**2.7 Implementation and Monitoring**

**Day 2: 16:00-16:45 (45 minutes)**

**Session Purpose:**

To explore the roles, responsibilities and accountabilities of cluster/sector coordinators, partners and stakeholders at this stage of the Humanitarian Programme Cycle

**Learning Objectives:**

By the end of this session, participants will:

1. Summarize the importance of monitoring in NC work and the link to strategic planning.
2. Identify the role of the sub-national cluster coordinators in implementation and monitoring.
3. List ways that the sub-national cluster can improve implementation and monitoring practice.
4. How to use the repository of nutrition indicators during monitoring.

**Outline of the Session:**

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| **Topic** | **Time** | **Guidance note for facilitator** |
| Implementation and Monitoring | 5’ | Review of where Implementation and Monitoring are located on the HPC with a description of each. |
| Group Work: Implementation and Monitoring | 15’ | * Participants are given space to identify the role of SNCC in Implementation and to analyse how well their monitoring system works in relation to the NC. |
| The Role of the SNCC | 15’ | * Brainstorming the role of the sub-national cluster in improving monitoring practice in the Cluster. |
| Nutrition Cluster Indicators | 10’ | * The facilitator to show the repository directly on the computer. |

**Session Materials:**

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| **General** | **HO=Handouts (1 per person) and**  **R =Resources (copy per instructions)** | **Electronic References** |
| * PowerPoint presentation * Flip chart * Markers | * 2.7 HO Challenges to Monitoring Systems | * Final HRP LogFrame Indicators GNC * Nutrition Cluster Indicator Registry * Nutrition Indicators Table |

**Facilitator Notes**:

This session is interactive with the essentials on monitoring in general, Cluster programme response monitoring.

(There may be questions around other processes to review cluster response and performance monitoring, particularly around how to incorporate quality and accountability. The best answer at this stage is that work is ongoing, so coordinators, IM and partners should work within the existing and agreed frameworks. If they want to contribute their own ideas and learning, we can facilitate their involvement in these processes.)

**Introduction to implementation and monitoring (5 minutes)**

* Locate the implementation and monitoring phase on the HPC. Establish that were are now in implementation phase and need to know what response activities are being conducted in line with the response plan.
* Introduce the slide showing the relationship between what was done as part of strategy and planning:
* HRPs sets out top-level SOs
* NC Strategy prioritises most appropriate nutrition interventions
* NC planning 3/4W helps match resources to needs
* Individual partners responsible for implement specific projects
* Present the slides on Monitoring and stress that regular, ongoing monitoring is critical for ensuring implementation is meeting agreed objectives AND adapting to changing situations and meet people's needs, priorities and preferences.
* Highlight that it is meant to:
* Assess the progress and coverage of the Nutrition Cluster response (in relation to the targets formulated in HRP);
* Track changes and evolving needs;
* Facilitate accountability to stakeholders, including the affected population (!);
* Identify and address problem areas and issues as they arise;
* Promote and highlight achievements to inform on-going decision making and future Nutrition Cluster interventions (advocacy!)
* For other stakeholders such as:
* Cluster members and lead agency to track coverage and progress.
* HCT to track progress towards results as defined in the Appeal/Strategic Response Plan.
* Donors

Affected communities and local actors - to track how well aid actors are meeting their needs, priorities and ensure their perspectives and feedback are acted on.

**Group Work: Implementation and Monitoring (15 minutes)**

Participants are asked to form groups according to their tables and discuss the questions on the slide for 5 minutes:

* In the clusters,
* What is the role of SNCC in implementation?
* What monitoring tools, processes or systems have been available to the cluster?
* Are they working well?
* What were the key challenges?

In the debrief,

Compare the groups’ responses on the role of SNCC in implementation. By contrast with the National NCC, SNCCs are more involved with day-to-day programme implementation and are in more close contact with disaster-affected people. This puts SNCCs in good position to ensure two-way communication with affected people. It is the role of the SNCC to communicate the needs of affected people to the national level cluster.

After debriefing the questions on Monitoring, highlight some of the challenges, and then summarise on the slide.

* Some standard challenges are:
* **Poor linkage** between situation monitoring and monitoring of standard indicators
* **Inadequate participation** of Nutrition Cluster stakeholders and affected communities
* **Duplication**
* **Difficulty in agreement** on common tools/approaches
* **Inadequate or wrong** baseline data
* Be clear about the fact that this is another good opportunity to engage with other Nutrition Cluster actors and partners through collaboratively agreeing:
* Frequency of monitoring
* Reporting monitoring format
* Monitoring framework(s)
* Consensus around basic info
* Standard measures and indicators agreed upon
* Targets defined
* Discuss and act on issues identified by monitoring
* Modifying the response strategy for context
* Systems for compiling from individual agency monitoring and aggregating data at the cluster/collective level
* Stress the absolute importance of considering, gathering and disaggregating data by sex and age, and considering other vulnerable groups such as those with HIV/AIDS, disabilities or single-headed households at all stages.
* Also stress the value of agreeing on some common approaches to community engagement, and defining a set of common questions around, for example, satisfaction, which can be integrated into monitoring tools. This will also facilitate aggregation of data and joint analysis by the cluster. So we can monitor them...whatever tool used, agree on common...
* Still, regular monitoring and joint analysis and discussion at the cluster level helps identify gaps and look for solutions to problems.
* The aim should be for continual improvement, not achieving perfection, so sometimes taking small steps (especially around AAP issues), and tracking progress is better than setting unrealistic or unachievable targets and monitoring the failure to meet those targets.

**Group Work: The Role of the Sub-national Cluster in Monitoring (20 minutes)**

* Ask groups to return to their discussion on their monitoring challenges. Ask them to identify things the cluster/sector can do to address those issues specifically or improve Cluster monitoring generally. *(****Note:*** *The role of IM was discussed during the IM session the previous day).*
* Debrief with the groups, highlighting that the sub-national cluster can:
* Participate in **the design of the monitoring *system***
* Submit information in agreed formats to the **IMO**
* Ensure that **consideration is given to AAP and cross-cutting issues**
* Use agreed standards and monitoring and reporting tools (supported by TWiG or Task Force)
* Submit information in **Nutrition Cluster meetings (and/or the SAG)** that will help them tostrategically address challenges identified during monitoring
* Ensure that any **needs for resources for monitoring** **activities** at sub-national Nutrition Cluster level are identified and mobilized.

**Repository of Nutrition Indicators (10 minutes)**

* The facilitator shows directly on the computer the repository (<https://ir.humanitarianresponse.info/indicators/cluster/nutrition>). It is important to show the various functions of the indicators: baseline, output, outcome and process.
* Also highlight that the GNC AAP Operational Framework includes suggested indicators for AAP related. You can also show the CODs and FODs relevant to countries participants represent, in order to demonstrate the baseline data available and in which contexts they could be used.
* Also highlight that the GNC AAP Framework includes examples of indicators around AAP that can be used or adapted for NCC.

**Key Messages:**

* Different types of monitoring involve **programmatic**, **situational**, **thematic** and **geographical** level.
* Monitoring at the Nutrition Cluster level captures the implementation of the cluster’s **response strategy** and **partners’ collective contribution** to the overall Nutrition Cluster response.
* The current repository for nutrition contains over **100 baseline, output, outcome and process indicators,** as well as CODs and FODs.