RESPONSE MONITORING AND REPORTING

This section covers:

- CCCM Cluster response framework / logframe
- CCCM Cluster monitoring plan
- Partner reporting

CCCM CLUSTER RESPONSE FRAMEWORK

A CCCM Cluster must have a response framework in place (also sometimes called a logframe – or logical framework). This summarizes the overall response plan and its logic in one table. The response framework should be developed as part of the Cluster's strategic planning processes – for the Humanitarian Response Plan (HRP) and the CCCM Cluster Response Strategy. See Toolkit Section 5.4 Humanitarian Response Plans and Toolkit Section 4.1 Strategy Development. The response framework should reflect the Cluster's HRP objectives.

HRP OBJECTIVES

The Humanitarian Response Plan (HRP) for a response has different levels of objectives. Overall objectives are set for the response, and then cluster objectives are set that contribute to these. It is important to understand connection between the cluster and overall HRP objectives, making them measurable.

Response-level Strategic Objectives (SO): HC and HCT (Humanitarian Coordinator and Humanitarian Country Team) jointly formulate country-level objectives that describe the desired overall outcome of the humanitarian response.

Response-level Specific Objectives: At inter-cluster level, objectives are defined that contribute to the overall strategic objectives and describe the clusters' main goals in the country. Indicators measure outcomes and are monitored at inter-cluster level.

Cluster-level Cluster Objectives and Activities: Each cluster sets out its own objectives that contribute to relevant responselevel Specific Objectives. Activities are then outlined for each of the cluster objectives, which will be implemented by cluster partners. Each cluster agrees indicators that measure both outcomes and outputs, which are monitored by the Cluster coordination team.

Project Objectives: If a project-based system is used to develop the HRP (see Toolkit Section 5.4 Humanitarian Response Plans), each partner who submits a project to be included in the HRP will set out their own objectives. Indicators measure outputs and are monitored by the cluster partners, who report to the corresponding cluster.
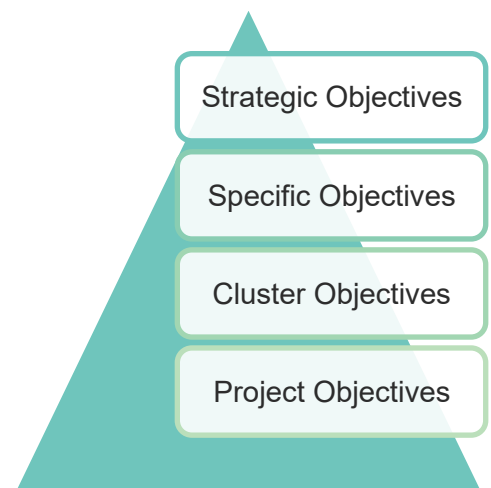
The CCCM Cluster's strategic planning process – a consultative process with CCCM Cluster partners – should identify and define the CCCM response that will be implemented. Subsequently, the Cluster Coordinators with the IM Officer/team should outline the main activities and indicators for the HRP, establishing a clear link between these elements and the overarching Cluster objectives.

HOW TO ESTABLISH A LOGFRAME

A CCCM Cluster response framework / logframe should be drafted as part of the CCCM Cluster Response Strategy. An example template can be found in the CCCM Cluster Response Strategy Template. See Toolkit Section 4.1 CCCM Cluster Response Strategy.

A response framework / logframe summarizes the overall response plan and its logic in one table. It should reflect the objectives and activities included in the CCCM Cluster's HRP chapter, and usually provides more detail on the planned cluster response. It consists of several key elements, each serving a specific purpose in program planning and evaluation.

- **Overall Objective:** This represents the overarching objective, reflecting the long-term impact you aim to achieve through your CCCM response.
- **Specific Objective**: The purpose is a more specific objective, a subset of the goal that explains what you intend to accomplish. These will correspond to the 'Cluster Objectives' of the HRP.
- **Outputs**: These are concrete results or deliverables that directly stem from your activities. List indicative activities and inputs for each output.
- **Activities**: The CCCM activities that will be delivered by Cluster members
- **Indicators and targets**: Define measurable criteria that allow you to assess progress and success. These indicators should be specific, measurable, achievable, relevant, and time-bound (SMART). Realistic targets should be set for each indicator.
- **Means of Verification**: Specify how data will be collected and verified to measure progress against the indicators. Describe the data sources and methods used.
- **Assumptions/Risks:** Identify any assumptions and potential risks that could impact the success of your CCCM response. These may include external factors or conditions beyond your control.

By setting up a logframe that incorporates these elements, you establish a structured framework for **planning**, **monitoring**, and **evaluating** your CCCM response, ensuring that your efforts are aligned with HRP objectives and effectively address the needs.

The response framework / logframe forms the basis of the Cluster's **monitoring plan** (see below).

ACTIVITIES VS INDICATORS

CCCM Activity

An activity refers to a specific task, action, or intervention carried out by the CCCM Cluster and its partners to address the needs and gaps in CCCM. These activities are the tangible steps taken to achieve the objectives outlined in the CCCM Cluster's response plan. Examples of CCCM activities include conducting site assessments, establishing community committees, and delivering camp management training.

CCCM Indicator

An indicator, measurable and specific parameter used to assess the progress or impact of CCCM activities. Indicators are data points that help quantify the extent to which CCCM objectives are being met. They provide a way to monitor and evaluate the success or effectiveness of CCCM interventions. Examples of CCCM indicators include the number of displaced persons provided with CCCM services.

CCCM activities are the actions taken to address CCCM issues, while CCCM indicators are the quantitative or qualitative measurements used to measure the outcomes, outputs, and overall impact of those activities. Indicators help assess whether CCCM interventions are achieving their intended goals and provide data for reporting in the humanitarian response.

✓ **TIPS FOR SELECTION OF INDICATORS**

✓ Indicators should be **SMART** (**S**pecific + **M**easurable + **A**chievable + **R**ealistic + **T**ime-bound)

✓ Draw on the Minimum Standards for Camp Management. See Toolkit Section 8.10 Minimum Standards for Camp Management

✓ Collect and report using sex- and age-disaggregated data (SADD) wherever possible

✓ If possible, use the same core indicators across different years, to enable year-on-year (longitudinal) monitoring of CCCM response

✓ Keep in mind a first principle of data collection: only collect data which you are going to use. This is relevant to monitoring and reporting, as well as to assessments!

✓ Less is more: a few well-selected key indicators that all partners actually report on each month are far more useful to monitor CCCM response than a long list that discourages partners from reporting

✓ Consult Cluster partners about what they consider feasible and reasonable to report on, to try to ensure partner buy-in to the monitoring plan before you start to ask for reporting

✓ Consider what other data sources might be useful to monitor the response, other than monthly partner reporting

CCCM CLUSTER MONITORING PLAN

A CCCM Cluster monitoring plan complements the response framework / logframe, describing in more detail how the planned response and its quality will be monitored, i.e., **when and how data is collected** (usually, through regular reporting from Cluster partners) on the indicators that are included in the response framework, and **how this data is analysed and used**. The monitoring plan itself might be simple, but it is important – once a strategic response plan is agreed – to ensure a plan for monitoring (including the responsibilities of the Cluster coordination team and Cluster partners) is agreed with, and well communicated to, Cluster partners.

The monitoring plan should be included in the CCCM Cluster Response Strategy. See Toolkit Section 4.1 Strategy Development for the CCCM Cluster Response Strategy template.

Creating a CCCM response monitoring plan is critical to achieving objectives and reporting on progress. The plan has two primary objectives:

- To monitor the CCCM response (one of the core functions of a cluster. See Toolkit Section 1.2 Core Functions of a CCCM Cluster)
- To report on CCCM achievements against HRP objectives

As well as monitoring delivery of CCCM activities, consider what else you might need to monitor in the CCCM context (e.g. site population changes, conditions in displacement sites, incidents in sites).

The monitoring plan should outline not only what information is collected by the Cluster, but also **commit to what products or dataset the Cluster will in turn produce**, and **how the monitoring information collected will be used to adjust or adapt the response**. To help with buy-in to monitoring, it is important to make sure CCCM partners can see what reporting data is used for and receive products and analysis in return.

The CCCM Cluster IM (Information Management) team with the Cluster Coordinators should establish a regular reporting system to collect data from Cluster partners on the indicators agreed to monitor CCCM activities.

NOTE: Effective response monitoring also requires the Cluster coordination team to know what the planned operational response of partners is. If a unit-based / activity-based costing methodology is used to calculate costs for the HRP, then it is highly advisable to **map cluster partners' intended programming** (activities, locations, target populations) once the HRP is finalized and when the implementation period starts. This could be through a 'project registration' or a lighter mapping of key information by partner. When combined with

partner reporting on activities being delivered, this baseline information is vital for a cluster to be able to conduct gap analysis, monitor the CCCM response, and advocate for funding or increased activities coverage if needed.

PARTNER REPORTING

A CCCM Cluster coordination team should set up a reporting system, with regular reporting by Cluster partners, collecting data as per the monitoring plan to monitor the CCCM response. Effective response monitoring relies on the collaboration of Cluster partners, reporting on the progress and achievements of CCCM activities. As per Cluster established guidelines and agreements in country, each partner Cluster partner should contribute to the monitoring process by providing data and information.

The CCCM Cluster is responsible for managing activity reporting within its sector and supporting its members in this process. This data is then used by the Cluster coordination team to monitor CCCM response, and also data for monitoring of HRP indicators should be reported to the inter-cluster (OCHA) IM team.

One of the most common reporting systems is the 3W, 4W, or 5W, which provides detailed information on "Who, What, Where, (When), and (for Whom)" regarding the progress and achievements of activities. These reports include essential details on Who is conducting the activities, What activities are being carried out, Where they are taking place, When they are happening, and Who benefits from these activities. The term 3W, 4W, or 5W is also applied to the information products of a cluster – e.g., a '5W' might be produced regularly, showing where Cluster partners are working and what activities they are delivering.
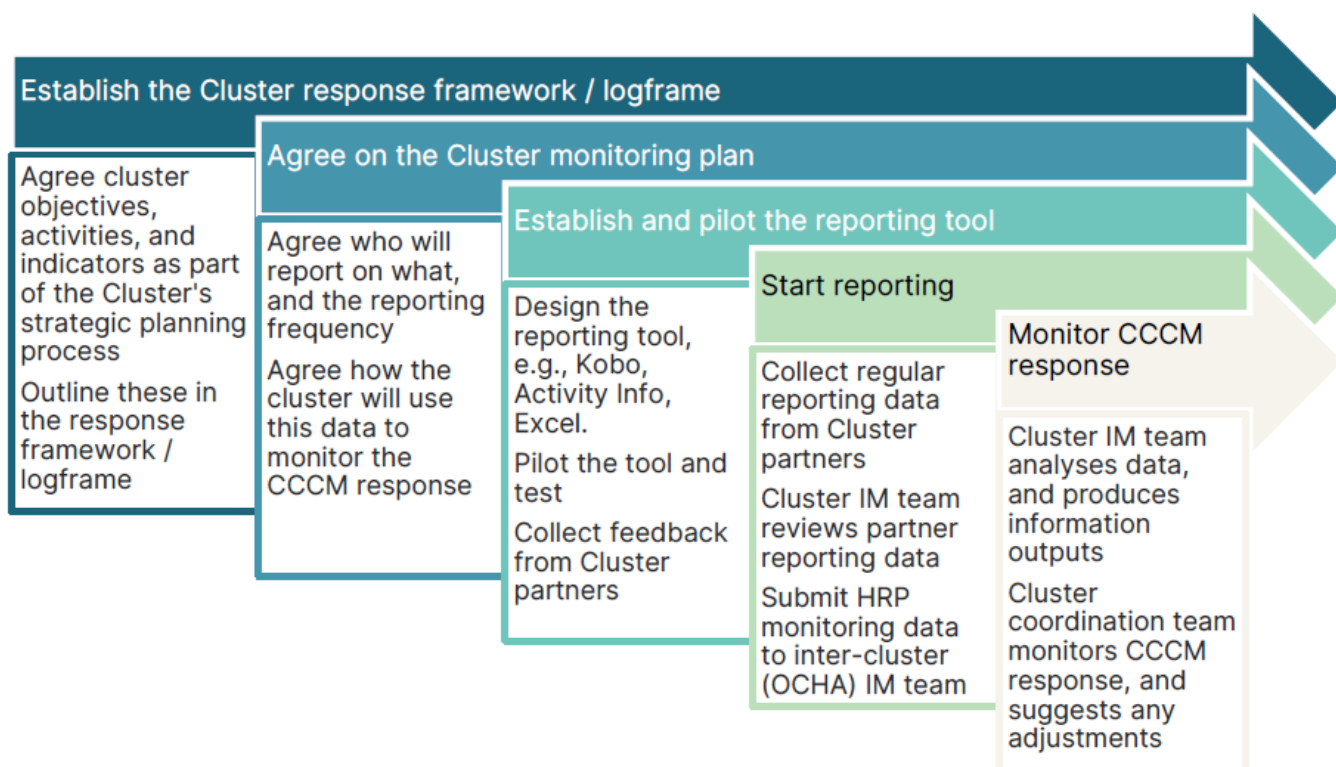
Partners are expected to submit reporting regularly to the Cluster (usually, monthly) to ensure accurate and upto-date information. This collaborative approach to response monitoring not only helps in tracking progress but also allows for informed decision-making, resource allocation, and adjustments to the CCCM response as needed. It promotes transparency and accountability, ensuring that CCCM activities are efficient and responsive.

Partners involved in CCCM response monitoring should follow established protocols to maintain the quality of the data and information they report. This includes using standardized indicators, reporting templates, and methods of verification as agreed in the Cluster response framework / logframe. Moreover, partners should communicate any challenges or risks they encounter during the monitoring process to the CCCM Cluster Coordinators and IM Officer.

Regular reporting of partners to the CCCM Cluster will include the indicators agreed in the HRP / Cluster response framework. For CCCM, it might also include other information such as site population data, that is used to monitor the situation in displacement sites as well as monitor CCCM response. The Cluster coordination team should set up appropriate tools and reporting processes to collect information from Cluster partners. Ensure to consult partners when designing the reporting system, and ensure tools are easy for partners to use – this will reduce the reporting burden on partner, help to ensure that partners submit reporting data regularly, and ensure quality data is received.

In some responses, the OCHA inter-cluster IM team sets up an 'ActivityInfo' system, which collects data against each cluster's HRP indicators. It is possible for an individual cluster to either ask Cluster partners to report directly into the ActivityInfo system, or for clusters to collect reporting from partners using another method and to then for the Cluster IM team to submit the relevant data into the ActivityInfo system directly.

Note that it is recommended that the Cluster coordination team should also be **monitoring funding** (financial reporting) for the CCCM response, collecting information from Cluster partners on this, on a voluntary basis. This is ordinarily done separately to activities monitoring, and less frequently, and can help triangulate the current overall funding status of the Cluster against other sources. See Toolkit Section 5.5 Funding Status Monitoring.

Establish the Cluster response framework / logframe

Agree cluster objectives, activities, and indicators as part of the Cluster's strategic planning process

Outline these in the response framework / logframe

Agree on the Cluster monitoring plan

Agree who will report on what, and the reporting frequency

Agree how the cluster will use this data to monitor the CCCM response

Establish and pilot the reporting tool

Design the reporting tool, e.g., Kobo, Activity Info, Excel.

Pilot the tool and test

Collect feedback from Cluster partners

Start reporting

Collect regular reporting data from Cluster partners

Cluster IM team reviews partner reporting data

Submit HRP monitoring data to inter-cluster (OCHA) IM team

Monitor CCCM response

Cluster IM team analyses data, and produces information outputs

Cluster coordination team monitors CCCM response, and suggests any adjustments

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TIPS FOR LOCALIZATION

✓ Disaggregate Cluster partner mapping / 4Ws by local/international partners, and implementing and funding organizations
✓ Produce and share dashboards that provide analyses disaggregated by local/ international actors
✓ If the Cluster has a capacity-building strategy, develop and monitor indicators on progress
✓ Organize briefings for local/national actors in local languages, explaining the Cluster's reporting processes, reasons, and benefits of participation including products they will receive in return
✓ Translate reporting data collection forms and products into local languages

RELATED RESOURCES

Title	Type	Language	Date
Example – Response monitoring framework, Iraq CCCM Cluster	Example	English	2022
Example – Response monitoring framework, Syria CCCM Cluster	Example	English	2023
Example – Response monitoring dashboard, Nigeria CCCM Cluster	Example	English	2021
Exemple – Aperçu de la réponse, Burkina Faso Cluster CCCM/GSAT	Example	French	2021
Example – Response monitoring dashboard, Ukraine CCCM Cluster	Example	English	2023

References & further reading

- OCHA, 2022, Complementary guidance on Response Analysis, Objectives and Targeting for the HRP available in English, French, and Spanish

- Online short course: Thematic Course on Response Monitoring and Reporting for a Cluster (UNICEF)

- Humanitarian Indicator Registry (key indicators, developed by the Global Clusters)

- Response Planning, OCHA Knowledge Management Platform

- Humanitarian Programme Cycle facilitation package