysis should look at the progress made toward meeting the targets from the beginning of the SRP period to the current reporting period, assigning a 'status' to each indicator, based on the agreed upon 'status' definitions.
- Finally the cluster will make data available for production of the PMR and for use by cluster members. They will identify gaps in monitoring efforts and the steps to take in addressing them.

Inter-cluster Group

- The preparatory work for collating and analysing monitoring findings will be facilitated and supported by OCHA.

Funding Carry-over Effect

Monitoring reports will look at the results achieved in relation to the funding received over a period of time. However this might be biased by the carry-over effect.

Consider a typical SRP covering a full calendar year. At the end of the year, humanitarian activities do not cease, while organizations wait for funding to arrive against the new SRP to continue relief efforts. Instead, organizations rely on funding from the previous year to continue activities in the beginning of the new SRP cycle. Indeed, projects may start at any moment during a year, and many span across two calendar years.

As a consequence of that, when preparing a monitoring report for the 2014 SRP, some of the output results reported are actually derived from projects funded the year before. A report presenting the results of 2014 versus the funding of 2014 will therefore provide partially erroneous information.

This is the carry-over effect. It is difficult to correct for, but should be taken into consideration when analysing the results achieved for an SRP compared to the amount of funding received.

- Any data on outcome indicators at the inter-cluster level will be gathered through the mechanisms and frequency agreed upon in the monitoring framework. All monitoring information and analysis prepared at the cluster level will be collated.
- The group will analyse all compiled data including cluster outcome indicator data and inter-cluster outcome indicator data for strategic objectives. The analysis should look at the progress made toward meeting the targets from the beginning of the SRP period to the current reporting period. Analysis of the findings from the indicators associated with the strategic indicators should examine if each indicator is on track according to the target, assigning a 'status' to each indicator, based on the agreed upon 'status' definitions.
- The inter-cluster monitoring information will be shared with clusters for feedback and then made available for production of the PMR and for use by the humanitarian community. The group will identify any gaps in monitoring efforts and the steps to take in addressing them.

HC/HCT

- The response monitoring findings will be used as the basis for the PMR. The monitoring report will review the overall direction of the humanitarian response in the SRP and make recommendations to the HC/HCT for evidence-based decisions to address major constraints, adjust responses, and where necessary revise the SRP accordingly. See the supplementary Periodic Monitoring Report guidance and template for steps on performing analysis and producing the monitoring report.

Reporting: Presenting monitoring information

Reporting on monitoring findings can take place at different monitoring levels with findings packaged for various audiences, under assorted formats.

Data generated from the cluster and inter-cluster coordination group's monitoring exercises - consisting of output data and cluster and inter-cluster outcome data along with their targets and 'status', will be made publicly available and feed into a number of reporting products such as cluster reports, pooled fund reports, organisations' reports, etc.

The Periodic Monitoring Report (PMR)

Further analysis will be performed on the monitoring data, examining whether sufficient progress has been made overall in reaching strategic and cluster objectives and if not why and what can be done to correct this. This will be displayed in the PMR, the primary product for presenting monitoring information.

The report will include progress made on each of the strategic objectives, challenges faced in reaching the set out targets, changes in the context, an analysis of funding and recommendations for actions to be taken. For each cluster, there will be a section to elaborate on achievements toward reaching the cluster objectives, any changes in the context, challenges faced in meeting the targets set out for the cluster objectives and any recommendations to address gaps in response. See the supplementary Periodic Monitoring Report guidance and template.

The Humanitarian Dashboard

The Humanitarian Dashboard is a concise report for internal and external use, presenting information in graphics on needs, response and gaps at the cluster level. The Humanitarian Dashboard will draw upon data generated from the response monitoring framework and may be produced more frequently than the PMR.

What if it's not all good news?

Monitoring the humanitarian response may bring about "bad news." For a host of reasons, targets may not be fully met. In such a situation, two approaches may be taken.

There is a tendency to emphasise good news, minimising the bad, with the idea that under performance should not be disclosed, as it would damage the image of the humanitarian community, possibly diminishing future financial contributions.

A more desirable approach is that the "bad news" is told, along with the good, in proper perspective, with the idea that recognising shortcomings allows for correcting them, and that being transparent increases credibility for all reports produced by the humanitarian community. Collecting and analysing monitoring findings at regular intervals allows for early detection of problems and corrective action, which is at the heart of response monitoring. The ultimate reason we are monitoring is to ensure beneficiaries receive the best response possible.

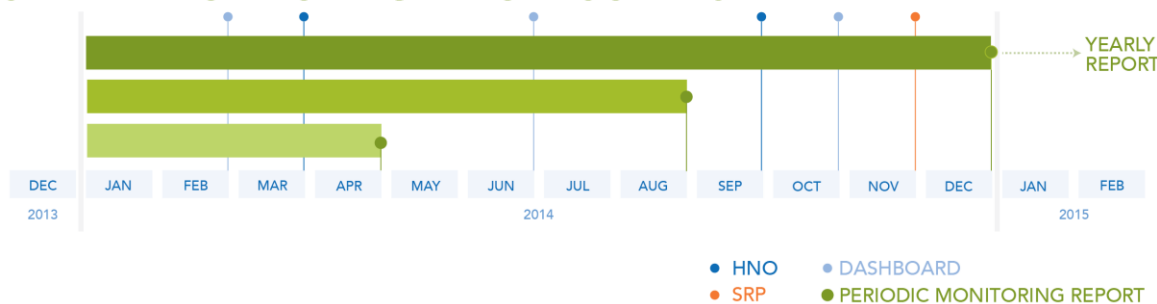
Response monitoring is not a public relations exercise for publicising only positive results. It aims to tell the progress made towards meeting stated objectives, as good or bad as it is for adjusting response. If monitoring information indicates poor results versus original targets, this should be presented as such. The analysis presented in the PMR will look at factors contributing to this, such as erratic access or underfunding, causes "external" to humanitarian actors. But if identified, other causes should also be reported, that are linked to the interventions themselves, such as poor cost-efficiency, lack of coordination, etc.

The Reporting Schedule

The graph below displays a sample monitoring report schedule for an SRP.

Figure 5

SAMPLE MONITORING REPORT SCHEDULE



Based on its needs and capacities, each country should set its own report schedule. The schedule is centred on the production of the PMR, the flagship vehicle for analysing and displaying monitoring findings. The schedule should be discussed during the preparation stage outlined above, proposed by the inter-cluster coordination group and endorsed by the HC/HCT. At a minimum a country should strive to produce two PMRs during the year and a Yearly Monitoring Report at the end of the planning cycle. One of the PMRs should be planned for release just before a planning cycle starts. See the supplementary Periodic Monitoring Report guidance for more on a monitoring report schedule.

Required Resources

A monitoring framework without adequate resources would remain a declaration of intentions that could not be fulfilled. Once designed, the monitoring framework requires that needed resources are provided at the different levels. Below is an inventory of the minimum resources required for successfully preparing and applying the monitoring framework.

Cluster Members

- Every organisation has its own approach to monitoring and reporting of its activities, and ensures their resourcing internally. The monitoring framework requires that these organisations also contribute to the results data collection that will allow tracking progress of the collective response.
- It is up to each individual organisation to provide the manpower necessary for recording the required data, in the format and at the frequency recommended by the cluster.

Cluster Coordinators and Members

- Cluster coordinators should ensure that adequate tools for data collection are available, allowing cluster members to record their data in the quickest and most efficient way.
- Clusters should identify resources for collecting cluster outcome monitoring data.
- Cluster coordinators will need to dedicate part of their time to all the monitoring activities that are to be performed at the cluster level, according to the present guidance.
- An Information Management Officer is needed in the cluster coordination team, to ensure harmonized standards in data collection methodologies for each indicator, aggregation, analysis and reporting.

Inter-cluster Group / OCHA

- The inter-cluster coordination group should identify resources for conducting any joint inter-cluster exercises to collect inter-cluster outcome monitoring data.
- OCHA should identify a monitoring officer, in charge of the overall coordination (preparing, monitoring and reporting) of the humanitarian response monitoring framework.
- OCHA must ensure, at the inter-cluster level, the proper functioning of monitoring tools, storage of monitoring data, and production of the various reports.
- As many humanitarian actors are not familiar with response monitoring, trainings could be organised in-country, for all humanitarian actors, introducing the concepts presented in this guidance.

HC/HCT

- No specific resources are required from the HC/HCT level, for performing their monitoring related tasks.

Response monitoring in the initial phase of an emergency

Response monitoring in a sudden-onset emergency situation is based on the same principles presented in this guidance, with the sequencing of the HPC processes to be established in an HCT calendar. However, the context in which monitoring activities will be performed is very different from a protracted crisis. The situation is usually one of chaos, in which some of the most basic activities may be difficult (telecommunications, meetings, transport, data systems, etc.). Actions must be decided upon rapidly, leaving little time for well-prepared, nuanced discussions on processes. It is necessary to be quick and efficient. Humanitarian actors are overloaded with work, from conducting needs assessments to delivering assistance and coordinating interventions. Monitoring activities may be seen as a low priority and should, therefore, be designed according to this particular context. The type of monitoring information collected and reported in the first weeks of a crisis will concentrate on inputs and outputs. In time, the focus of monitoring efforts and the content of reports will then gradually transition to outputs and outcomes.

1) The first days of an emergency: Collecting basic monitoring data

The data collected will have two audiences, serving two different purposes:

Internally to provide information for humanitarian actors

The coordination of aid, by the HC/HCT, clusters, inter-cluster coordination group and OCHA, needs to be based on real-time information of the resources received and assistance delivered, for a continuously updated understanding of the diverse needs of the affected population, response and gaps, all to channel resources in the best possible way.

Externally to provide information outside of the humanitarian community

The national government, donors, media and general public, all need to know what is being done in terms of aid delivered to affected populations.

Monitoring

Input tracking

Financial resources will be tracked by OCHA through FTS, throughout the crisis, counting on all actors to provide funding information.

Material resources should be tracked for approximately the first weeks of a crisis, as information important to humanitarian actors themselves, and reported through the clusters.

Human resources should not be tracked. Knowing that “NGO X is sending a team of seven persons to region ABC” is of no interest. It is more relevant to speak in terms of interventions such as “NGO Y will operate a health centre in the areas of X, Y and Z”. The latter is performed as part of operational coordination.

Output tracking

Clusters should agree on a few output indicators relevant to their emergency activities that will be collected and aggregated at the cluster level, in as real-time as possible.

OCHA will aggregate daily, the data from all clusters for reporting on inputs and outputs.

Reporting

Every context is specific, and the HCT will establish, early on, its own reporting schedule with the types of reports and their frequency. Below are a few considerations for making such a reporting schedule. Reporting on inputs should start on a daily basis, moving in time to weekly then monthly at the discretion of the HCT. In the first days, the daily Situation Report, produced by OCHA in collaboration with humanitarian partners, may be the best vehicle to report daily updated information on inputs and outputs. When possible, Humanitarian Dashboards will be produced, providing an easy-to-read summary of the situation, needs, response and gaps. A PMR will not be produced in the first phase of the emergency.

2) Thirty days and beyond: Preparing and applying the Humanitarian Response Monitoring Framework

While emergency assistance is delivered, and basic response monitoring is performed, the humanitarian community will begin preparing a Strategic Response Plan, expected within 30 days of the initial emergency.

The preparation of the SRP should include all recommendations laid out in the present monitoring guidance. The inter-cluster coordination group should therefore produce a monitoring framework document presenting how response monitoring of the SRP will be performed, establishing roles and responsibilities, proposing a monitoring report schedule, and indicating resources required for the framework. Typically, a first PMR should be considered, for covering the first 90 days of the crisis.

ANNEX I: TERMINOLOGY

Activities	Actions that need to be done within a defined period of time to produce outputs.
Baseline	Tells the prevailing situation before an activity is implemented. It is expressed by a known value, in reference to an indicator and is not always needed.
Evaluation	The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned. It also refers to the process of determining the worth or significance of an activity, policy or program. An assessment, as systematic and objective as possible, of a planned, on-going, or completed development intervention. Note: Evaluation in some instances involves the definition of appropriate standards, the examination of performance against those standards, an assessment of actual and expected results and the identification of relevant lessons (Source OECD DAC).
Impact	The positive and negative, primary and secondary long-term effects produced by a development or humanitarian intervention, directly or indirectly, intended or unintended (Source OECD DAC).
Indicator	The quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor (Source OECD DAC).
Inputs	The financial, human and material resources used for an intervention (Source OECD DAC).
Objectives	The intermediate results or changes that the humanitarian community needs to achieve over the designated period of an SRP. It summarizes what the result of the concerted action should be and who will benefit from the result.
Outcomes	The likely or achieved short-term and medium-term effects of an intervention's outputs (Source OECD DAC). Outcomes can be intra-cluster, requiring multiple outputs from one cluster, (e.g. Defecation free environment) or inter-cluster, requiring outputs from multiple clusters, (e.g. Decreased incidence rate of Cholera.)
Outputs	The products, capital goods and services which result from an intervention and may also include changes resulting from the intervention which are relevant to the achievement of outcomes (Source OECD DAC). Output monitoring measures the delivery of goods and/or services to a targeted population, (e.g. % of people who need tents that receive them).
People covered	The number of people whose needs, defined by a humanitarian standard such as SPHERE, have been met. E.g. there is a difference between the two statements: 1,000 people received water (people reached), or 1,000 people received enough water to cover their needs (15 litres per day) for the next two weeks.
Results	The output, outcome or impact (intended or unintended, positive and/or negative) of a development or humanitarian intervention (Source OECD DAC).
Results chain	The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts, and feedback. In some agencies, reach is part of the results chain (Source OECD DAC).
Target	Expressed by an expected value referring to an indicator, it specifies the result that is reached for within a specific timeframe. It expresses what is considered necessary and realistically feasible supposing adequate funds are provided.

ANNEX II: HUMANITARIAN RESPONSE MONITORING FRAMEWORK TEMPLATE

OVERVIEW

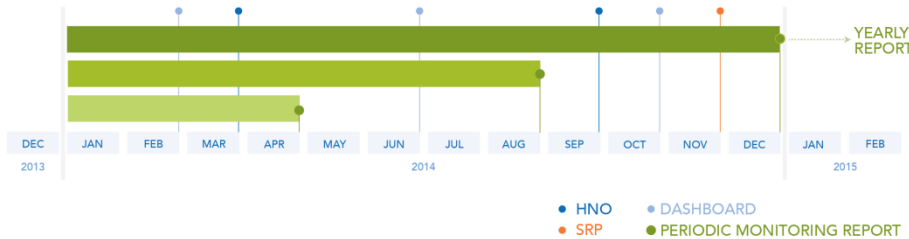
The monitoring framework is the structure supporting the response monitoring work. It broadly defines what will be monitored and when, who is responsible for monitoring and analysis, how the monitoring information will be reported, what key actions will be taken and what resources are necessary for successfully applying the monitoring framework. These are all rooted in the selection of indicators and targets for the strategic objectives.

Strategic objective 1: xx		
Indicator	Baseline	Target
XX	XX	XX
XX	XX	XX

What will be monitored and When

- What will be monitored (taken from the Strategic Response Plan)?
- Frequency of reporting monitoring data? Consider creating a schedule similar to the one below with reporting times and products.

SAMPLE MONITORING REPORT SCHEDULE



Roles and responsibilities

- Monitoring – responsibilities for data collection of indicators associated with strategic objectives and any other data supplementing analysis of progress made toward strategic objectives.
- Analysis – responsibilities for analysis of collected indicator data and any other supplementary information such as feedback from affected populations, any update on the humanitarian context, needs analysis, etc.
- Reporting – responsibilities associated with reporting.

Key actions

- Actions to be taken from monitoring analysis and subsequent recommendations.

Resources

- Inventory of resources necessary for carrying out the monitoring plans attached to this framework.

The monitoring plan, as the practical part of the monitoring framework, describes how the monitoring framework is translated into action by documenting the specifics of the data requirements of each indicator, along with the frequency, responsibilities and methods for data collection, overall analysis and reporting.

STRATEGIC OBJECTIVES

- Analysis – What will be analysed: indicator data, any other qualitative data, feedback from affected population, any update on the humanitarian context, needs analysis, etc. Who will perform the analysis?
- Key Actions – How will findings from the analysis of monitoring information be used?
- Reporting – How will findings from analysis be shared for feedback before seeking endorsement? How will endorsed findings be shared? How will the findings be packaged and disseminated?

Strategic objective 1: xx									
Indicator	Baseline	Target	Numerator & Denominator	Data Sources	Disaggregation (gender/age/other)	Data Collection Method(s)	Organisation(s) responsible for data collection	Frequency of reporting	Required resources
xx	xx	xx	xx	xx	Xx	xx	xx	xx	xx
xx	xx	xx	xx	xx	Xx	xx	xx	xx	xx
xx	xx	xx	xx	xx	Xx	xx	xx	xx	xx
xx	xx	xx	xx	xx	Xx	xx	xx	xx	xx

CLUSTER MONITORING PLAN

- Data Collection – Who are the different entities responsible for providing data and aggregating data?
- Analysis – What will be analysed: indicator data, any other qualitative data, feedback from affected population, any update on the humanitarian context, needs analysis, etc. Who will perform the analysis?
- Key Actions – How will findings from the analysis of monitoring information be used?
- Reporting – How will findings from analysis be shared for feedback before seeking endorsement? How will endorsed findings be shared? How will the findings be packaged and disseminated?

Strategic objective that cluster objective supports										
Cluster Objective: xx										
Activity	Indicator	Baseline	Target	Numerator & Denominator	Data Sources	Disaggregation (gender/age/other)	Data Collection Method(s)	Organisation(s) responsible for data collection	Frequency of reporting	Required resources
<i>Distribute basic shelter to IDPs</i>	<i>% of IDP households having shelter</i>	10%	80%	<i>Number of IDP households</i>	IDP Working Group	<i>Female-headed, male-headed</i>	<i>Request to IDP Working Group for updated figures.</i>	<i>Shelter Cluster will request updated figures.</i>	<i>Bi-annually</i>	<i>No extra</i>
	<i>(for outcome indicators an activity will not be recorded)</i>			<i>Number of IDP households having shelter</i>	Shelter Cluster	<i>Female-headed, male-headed</i>	<i>Aggregate cluster member contributions to 4W matrix.</i>	<i>Shelter Cluster</i>	<i>Monthly</i>	<i>Form for submitting 4W data, dedicated information management officer</i>
xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx
xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx
xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx

ANNEX III: INDICATORS, TARGETS, RESULTS AND STATUS

The selection of appropriate and feasible indicators and targets for monitoring strategic objectives, cluster objectives and activities is crucial. However, the definitions and understandings of basic planning and monitoring terms differ markedly from one organisation to the other. The section below sets out a common understanding of the basic concepts, as they are used in the present guidance, as well as in the SRP guidance and the guidance note on the Humanitarian Indicator Registry.

Activities, indicators and targets

Example from a Shelter Cluster Response Plan

Figure 6

Activities	Locations	Indicator	Target
Distribute basic shelter to IDPs	In camps X,Y,Z	# of shelters distributed	7,000
		# of people having benefited from distributed shelter (female, male)	35,000 (17,000 female, 18,000 male)

An **activity** is an action that needs to be performed within a defined period of time to produce output results. The specifics of an activity (standards, population targeted) should be detailed in the description of the activity rather than the indicator. The locations of activities should be listed in the separate locations field provided in the cluster response plan. This allows for the use of standard indicators, facilitating aggregation of data.

An **indicator** is a quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention. It is the unit of measurement that helps determine what progress is being made towards the achievement of an intended result. The diversity of the affected population should be adequately reflected in the selection and definition of all indicators and targets.

A **target** specifies the result that is reached for within a specific timeframe. It is expressed by an expected value referring to an indicator. It expresses what is considered necessary and realistically feasible supposing adequate funds are provided. In most cases, the target will not be equal to the overall estimated needs. Reasons for this commonly include coverage by others, lack of access, boundaries or thresholds of needs, or cost inefficiency. However, an anticipated lack of financial resources is not a reason for diminishing the target.

Baseline

A **baseline** tells the prevailing situation before an activity is implemented. It is expressed by a known value, in reference to an indicator and is not always needed. In the example above in Figure 6, it is not necessary to provide a baseline (i.e. the baseline is zero). But the same example may be expressed in a different way, using a baseline:

Figure 7

Activities	Locations	Indicator	Baseline	Target
Distribute basic shelter to IDPs	In camps X,Y,Z	# of IDP households having shelter	1,000	8,000
		# of people with shelter (female, male)	5,000 (2,500 female, 2,500 male)	40,000 (19,500 female, 20,500 male)

In other cases, a baseline must be included if the target is denoting a trend, either an increase or decrease, from a current figure:

Figure 8

Activities	Locations	Indicator	Baseline	Target
Distribute basic shelter to IDPs	In camps X,Y,Z	% of IDP households having shelter	10%	80%

Figure 9

Objective: Decrease under 5 Severe Acute Malnutrition (SAM)			
	Indicator	Baseline	Target
	SAM rate (girls, boys)	15% (15.6% girls, 14.6% boys)	<10%

Indicators incorporating people and time

Activities providing consumable relief items, such as food, water or purification tablets, should not be measured with just cumulative figures of items (e.g. 6 million litres of water distributed), but rather with quantities per capita over time.

Example from a Wash Cluster Response Plan

Figure 10

Activities	Locations	Indicator	Baseline	Target
Distribute water to IDPs	In camps X, Y, Z	# of litres of water distributed per person per day	5 l/pers/day	20 l/pers/day

Results and status

Response monitoring is about measuring the actual results obtained and comparing them with the defined targets throughout the planning period to determine if the collective humanitarian response is on track. In short, “*did we achieve what we intended to?*”

A **result** is the output, outcome or impact (intended or unintended, positive and/or negative) of an intervention. It tells what was achieved within a given timeframe and is reported by a measured value referring to an indicator.

Status shows the extent of progress toward the stated target given the myriad of constraints that may have been faced. The three suggested statuses are ‘on track’, ‘major gaps’ and ‘no progress’, with precise definitions to be determined by the clusters and inter-cluster group. *As an example, the definitions could look like the following:*

- *On Track* - over 75% of target expected to be achieved by the end of the SRP.
- *Major Gaps* - less than 75% of target expected to be achieved by the end of the SRP.
- *No Progress* - activities have not commenced or have been put on hold.

If a result is reported as a whole number, the status should be accompanied by a figure showing the percentage of the target achieved.

Example from a Shelter Cluster intermediate monitoring report

Figure 11

Activity	Locations	Indicator	Target	Result	Status
Distribute basic shelter to IDPs	In camps X, Y, Z	# of shelters distributed	7,000	3,500	On Track – 50%
		# of people having benefited from distributed shelter (female, male)	35,000 (17,000 female, 18,000 male)	17,500 (8,500 female, 9,000 male)	On Track – 50%

If a result is reported as a trend, then a percentage of achievement is not necessary.

Example from an intermediate monitoring report on a cluster objective

Figure 12

Objective: Decrease under 5 Severe Acute Malnutrition (SAM)				
Indicator	Baseline	Target	Result	Status
SAM rate (girls, boys)	15% (15.6% girls, 14.6% boys)	<10%	13%	Major Gaps

To determine the status for certain indicators reported as a percentage or ratio, an intermediate target for the reporting period may need to be estimated and a combination of the indicator’s result and expert judgement used. The PMR provides space to elaborate on the result, status and any challenges encountered in meeting targets.

How to select indicators

At the preparation stage, the selection of appropriate indicators for monitoring strategic objectives, cluster objectives and activities is crucial, keeping in mind the feasibility of collecting and analysing data for each indicator. A limited amount of accurate data on a few key indicators is better than an abundance of poor quality data on many or poorly defined indicators.

When selecting indicators, it is useful to compare them to the SMART criteria. Are they Specific, Measurable, Achievable, Relevant and Timely?

- **Specific** – make sure it is clear exactly what is being measured and that an appropriate level of disaggregation has been specified. Determine if the indicator is specific enough to measure progress towards the result.
- **Measurable** – make sure it is quantifiable and can be measured, clearly defining the unit of measurement. For quantitative proportions or percentages this means that both the numerator and the denominator are clearly defined.
- **Achievable** – ensure the indicator is realistic in terms of the ability to collect the data with the anticipated monitoring resources.

- **Relevant** – ensure that the indicator captures the essence of the desired results and that it relates to the overall objective or activity.
- **Timely** – ensure the indicator is timely in terms of the time spent on data collection, considering the required resources.

Some indicators may be SMART or not depending on the context they are used. *For example, “morbidity rate in the country” is not an achievable indicator; therefore, is not SMART for a 12-month SRP. But “morbidity rate of camps X,Y,Z” is achievable and SMART.*

Often an indicator and a target are set during the planning phase, and are then found impossible to measure when time comes for monitoring. To avoid this, in the planning phase, the preparation of monitoring plans should examine the following questions for each indicator.

- 1. How can this data be collected, is there an existing data source?**
Identify if the data is currently being collected and if it will be available at the desired frequency or if the data will need to be collected.
- 2. Who will collect the data for the indicator?**
Identify who will be in charge of collecting the data.
- 3. How often and when can data for this indicator be collected and analysed?**
Data will be collected at the agreed upon reporting schedule. Not all data can be collected at the same frequency. *For example, the incidence rate of communicable diseases is regularly recorded and may be reported weekly, while Global Acute Malnutrition (GAM) would likely only be measured through surveys every six months to one year.*
- 4. What are the resources (human, material and financial) necessary for collecting data for this indicator?**
Examine the resources necessary for collecting the data, for an informed commitment from those collecting the data.
- 5. How will data for indicators be disaggregated, according to geography, sex, age or other categories reflecting the diversity of the affected population?**
The list of indicators should best represent the humanitarian situation and the desired outcome of humanitarian action. The data for indicators should be disaggregated by sex and/or age, or other categories allowing comparisons of respective benefits for each.

Links to Needs Assessments

In addition, when selecting indicators it is recommended to review indicators used in needs assessments that feed into the SRP, for potential alignment. Needs assessments, and their resulting indicators, directly contribute to the definition of response plans and specific interventions. When needs indicators are aligned to monitoring indicators, they can demonstrate how the response is addressing problems identified through assessments. Indicators from needs assessments that signal a problem, such as a gap in services, could be the basis to express the expected results of the response to resolve that problem (outcome), or to show steps taken to resolve the problem (output).

Example illustrating linkages between needs and response monitoring indicators from the Nutrition and Food Security Cluster.

Figure 13

Needs assessment findings	Needs indicator	Output indicator	Outcome indicator	Linking needs and response monitoring indicators
SMART survey finds 16% of children under 5 with GAM	Number and/or percentage of children (under 5) with GAM	Number and/or percentage of children receiving supplementary food	Number and/or percentage of children (under 5) with GAM	GAM is measured against the global emergency threshold (needs). Where this threshold is met a response should be triggered (output). Changes in GAM trends should then be monitored (outcome). In at risk countries SMART surveys are often organised annually.

Indicator Registry

The Humanitarian Indicator Registry is an online tool, to assist countries in selecting indicators. The indicators listed in the registry have been developed by the global clusters, based on sector-wide, agreed industry standards such as Sphere and International Network for Education in Emergencies (INEE), to help country teams identify output and outcome-level indicators relevant for assessing needs and monitoring response. Recognizing that indicators cannot be fully standardised, indicators from the registry can be adapted for making custom, country indicators, or countries can create their own indicators. However, in general, countries are encouraged to maintain the indicators as close to their original sense as possible, as the indicators in the registry express the minimum level of assistance to be achieved for an affected population to survive in stable conditions. The Guidance Note on the Humanitarian Indicator Registry provides explanations and recommendations on selecting indicators⁶.

⁶ For more information on the Humanitarian Indicator Registry and the Guidance Note see: <https://www.humanitarianresponse.info/applications/ir>