

Fact sheet¹ Commitment 5

Design, Monitoring, Evaluation and Learning

FAO is committed to mainstream AAP into needs assessment, design, monitoring, and evaluation activities, ensuring an appropriate focus on AAP, participation in processes and continuous learning and improvement

AAP insists that affected populations are involved in designing, monitoring and evaluating the projects and indicators intended to meet their needs. The views of affected populations on outcomes must be considered and interventions adjusting accordingly. Affected communities consistently report being insufficiently consulted on assistance and perplexed by a system that ignores their expertise on their own lives². A range of approaches might be employed depending on the circumstances and the communities, from straight consultation to representatives actively participating and assisting in the conduct of needs assessments and evaluations. Monitoring and evaluation activities should regularly consider performance against accountability commitments. This requires indicators and expectations being clearly outlined from the outset.

FAO is committed to:

- Designing, monitoring and evaluating the goals, objectives and indicators of programmes with the involvement of affected populations, continuously improving and feeding learning back into the organisation and reporting on results.
- Incorporating AAP indicators in programme and project proposal and design documents. Monitoring of FAO's performance includes monitoring and evaluation of AAP commitments. Findings and progress reports are communicated to stakeholders, including project participants, whenever possible and in formats accessible to them.

Additional Notes

Involving people affected by crisis, engaging in open dialogue and seeking feedback from them allows agencies to design and implement relevant and sustainable interventions. Such involvement should happen from the very early stages of the life of a project: from the identification of need, throughout design, implementation, monitoring and evaluation. Capturing and feeding information back into action is a recognized good practice to improve quality of delivery. As current or potential problems are captured, improvements and changes can be discussed in management meetings at each level and acted on in the most efficient way. As such, any learning can become part of the knowledge management system, and shared throughout the agency.

If the people the organisation aims to assist and other stakeholders are included in the monitoring and evaluation process, actions and interventions are relevant adapted to the need, to the context and driven by the population.

Case studies

FAO Cambodia Evaluation

The following example of monitoring practices leading to ongoing adaptation is from an FAO Cambodia evaluation report: "There were different activities for the monitoring and evaluation during the project implementation: meeting with commune councillors or village chiefs, meeting with farmers as a group, and house to house visit. The partner organisations and the government played a very important role in these activities to ensure all the selected target areas and beneficiaries met the agreed criteria; all distribution items reached the target farmer as planned; farmers well applied knowledge from the trainings, all mistakes were adjusted on time and documented as lessons learnt, and all relevant data were collected and reported. FAO staff did field monitoring visit often to provide support, comment or feedback on performance of the NGO in all activities"

¹ This document supports the FAO in Emergencies Guidance Note on Accountability to Affected Population (AAP) and the IASC CAAP(Commitments on AAP) Tools. It includes: Each FAO commitment as presented in the Guidance Note, Further detail and explanation from other sources, Case studies and examples on each commitment in practice, and Links to external resources.

² See "Lessons Learned from FAO Project Participants" (link to come)

Mainstreaming Gender in Planning and delivering, FAO in Somalia

The FAO Somalia project entitled “Value chains and productive sectors in Somaliland and South Central Somali”, is a good example of gender mainstreaming in design and implementation based on gender sensitive assessments. The project includes an agriculture component using a cash-for-work scheme to target youth and women by allowing them to work at different times than men. The project recognizes that working within the parameters of social norms enables different groups to benefit from assistance, based on a first hand understanding of social roles and norms of the target population.

Participation in Shelter project in Bangladesh: Muslim Aid example of inclusive from design to monitoring³

Muslim Aid carried out a shelter needs assessment after Cyclone Sidr in Bangladesh to implement a project with a strong participation component. The affected communities were asked to join an exercise to define the best housing option. Women, local masons, carpenters, and engineers were encouraged to be part of the groups. Each group prepared their preferred house design, with an estimate of the overall cost. They presented their options to the entire village, explaining size, materials, and costs. The villages voted on the design that they liked the most, and consensus was reached through consultation with the targeted families. Muslim Aid shared this consensus with the rest of the community through meetings, leaflets, information board and other tools both in Bangla and English. A number of means were employed throughout the project to build awareness and ownership among target households and the wider community, such as formal agreement between Muslim Aid and each recipient, trainings, orientations and meetings on construction procedure, monitoring, and quality control system. Meetings were scheduled based on findings from monitoring visits by Muslim Aid staff. The details of these meetings were captured by staff using a simple form, which allowed key points to be discussed, decisions to be made, and feedback from beneficiaries and other community members to be systemically captured and utilised. Muslim Aid introduced a complaint and response mechanism during the project period, keeping in mind confidentiality and gender sensitivity. As part of the implementation and monitoring process groups from the same village or area were formed having a focal person to ensure that the group carried out the agreed roles and responsibilities.

The participatory approach during project design, implementation and monitoring developed a sense of ownership among the beneficiaries resulting in procurement of quality materials, effective utilization of funds, and timely completion of the project.

Design, Monitoring, Evaluation and Learning Useful Links and resources

Christian Aid and its partner Christian Community Services Mount Kenya East (CCSMKE) Case study

<http://www.hapinternational.org/pool/files/christian-aid-and-christian-community-services-mount-kenya-east-%28ccsmke%29-2009.pdf>

In 2007, Christian Aid supported the training of key programme staff from Christian Community Services Mount Kenya East on accountability by HAP. Processes adopted by Christian Community Services Mount Kenya East to increase accountability have included information sharing on project budgets, community planning sessions, project committee and community participation in monitoring and evaluation.

Cash Grants for Floods Affectees in Pakistan – a process evaluation

<http://hapinternational.org/pool/files/cash-for-choice-for-flood-affectees-sungi-2011-evaluation-report.pdf>

The Design and Methodology section represents a concrete example of how affected communities (in this case Sungi’s Humanitarian Quality Management Committees and Community Accountability Committees) can be involved in the monitoring and evaluation processes.

Livestock Emergency Guidelines and Standards

<http://www.livestock-emergency.net/>

The Livestock Emergency Guidelines and Standards (LEGS) provide a set of international guidelines and standards for the design, implementation and assessment of livestock interventions to assist people affected by humanitarian crises. LEGS aims to improve the quality of emergency response by increasing the appropriateness, timeliness and feasibility of livelihoods-based interventions

³ <http://www.hapinternational.org/pool/files/ma-participation-in-shelter-project-from-design-to-implementation-and-monitoring.pdf>

The 2010 HAP Standard in Accountability and Quality Management -

<http://www.hapinternational.org/pool/files/2010-hap-standard-in-accountability.pdf>

The HAP standard sets some guidance for organisations intending to comply with the HAP Principles of Accountability. The resource is also a means to assess organisations against recognised benchmarks of accountability and quality management and to improve its practice.

The Interim Guide to the 2010 HAP Standard in Accountability and Quality Management -

<http://www.hapinternational.org/pool/files/interim-guide-to-the-2010-hap-standard.pdf>

According to international standards, guidelines and principles of continual improvement, the HAP 2007 Standard underwent an extensive revision process. The review reflects learning of applying the Standard and accountability practice since 2007. A more comprehensive guide to the HAP 2010 Standard is forthcoming.

The Sphere Humanitarian Charter and Minimum Standards in Humanitarian Response -

<http://www.sphereproject.org/handbook/>

The SPHERE Project's core standards describe conditions that must be achieved in any humanitarian response in order for disaster-affected populations to survive and recover in stable conditions and with dignity. The inclusion of affected populations in the consultative process lies at the heart of Sphere's philosophy.

People In Aid Code of Good Practice

<http://www.peopleinaid.org/code/>

The Code of Good Practice is a management tool that helps humanitarian aid and development agencies enhance the quality and accountability of their human resources management.

The Joint Standards Initiative: Humanitarian Standards for Aid Workers - <http://www.jointstandards.org/>

The Initiative aims at supporting the humanitarian system in providing humanitarian accountable programming that meets accepted standards of quality, both in the immediate humanitarian response, and in the development and implementation of organisational and operational strategies for short and long-term recovery and the prevention of future crises.

Sphere Quality and Accountability Best Practices Guidelines

<http://www.sphereproject.org/resources/>

A set of materials to be used in training workshops or as an introduction to the range of quality and accountability initiatives for humanitarian response. The materials enable participants to understand the approach to quality and accountability of 8 main Accountability initiatives (such as HAP, ALNAP or the Sphere project).

ALNAP's Evaluating Humanitarian Action

www.alnap.org/resources/guides/evaluation/ehadac.aspx

This guide was developed after discussions within the evaluation community about how to strengthen evaluation of humanitarian practice, and how to foster more effective use of the Development Assistance Committee (DAC) evaluation criteria. The objective of this guide is to provide practical support on how to use the DAC criteria in Evaluation of Humanitarian Action (EHA). It draws on good-practice material on evaluation and on EHA, including other guides, handbooks and manuals.

The ECB Project's Good Enough Guide

<http://www.ecbproject.org/the-good-enough-guide/the-good-enough-guide>

In this guide, accountability means making sure that the women, men, and children affected by an emergency are involved in planning, implementing, and judging the response to their emergency. This helps ensure that a project will have the impact they want to see. The *Good Enough Guide* was developed by the Emergency Capacity Building Project (ECB). The ECB is a collaborative effort by CARE International, Catholic Relief Services, the IRC, Mercy Corps, Oxfam GB, Save the Children, and World Vision International.