

BUILDING RESILIENT COMMUNITIES: RISK MANAGEMENT AND RESPONSES TO NATURAL DISASTERS

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TARGETING, MONITORING AND EVALUATION

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“SPHERE MINIMUM STANDARDS”

CS1 PARTICIPATION

The disaster-affected population actively participates in the assessment, design, implementation, monitoring and evaluation of the assistance program.

CS5 MONITORING

The effectiveness of the program in responding to problems is identified and changes in the broader context are continually monitored with a view to improving the program, or to phasing it out as required.

CS4 TARGETING

Humanitarian assistance or services are provided equitably and impartially, based on the vulnerability and needs of individuals or groups affected by disaster.

CS6 EVALUATION

There is a systematic and impartial examination of humanitarian action, intended to draw lessons to improve practice and policy and to enhance accountability.





MONITORING

MONITORING IS THE REGULAR
COLLECTION, ANALYSIS AND USE OF
INFORMATION ABOUT THE PROGRESS
OF A PROJECT OR PROGRAM

MONITORING OF A PROJECT OR PROGRAM PROVIDES
OPPORTUNITY TO FIND OUT ABOUT THE PROBLEMS
AND TO SOLVE THESE PROBLEMS DURING THE
IMPLEMENTATION





EVALUATION



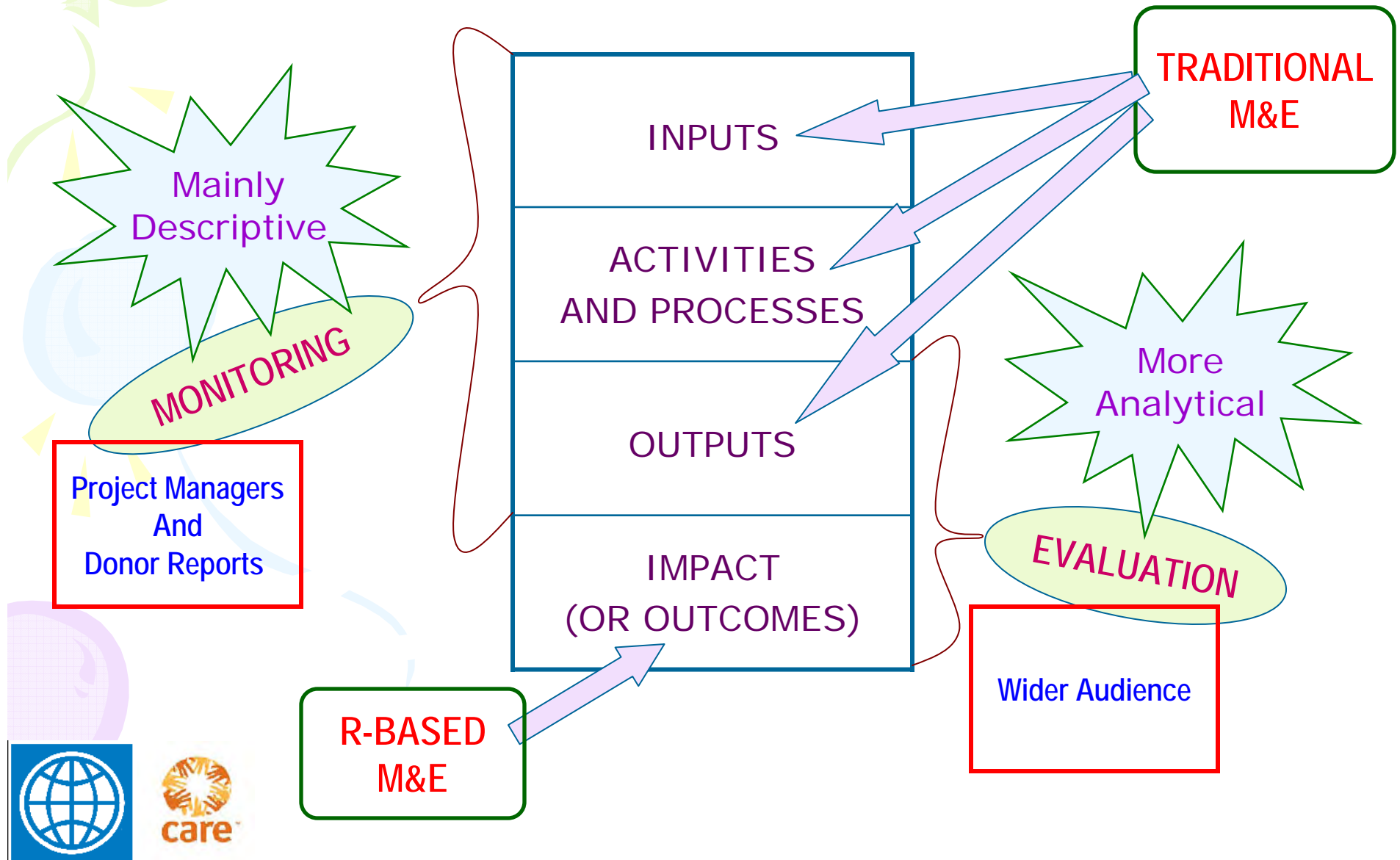
EVALUATION IS THE PERIODIC REVIEW
OF INFORMATION ABOUT THE IMPACT
OF A PROJECT OR PROGRAM



EVALUATION PROVIDES INFORMATION ABOUT A
PROJECT WHETHER IT HAS ACHIEVED ITS
OBJECTIVES OR NOT. IT GIVES US THE LEARNING FOR
FUTURE PROJECTS



MONITORING AND EVALUATION (TRADITIONAL AND RESULTS-BASED)

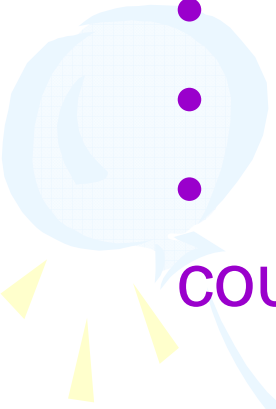




RESULTS-BASED M&E SYSTEMS

SO WHAT

?

- 
- Outputs have been generated
 - Activities have taken place
 - Outputs from these activities have been counted

IT PROVIDES



Feedback on the actual outcomes and goals of actions.

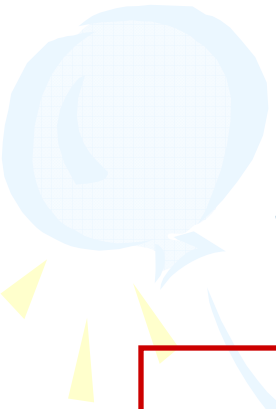


TEN STEPS TO BUILDING A RESULTS-BASED M&E SYSTEM





PARTICIPATORY M&E



“is a process of collaborative problem-solving through the generation and use of knowledge. It is a process that leads to corrective action by involving all levels of stakeholders in shared decision making.”

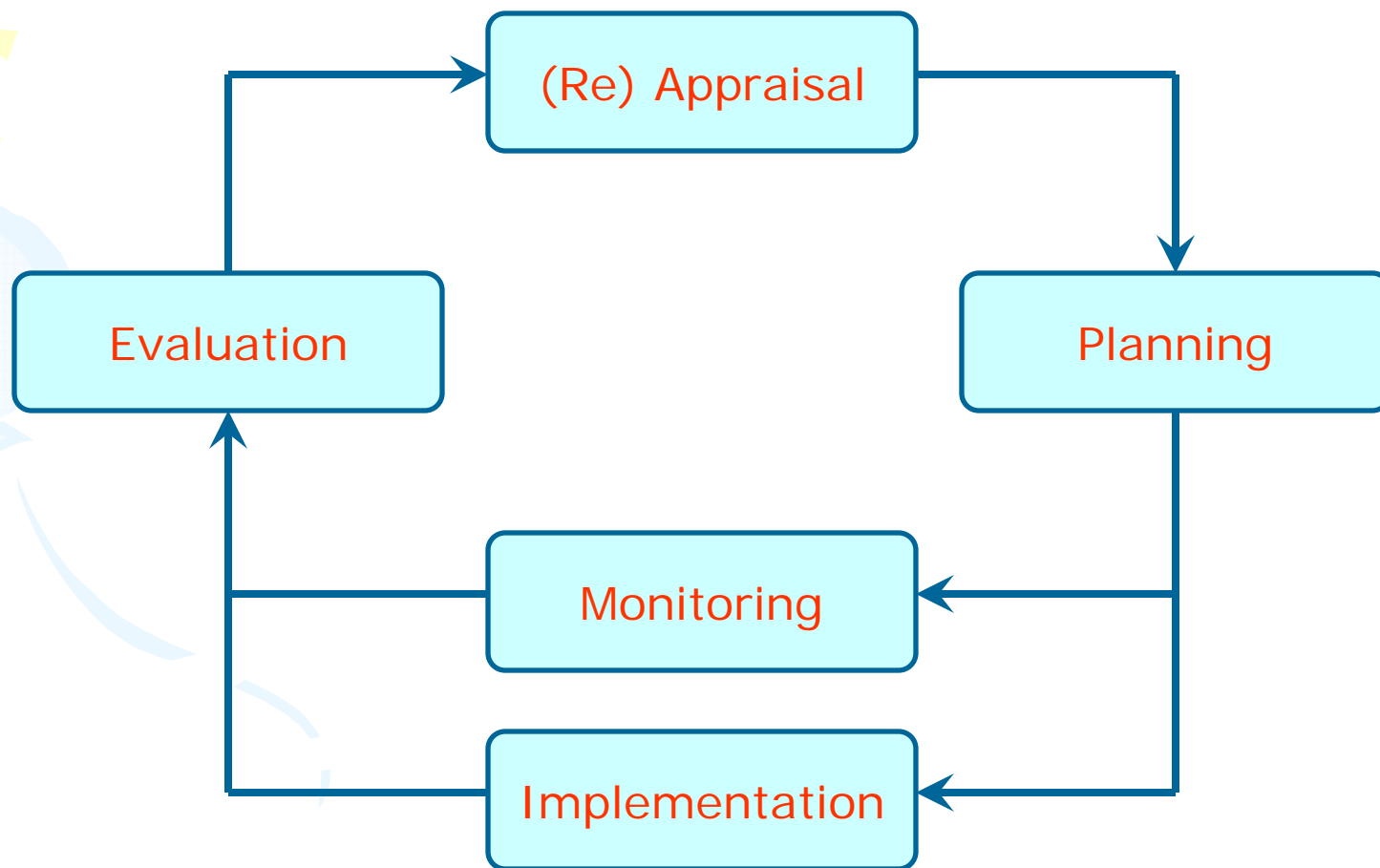


“MONITORING AND EVALUATION OF COMMUNITY DEVELOPMENT BY AN INTERESTED COMMUNITY, SO THAT THE COMMUNITY CAN MAKE INDEPENDENT CHOICES ABOUT ITS OWN DEVELOPMENT” *



*Source: WB Africa Region, 2002

COMMUNITY-BASED M&E



CARE INTERNATIONAL IN PAKISTAN (CIP) (EMERGENCY EXPERIENCE)

1. **A Small and New Country Office**
Established in June 2005 – With only 5 staff members
2. **Experienced ‘two’ major emergencies**
2005 Earthquake and 2007 Cyclone/Floods
3. **Implementation**
Self, Partners (Local NGOs), Contracting out (hardware)
4. **Sectors**
NFI Distribution, WASH, Shelter, Health, Education, and Psychosocial Support (Community Participation, GED, Environment/Climate Change being the cross-cutting themes)
5. **Stakeholders Involvement**
Communities, GLAs, Other development agencies





CHALLENGES WE FACED FOR PARTICIPATORY PROGRAMMING

- Level of destruction, high needs, too many agencies responding
- Feudal dominance
- Communities unaware of 'participation' concept and 'bottom-up' approaches in development
- CARE's no previous existence in the area
- New staff (having no or little familiarity with CARE's programming principles)
- Involvement of Army in the emergency response





Emergency M&E – The CIP Experience

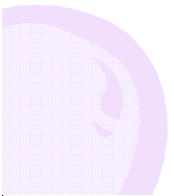
What do we Monitor and Evaluate?

- ***'Delivery'*** of project services
- ***'Use'*** of project services
- ***'Impact of Use'*** of project services



Why do we do M&E?

- Determine the ***'Appropriate Response'*** and level of effort
- Demonstrate ***'Accountability and Stewardship'*** of funds
- Know when to ***'Exit'***





Emergency M&E – The CIP Experience

The context

- Rapid onset (earthquake, cyclone/floods)
'delivery of services' – in the 'relief' stage 'utilization' and 'impact' – mostly in the 'recovery' and 'rehabilitation' stages
- Complex (droughts, civil wars) – 'delivery' plus 'utilization' and possibly the 'longer-term impact'



The challenges to M&E

- Security of staff
- Movement of and access to populations
- Costs
- Challenging the existing power structures
- Duplication of efforts among agencies



The best practices in emergency M&E

- Use of local partners that are familiar with the situation
- Involvement and capacity building of communities





Sectoral Monitoring Examples

SECTOR	PURPOSE	MONITORING METHODOLOGY
Drinking Water Supply	Provision of minimum quality and quantity of safe water	<ul style="list-style-type: none">• Water Quality Testing• Site Usage Data• Focus Group Discussions• Sanitary Surveys
Health	Morbidity and Mortality	<ul style="list-style-type: none">• Random Population Samples• Clinical Records• Health Department's Data
Shelter and NFI	Shock and Vulnerability Reduction	<ul style="list-style-type: none">• Household Assets Studies• Agricultural Production Data• Well-being Analysis





CASE STUDY

Disaster Risk Reduction Project, Mansehra

Location: District Mansehra (Siran & Konsh Valleys – 3 UCs)

Project Components: CBDM, GED, Health



Target Population: Vulnerable Groups, Widows, Women Headed Households, Single women, Orphans and Children.

Project Activities: Awareness Raising about DRR and Gender Equity, Formation of DMCs (M&W), Trainings on CBDM, Development of DRM Plans, Rescue & Evacuation Drills, Mobile Medical Camps (P&MCH).



M&E: Facilitation and Monitoring done by the men and women DMCs



CASE STUDY

Disaster Risk Reduction Project, Mansehra





CASE STUDY

Disaster Risk Reduction Project, Mansehra



•Preparation of DRM Plan

Union Council Profile

Risk Assessment

- Hazard Ranking
- Hazard History
- Timeline or Seasonal Calendar
- Hazard Vulnerability and Capacity Matrix

Disaster Risk Management Plan



Monitoring


Multiple levels and methods of monitoring and reporting adopted. Stock balances, Attendance records, Spot checks, Head counts, Site specifications, Satisfaction surveys, Exit interviews





Monitoring Methods/Approaches

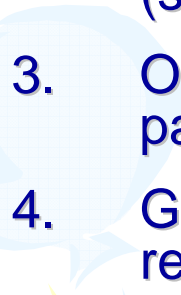
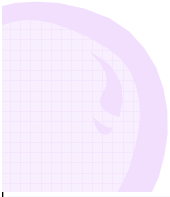
Make 'monitoring' faster, easier, and more effective in emergencies

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- Analysis Effect:
 - Log-Frame
 - Quality Assurance Sampling
 - Integral Human Development
 - Technological Effect:
 - Computers and PDAs
 - GPS data
 - Statistics software





LESSONS LEARNED

1. Involvement of communities in all the stages of Project Cycle is the key to achieve outcomes.
 2. Clear communication and coordination with the stakeholders (specifically the community) leads to trust.
 3. Once the communities' trust is built, it leads to effective participation and conflict resolution.
 4. Gender issues should be considered right from the initial stage of response in emergencies.
 5. Staff training in results-based and participatory M&E methodologies.
 6. During Emergencies, funds are mostly 'unrestricted' and donors 'monitoring' and 'evaluation requirements' are MILD, hence little heed to it by the humanitarian agencies.
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Standardizing Indicators

CARE uses 'SPHERE', 'GOOD ENOUGH GUIDE', 'HAP-I Principles' and other standard guidelines to standardize indicators

- Standardization is possible if indicator refers to the essential objective rather than a context-specific objective.

For Example:

“liters of water/person/day delivered” and not “tankers per day delivered to site” or “bladders filled per week”.



The context affects a standardized indicator

- The indicator remains the same but target may differ.

For Example:

7.5 lcd at the start of an emergency in a remote location with the objective of reaching a minimum of 15 lcd as soon as possible (when more resources are available)













Thank You