Roadmap for CTP monitoring and evaluation

## INTRODUCTION

This roadmap will provide you with brief guidance on how to go through the monitoring and evaluation module. CTP monitoring and evaluation actually start at the set-up phase, with the development of the logical framework with response-specific indicators. Monitoring and evaluation are particularly important for CTP because cash can be spent on different things. This is not intrinsically good or bad, and CTP monitoring and evaluation can help understand that.

CTP monitoring helps understand the community perception of the programme, and its effects on non-beneficiary groups. Cash transfers can affect and be affected by markets, or have multiplier effects on the local economy. Therefore market monitoring, particularly price monitoring, should happen regularly. Finally, CTP evaluation can take place at different stages of the programme, and can help understand whether the expected outputs, outcomes and objectives have been reached, so as to capitalize on learning.

For the purposes of the CiE Toolkit, the process of monitoring and evaluating a CTP programme has been divided into steps and sub-steps. Each sub-step has been associated with tools selected for their potential to be adapted and used in different contexts and cash transfer programmes, by different organizations. When adapting tools to your context and needs, you can get detailed guidance on monitoring and evaluation from the reference documents suggested both at module and step levels.

Steps and sub-steps are indicative and not necessarily sequential. M&E should be adapted to the size and the scale of the program. Sometimes, you may need to skip some of the steps or sub-steps proposed, due to time and resource constraints that are common in emergency contexts. In any case, you should at least comply with the minimum standards set for the monitoring and evaluation module. For each step, you will also find minimum standards that may help you decide what to focus on.

## MINIMUM STANDARDS

* Planning for CTP monitoring and evaluation must start at the setup phase.
* CTP monitoring and evaluation must be based on the indicators established in the logical framework.
* Make sure that the monitoring team is trained and tools are tested.
* Gather baseline data before or at least at the time of the first round of encashment.
* Ensure some level of direct monitoring by RCRC Movement team, even when encashment is done through a third party.
* Combine both quantitative and qualitative data from different sources, so as to allow for triangulation.
* Monitor prices, involving Finance and Logistics, throughout the programme cycle.
* Make sure contingency plans are in place, so the programme can be adjusted in case prices reach cut-off levels, beyond which entitlements are jeopardized.
* Make sure the programme includes an evaluation component.
* Engage communities and local government in the CFW supervision and monitoring.

## STEPS AND SU B-STEPS

The CiE Toolkit suggests four steps for monitoring and evaluating a CTP. The CiE Toolkit makes available resources that can help you:

**Plan for monitoring and evaluating a CTP.** This process involves developing a comprehensive M&E strategy (including a detailed activity work plan and an M&E matrix with indicators and means of verification) and building the capacity of volunteers and staff.

**Monitor the programme.** This process starts with the collection of baseline data, which should be consistent with the indicators set in the logical framework and M&E matrix. Baseline data can be collected right before or at the time of the first round of encashment. Encashment monitoring informs how the process has been conducted and whether or not beneficiaries have received the correct amount timely. One of the main purposes of post-distribution monitoring is to check whether and how beneficiaries have used their entitlements. Therefore, it should be schedule so as to allow beneficiaries enough time to spend the cash received. PMD may also help detect early signals of negative programme impacts, and address arising complaints.

**Monitor the market**, particularly traders and prices. Monitoring traders can help detect supply-side problems, as well as potential effects of the programme on the market. Monitoring prices can help understand whether the project is reaching the expected objectives without causing harm. When entitlements are impacted by price changes, a decision must be taken on whether and how to respond. The capacity of the organization to respond to price changes will depend on the existence of contingency plans and budget.

**Evaluate the programme.** The evaluation process starts with setting criteria and questions that help develop a manageable evaluation framework. CTP evaluations may also include the analysis of multiplier effects of the programme on the local economy. Ideally, evaluations will be conducted by independent parties, therefore ToR should clearly define the purpose and scope of the evaluation, provide detailed guidance on how it should be conducted, explain which results are expected from it and to whom the findings are addressed. Evaluation reports are the instruments to communicate findings and capitalise on learning.

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| REFERENCE DOCUMENTMonitoring and Evaluation. Series on learning from cash responses to the tsunami. Issue paper 6. HPG, ODI <http://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/4893.pdf> |