

UNICEF GUIDANCE ON FIELD MONITORING

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INTRODUCTION

- 1) This guidance is intended to support UNICEF country offices (COs) to help strengthen field monitoring practice and to meet responsibilities set out in the [Regulatory Framework](#). **It applies to field monitoring in both development or humanitarian programming, and the nexus between these.**
- 2) Field monitoring is a sub-set of [programme monitoring](#), which is described in the [PPPM](#). It takes place **at community and service point levels**. Field monitoring needs to be systematically planned, regular in frequency, and ongoing to help **assure progress towards achieving planned outputs**.
- 3) Field monitoring is mainly concerned with implementation (**inputs, activities**), and **outputs**. Field monitoring data directly contributes to programme and partnership management (including HACT), and Country Office results reporting. It may also feed into other functions, especially [evaluation](#).
- 4) **It is important to establish clear accountabilities for management, planning, implementation and quality-assurance of field monitoring** relevant to CO size, staff structure and staff profiles. This is essential to ensure appropriateness, quality, analysis and use of field monitoring data.
- 5) This guidance complements the UNICEF [Programme Policy and Procedures Manual](#), the [UNICEF Harmonized Approach to Cash Transfers \(HACT\) Policy](#), and the [UNICEF HACT Procedure](#). It supersedes both the 2015 annex to the PPPM on field monitoring and the field monitoring guidance in the Humanitarian Performance Monitoring toolkit.

KEY PRINCIPLES FOR GOOD QUALITY FIELD MONITORING

			
Credible	Useful	Transparent	Human-Rights Based
Accurate, reliable, aligned, systematic	Timely, sufficient, necessary, sustained, corrective, learning	Impartial, harmonized, interoperable, coordinated	Ethical, gender-responsive, equity-focused, inclusive
<i>Field monitoring must be intentionally and logically planned to provide necessary, sufficient and verifiable progress information to managers.</i>	<i>The rationale for monitoring decisions (who, what, when, where, how) needs to be clearly explained with justification.</i>	<i>Field monitoring is best done together with partners. UNICEF may only act alone in monitoring as a last resort.</i>	<i>Field monitoring should ensure that no one is left behind, and that the views of people from the most marginalized groups are prioritized.</i>

PURPOSE AND OBJECTIVES OF FIELD MONITORING

- 6) Field monitoring contributes to ensuring **accountability, generating learning, and informing timely decision-making** at the level of implementation. It serves as an input to wider programme monitoring and managing for results. It covers inputs, activities and their contribution to outputs, based on volume and criticality.

7) The **primary objectives of field monitoring** are: (1) to **help assure progress** towards achievement of planned results, including attention to pace of implementation and use of resources; (2) to **verify assessments** of progress received through other channels and sources, primarily partner reporting; (3) to **identify bottlenecks and barriers** in implementation; (4) to trigger solutions and **corrective actions**; and, (5) consistent with UNICEF longstanding commitment to a **human rights approach** to programming, to support accountability to our primary stakeholders; that is to systematically gather, analyse and trigger programme responsiveness to the perspectives of children, women and their families, especially those from most vulnerable groups.¹

8) A **systematic approach to field monitoring supports better use of the data collected**. This requires: (1) a field monitoring plan with clear rationale, coverage targets and methodology; (2) managing the implementation of field monitoring with attention to quality assurance; and (3) an established process for feeding analysis into management decisions and (4) ensuring corrective actions are taken. A systematic approach becomes even more important as programming reaches a larger scale

SCOPE OF FIELD MONITORING

9) In this guidance, field monitoring **focuses on programme results that can be assessed at community, neighborhood (area) and facility/service-point level**. Field monitoring may be relevant to implementation monitoring of upstream policy outputs where the resultant changes for children are observable/measurable at the community/site level.

10) The guidance focuses on **requirements for field monitoring from a UNICEF country programme and humanitarian appeal perspective**, while acknowledging that UNICEF field monitoring often contributes or links to monitoring plans and systems of national partners, and coordinated UN and humanitarian country teams.²

11) Field monitoring as covered in this guidance *does* encompass HACT programmatic visits where outputs require verification at community/site level, but **it does not encompass all programmatic visits required as per the [HACT Procedure](#)** (e.g. programmatic visits for upstream outputs). Field monitoring **does not include HACT Spot Checks** which have a different focus. These are covered in the HACT Procedure.

12) Field monitoring is generally **recommended to be cross-sectoral in scope**, i.e. where site selection allows, data collection will cover multiple outputs across sectors, probing corresponding services in the community. This offers to support: (1) more efficient use of field monitoring resources, and (2) better cross-sectoral analysis of implementation.

13) On some occasions, the CO may consider combining field monitoring activities with data collection for other purposes, such as research, evaluation or humanitarian situation monitoring. However, this approach should be used with caution, as: (1) the purposive sampling and programme presence of field monitoring may not be suitable for statistical research purposes (2) evaluation visits require a level of independence that is not the case for field monitoring, (3) resources and tools required for situation monitoring may detract from the quality and sufficiency of field monitoring.

¹ This last point is integral to [HRBAP](#) in general concept and applies to all contexts; its importance in humanitarian contexts has been reinforced in [Commitments to Accountability to Affected Populations](#) (IASC, 2011), the [Core Humanitarian Standard](#) and [commitments undertaken at the World Humanitarian Summit around the Participation Revolution](#).

² By default, UNICEF field monitoring should complement and strengthen national programme monitoring systems, where these exist and are functioning, contributing to local accountability that leaves no child behind.

PLANNING FOR FIELD MONITORING

14) **UNICEF programme staff are responsible for field monitoring visits.** Staff, individual consultants and UN Volunteers primarily undertake field monitoring. UNICEF offices may also decide to temporarily outsource a portion of field monitoring visits to an external service provider when required because of access constraints, security or humanitarian situations, or systems-strengthening. It is encouraged to engage Third Party Monitors³ on institutional service contracts⁴. [Table A](#) outlines the key considerations for approaches to field monitoring teams.

15) **Field monitoring must be undertaken as much as possible in collaboration with implementing partners, government, and civil society organizations (CSOs), to build shared understanding of progress towards results and ownership of warranted corrective actions.** This collaboration will vary by context, with different intensity or focus at different stages of the field monitoring process. Supporting active engagement with partners requires UNICEF approaches to be flexible.

16) **UNICEF offices can extend general collaboration with partners (national and other) into a common field monitoring system, if it is assessed as advantageous.** Common field monitoring systems should meet the needs of all partners regarding shared programme results⁵. The main considerations in the decision to support a common (or joint-UN) field monitoring system are: (1) contributions to national monitoring capacity; (2) increased engagement and use of field monitoring among key partners; (3) efficiency gains from sharing workload; and (4) sustainability of the system. **Many of the general considerations covered in this guidance would be relevant in designing a common field monitoring system.**

17) Country office planning of field monitoring is best undertaken alongside programme planning. The **planning documents provide the results against which field monitoring will assure progress.**

18) Choosing what to include in field monitoring requires considering two sources of results:

- a) Outputs (and their contributing inputs and activities) as defined in country programme results structure, Programme Strategy Notes (PSNs) and defined further in [work plans](#) with specific indicators and targets for the timeframe of the work plan and activities (including UNICEF humanitarian response plans);
- b) Outputs (and their contributing inputs and activities) as defined in CSO Programme Documents (PDs) and Small-Scale Funding Agreements (SSFAs) both of which come with indicators, targets, activities and timelines.

19) In all cases, country offices should plan to prioritize field monitoring of activities and outputs that target the needs and human-rights of the **furthest behind children and women first.**

20) **The various planning documents can shape different stages of preparation for field monitoring.**

- a) Stage 1: Preparation of programme strategy notes will inform the selection of outputs and broad geographic areas that should be prioritized for field monitoring. It may also inform decisions on scale of field monitoring, and whether a cross-sectoral or sector-specific approach is taken.

³ UNICEF offices may decide to outsource field monitoring to a Third Party Monitoring service provider when there is a sudden need to scale up coverage and frequency or as a result of access and security constraints, such as in fragile situations.

⁴ Exceptions to the procurement guidance have to be justified and approved by the field (Representative and Regional Director), ensuring that CSO partners engaged in TPM are not thrown into conflict of interest situations of 'self-monitoring'.

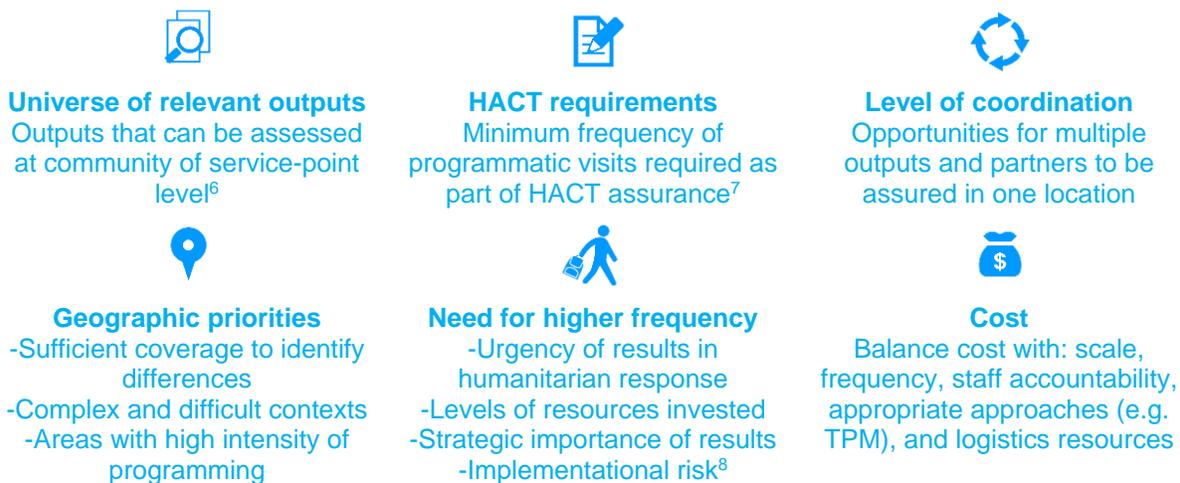
⁵ This might be appropriate, for example, for shared Third-Party Monitoring for a major cash-based programming in humanitarian response.

- b) Stage 2: Annual/multi-year work plans, joint work plans, humanitarian response work plans and plans with CSO partners (PDs and SSFAs) provide concrete reference for defining field monitoring checklists and site sampling.

Coverage, scale and frequency of field monitoring

21) In field monitoring, **the unit of analysis is a context-appropriate geographical location – a community, a site – and the relevant services and other programmatic activities within or associated with that location and population.** In urban areas and camps for displaced populations in humanitarian crises, geographic locations may be defined by recognized ‘hubs’ of activity. A field monitoring visit to a single site may cover multiple partnerships or programmes. For qualifying HACT programmatic assurance of a partner, multiple field monitoring site visits may thus be required.

22) The country office determines **the appropriate coverage, scale and frequency of field monitoring visits** (i.e. number of sites by work plan output; by partner-specific output and/or total cross-sectoral visits, per month, quarter or year) based on:



23) After establishing the number/frequency of sites to be assessed in a given time period, sites are selected based on coverage of the selected outputs and increased coverage for those outputs and geographic regions that were prioritized. After possible site lists are created based on these considerations, COs can **apply their choice of sampling techniques (random, purposive) to arrive at the final selection of sites, as long as the approach and rationale is transparent, documented and consistent with an equity focus.**

24) It is **important that there is quality assurance of field monitoring.** This will include technical review of tools, attention to team selection and training, periodic accompaniment of teams by the UNICEF programme manager or senior manager, as well as review of site reports for credibility and usefulness.

⁶ Selected from CP outputs, humanitarian outputs and/or specific outputs in CSO PDs/SSFAs

⁷ See [UNICEF Procedure on Harmonized Approach to Cash Transfers to Implementing Partners](#).

⁸ These risks to implementation are identified in the programme strategy note at the broadest level, in partner risk assessments including risk of sexual exploitation and abuse as well as security risk assessments, the latter changing more frequently in fragile and humanitarian situations. Security risk assessments come as a consideration in modality of field monitoring discussed further below.

Data collection methods

25) As fits with the purpose, principles and community/service level focus, it is **recommended that field monitoring draw on mixed methods**. This approach allows for triangulation of data collected from different methods and sources, meaning the final analysis is more credible. While there are many monitoring methods available, a basic set of data collection tools may include:



26) **Focus group discussions are important to give voice to the perspectives of primary stakeholders.**⁹ It is important to engage adolescents directly, but only where this can be done [ethically and safely](#) and where this can be supported by broader programming efforts to engage adolescents.¹⁰ In the case of young children, data collection should be with their caregivers and families – with special attention to those from most vulnerable groups.

27) **Creating a clear ‘visit checklist’ will help guide field monitoring work.** Drawing on existing practice, a *Guide to develop country and output-specific field monitoring checklists* is included in [Annex A](#). This provides a model checklist that can be adapted to specific programme outputs and various methods (i.e. apply only the points on the checklist that are relevant to each method used).

Other planning considerations

28) **THE ROLE OF PARTNERS.** In all cases, **the participation of national and local government partners, CSO implementing partners and other stakeholders (such as donors) in field monitoring visits must be considered, discussed with those partners and clearly defined.** The involvement of partners and other stakeholders can build ownership of findings and conclusions, and foster a stronger learning exchange among partners.

29) **BUDGETING FIELD MONITORING.** **Costs for field monitoring are budgeted as part of the country programme or humanitarian response appeal.**¹¹ This is important for transparency especially where investments in field monitoring are significant. The revised [Programme Implementation Database \(PIDB\)](#) coding includes a Specific Intervention Code for use in VISION to track resources allocated to Field monitoring.

30) **PRORITISATION:** **When field monitoring faces significant constraints,** the CO is recommended to agree key issues, in advance, to be given priority during each visit.

31) **HUMANITARIAN.** Where there is a **major humanitarian response and corresponding Humanitarian Action for Children appeal,** planning for a significant scale-up of field monitoring is strongly recommended.

⁹ In humanitarian action, we often refer to at risk and affected people and communities.

¹⁰ Adolescent participation must take into consideration [UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis in general and Annex F in particular](#); see additional guidance on [UNICEF Data for Children platform](#).

¹¹ UNICEF M&E costs are generally integrated as a percentage in sector appeal envelopes in the UNICEF Humanitarian Action for Children appeal; this is due to the need to align to Inter-Agency appeals which do not include a separate M&E budget envelope. This said, for transparency as noted above, costing can still be articulated in a separate document if useful in communicating to donors and partners.

32) **OVERSIGHT. Both implementation of field monitoring plans and findings/action points generated from visits will be reviewed** as part of programme management and/or Country Management Team meetings. The field monitoring plans will necessarily be adapted as programme monitoring needs or context changes, but provide an important reference for managing implementation.

MANAGING IMPLEMENTATION OF FIELD MONITORING

33) **FIELD MONITORS:** Selection of participants in monitoring visits, including interpreters, requires attention to team profile, taking into consideration characteristics that may aid or hinder the team in reaching and being accepted by primary stakeholders, especially most vulnerable groups.



Participatory skills
Collection and analysis



Inclusion
Gender, ethnicity, age



Language
Local, inclusive



Context specific
E.g. legal status

34) **THIRD PARTY MONITOR (TPM): TPM service provider selection normally follows standard service contracting procedures, regardless of type of provider.** CSOs can be engaged via procurement processes. In specific cases, partnerships can be made for TPM with CSOs or youth organizations not involved in implementation where these are complimentary to other field monitoring, and can be shown to contribute to wider results. A CSO that has an active PD for programme implementation cannot undertake TPM in the same geographic area due to conflict of interest.

35) **TRAINING: All field monitors require adequate training and/or orientation** by both UNICEF programme and monitoring experts.¹² Learning objectives for training are:

- a) To be familiar with programme objectives and relevant technical programme standards that are covered by field monitoring.
- b) To be able to apply the CO-agreed protocol for field monitoring (see 'data collection', below).¹³
- c) To understand UNICEF mandate, policies and commitments and their implications for programming and the ethical conduct of field monitoring, in development and humanitarian action as appropriate¹⁴.
- d) Special attention should be given to: human rights and international humanitarian law, equity principles, human right based approach to programming.
- e) Adhere to policy and procedures around the prevention of sexual exploitation and abuse.
- f) To understand the scope and limits of the field monitor role, responsibilities and entitlements per contractual agreements, and the General Terms and Conditions of contracts.

36) **PREPARATION FOR EACH SITE VISIT: Logistical preparation is required around each site visit** taking into consideration: security clearance procedures; travel authorization procedures; expected communications with relevant implementing partners and local authorities (ideally well in advance of site visits based on monthly or quarterly plan). Sound preparation also entails **gathering and review of**

¹² Implementing partner participation in some or all of this training is important, with adaptations as appropriate, to increase their full participation and ownership of the process and results.

¹³ (1) preparation for each site visit; (2) formalities on arrival on site; (3) use of data collection checklists and required methods; (4) triangulating data and formulating substantiated conclusions and prioritized action points; (5) consolidating reports and/or use of data entry and reporting software tools.

¹⁴ In complex humanitarian situations, this will include clear guidance on "red lines" in the application of a principled approach to humanitarian action, both in programming and field monitors' interactions with authorities (official or de facto).

relevant background information related to understanding (a) the level of progress towards results that can be expected, and (b) any concerns already identified that should be explored.

37) **DATA COLLECTION:** Field monitors will follow an established protocol, applying the prepared checklists and recommended methods. For programmatic visits to meet **HACT assurance requirements**, activities reported by partners on progress reports and FACE forms must be included in the checklist so that they can be verified and documented in the final monitoring report.¹⁵

38) **PSEA:** It is essential that **staff and TPMs are aware of their [responsibilities and procedures](#) for reporting any reasonable suspicion of misconduct.**

39) **CONCLUSIONS:** Field monitoring teams will **analyse findings, triangulating across different methods/sources, to arrive at conclusions in relation to output-level results.** Conclusions should: (1) identify whether progress towards outputs appears on-track, (2) describe the relevant bottlenecks where progress is not on track, (3) identify follow-up actions to any issues.

USE OF DATA AND MANAGEMENT FOLLOW-UP

40) **Triage (prioritization) of action points is necessary, based on agreed CO criteria for prioritizing follow-up actions.** Action points are often prioritized based on **urgency** of the corrective action (e.g. short term window for change) and magnitude of potential **impact** from the action.

41) **It may be necessary to refine action points** based on broader knowledge of the programme, and judgement may be applied by the programme manager in determining the scope of follow up.

42) **Strong information management (IM) tools/systems are critical to:**

- a) **Access and use site level data analysis** as well as to allow trend analysis across site reports so that field monitoring effectively feeds into programme/partnership adjustment and learning.
- b) **Tracking of action points associated to specific programmes, locations and implementing partners**, tracking their assignment to individual staff members for follow-up, allowing refinement and re-assigning as necessary according to CO agreed procedures, and allowing oversight on effective completion of follow-up in a timely manner.

43) **Use of data will be supported by tailoring analysis for specific users/uses**, targeting specific decision-making fora or events¹⁶. Generally uses will include:

- a) Programme managers periodic review of progress, including review of FACE forms, supply requests/utilization and discussion of findings with Implementing Partners.
- b) HACT focal points analysis of programmatic assurance and financial assurance findings.
- c) Supply and logistic planning and specifications of supplies to adjust for feedback from beneficiaries related to quality, timeliness and usability.
- d) Country management team periodic oversight.
- e) Progress reporting for work plans, Country Office Annual Reports and output level updates against Results Assessment Module (RAM), and narrative analysis in humanitarian SitReps.

ANNEXES:

[Annex A: Guide to develop country and output-specific field monitoring checklists](#)

[Annex B: Key considerations in designing a Third-Party Monitoring \(TPM\) approach](#)

[Annex C: Illustrative example of checklist applied to selected outputs](#)

¹⁵ Where a visit takes place prior to the submission of a report by a partner, verification will focus on whether activities are taking place as per agreed plan with the partner.

¹⁶ For scaled up field monitoring, this analysis can be monthly

Field monitoring is essential to 'ground-truth' partner reports, identify and resolve implementation issues before they become a problem, and to help assure progress towards achieving planned outputs



Five main purposes of Field Monitoring

- 1) Assure progress towards results
- 2) Verify partner reporting
- 3) Identify bottlenecks and barriers
- 4) Trigger solutions and corrective actions
- 5) Respond to the furthest behind first

Country Offices need:

1. A **systematic plan** for frequent, cross-sector and ongoing field monitoring.
2. A transparent and **feasible approach** to sampling field visit sites.
3. **Simple tools** and checklists to ensure consistency.
4. **Clear accountabilities** for who monitors when, who analyses what, and who reports how.
5. A regular **process for using the findings** to inform management decisions.

Principles for monitoring



Credible

Field monitoring must be accurate, reliable, systematic and transparent to provide verifiable progress data to managers.



Useful

Monitoring plans (who, what, when, how, where) need to ensure timeliness, sufficiency, sustainability, and learning.



Transparent

Field monitoring must be impartial, is best done together with partners, should be connected and interoperable.



Human-Rights Based

Field monitoring should ensure that no one is left behind, and be inclusive, participatory, gender-responsive, and equity-focused.

UNICEF Field Monitoring is a sub-set of Programme Monitoring.
It takes place at community, neighbourhood and service point (facility) levels.



UNICEF **country programme**, strategic note, and **humanitarian response plan** results frameworks (indicators)



Programme Monitoring of inputs, activities, outputs and outcomes indicators



Joint Programmes



Field Monitoring of inputs, activities, outputs indicators



Communities



Facilities



Rights holders

Planning considerations



Options for **site visits**:

- (1) UNICEF programme staff, preferably with partner organisations
- (2) Individual impartial consultants
- (3) Third Party Monitors on institutional service contracts.



Geographic priority areas

Achieve full coverage, while visiting complex and higher risk locations more frequently



Coordination with partners

Improve efficiency by using common monitoring systems and coordinating joint visits



Community-level results

Outputs and activities for which evidence should be available at the community-level



Operational urgency

Prioritise strategically important issues, and humanitarian lifesaving priorities



HACT requirements

For all areas, meet the HACT programmatic assurance requirements as a minimum standard



Feasibility and cost

Balance cost with: scale, frequency, staff accountability, appropriate approaches (e.g. TPM), and logistics resources



Management requirements



Involve and agree monitoring plans with partners



Budget field monitoring costs into the CP or HRP



Use the PIDB codes to tag field monitoring costs



Ensure oversight by the Country Management Team



Use procurement processes for all Third Party Monitors (with specific exceptions)



Ensure all staff, partners and third party monitors know their responsibilities and procedures for Prevention of Sexual Exploitation and Abuse (PSEA)

Sampling

COs can apply their choice of sampling techniques (random, purposive) to arrive at the final selection of sites, as long as the approach and rationale is transparent, documented and consistent with an equity focus.

Selecting a monitoring team

Selection of field monitoring teams, including interpreters, requires attention to team profile, taking into consideration characteristics that may aid or hinder the team in reaching and being accepted by primary stakeholders, especially most vulnerable groups.



Participatory skills
Collection and analysis



Diverse
Gender, ethnicity, age



Language
Local, inclusive



Context specific
Affected population

HOW



Observation
Witnessing activities or physical evidence of changes



Key informant interviews
Semi-structured interviews with individuals



Focus group discussions
Facilitated group discussion with primary stakeholders



Measurement
Assessing quality standards (such as water quality)



Participatory media
Participatory video, photo, or other story-telling method



New and emerging techniques
Innovations that support direct community engagement (not remote monitoring)

Adolescent participation must take into consideration [UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis in general and Annex F in particular](#)

See additional guidance on [UNICEF Data for Children platform](#).



Implementation tips



Provide training and orientation to field monitoring teams



Create a clear 'checklist' to guide field monitoring visits



Review background information before visits



Triangulate multiple methods and perspectives to draw conclusions

Tasks and accountabilities list

Planning

Designate responsible person:

- Coordinate with partners to select outputs, partners, specific site locations to be included
- Define rationale, identify appropriate methods, allocate tasks to partners, determine calendars, develop the visit checklist

Management

Designate responsible person:

- Select teams, allocate roles and procure required services
- Facilitate training, provide advice/support, and oversee initial visits
- Prepare visit logistics, track implementation of the monitoring plan, report spending
- Guardian PSEA responsibilities

Data collection

Designate responsible person:

- Review background material, visit specified sites, conduct primary data collection, record and clean data
- Engage with stakeholders, guardian ethical standards, ensure participation and inclusion
- Discuss and initiate immediate actions to resolve implementation problems, and report any detected misconduct

Analysis and use

Designate responsible person:

- Check and clean data, enter into information management system, triangulate multiple sources of evidence
- Develop conclusions from the visit, propose programme adjustments, propose partnership management actions
- Report data to required systems (RAM, UNDAF, COAR, SMQs, Clusters, etc)

Quality assurance

Designate responsible person:

- Verifying implementation of the monitoring plan, reviewing quality of data collection and analysis processes
- Reviewing and adjusting proposed conclusions and adjustments in line with policy and CO priorities

Reporting

Designate responsible person:

- Provide regular updates to the Country Management Team on proposed programme/partnership adjustments
- Ensure follow-up to required actions is undertaken and CMT remains informed
- Extract key field monitoring data to support donor and UNICEF results reporting

Table A: Considerations in deciding who implements field monitoring

Who?	Advantages	Risks and mitigating measures
FM by programme managers and technical programme staff	<ul style="list-style-type: none"> • Overall programme managers or programme technical staff bring stronger understanding of expected results • Where FM visits focus in on staff members area of expertise, FM analysis can be deeper • Programme managers or technical staff have option to combine FM with technical assistance • Engagement enriches CO understanding of results on the ground • Offers a direct link between data collection and persons responsible for corrective action • Organizing FM can be faster as no special sourcing or contracts are needed 	<ul style="list-style-type: none"> • Experienced programme managers who do have the right profile and experience, may still resist training on standardized methods and tools & cross-sectoral FM; <i>mitigation requires strong leadership and management of FM development & implementation</i> • Programme managers/technical staff may not have the right skills/knowledge/aptitude for qualitative data collection and analysis of this nature; <i>mitigation requires careful assessment of staff skills/aptitude, weighing risks of poor quality data collection or unethical practices in data collection</i> • Particularly in rapid onset and scaled-up humanitarian response, demands for FM far exceed staff available time
FM by cross-sector field monitors	<ul style="list-style-type: none"> • Useful where cross-sector monitoring is most efficient and the need for large-scale FM is likely to be longer term; this may give greater opportunity to recruit and sustain a higher calibre of monitoring staff. • FM by non-sector specialist well trained can provide systematic feedback on sector programming as defined by programme managers • The cross-sector analysis can be deeper • Where feedback to programme managers is systematic, FM still enriches CO understanding of results on the ground and feeds into assignment of responsibilities for corrective action • Organizing FM can be faster as no special sourcing or contracts are needed 	<ul style="list-style-type: none"> • Programme staff may distrust feedback from generalist FMs; <i>mitigation requires strong engagement of programme staff in design of and training for FM, such that they feel ownership of data coming out</i> • Programme staff lose touch with programme realities at field level; <i>mitigation requires CO establishing some minimum frequency of programme managers travel to field and/or doing/accompanying field monitoring</i> • Training, supervision and QA of FMs requires strong FM management capacity and staff time; <i>in large scale FM, management and supervision requires dedicated capacity, especially as FM is set up</i>
FM by individual consultants or UNVs	<ul style="list-style-type: none"> • Useful for scale up where FM demands are beyond the current capacity of CO • Management of individual consultants/UNVs can be embedded in CO processes/structures more than TPM for more direct link to programme management & corrective action • Selection of FMs can be closely controlled • Training, supervision and QA of FMs is handled directly and building up a strong FM practice can be more closely managed • Where consultants have strong sector expertise and operate under guidance and 	<ul style="list-style-type: none"> • Same as above, with possibly greater attention/investment required in training, supervision and QA given likely higher turnover of consultants

Who?	Advantages	Risks and mitigating measures
	oversight of programme managers, they may also be able to provide technical support.	
Third Party Monitors on institutional service contract	<ul style="list-style-type: none"> • Useful for scale up where FM demands are beyond the current capacity of CO • TPMs provide FM coverage where access and security constraints prevent staff members from travelling • Where TPM providers have strong capacity, day-to-day coordination and logistics support, supervision and QA, and Information Management and analysis can be outsourced • TPMs can be seen as an independent source of assessment for triangulation, as distinct from programme staff who might be seen as ‘too close’ to the programme • Where TPMs have strong sector expertise and operate under guidance and oversight of programme managers, they may also be able to provide technical support. 	<ul style="list-style-type: none"> • Staff lose touch with programme realities at field level; <i>mitigation requires CO establishing some minimum frequency of programme managers travel to field as soon as security and access allow; face-to-face debriefings with TPM teams can also allow more proxy connection</i> • In some locations, it may be difficult to source TPM providers with strong M&E/programme capacity; <i>mitigation requires CO to invest more heavily in orientation, training, QA/management of service providers including close QA of data and analysis; in some cases it may be appropriate to be retain control over selection of individual FMs.</i> • Even where strong TPM capacities are available, quality of outputs and their use depend on good design and management of the approach, TORs and contract, and COs often underestimate the staff time required; <i>see Annex B: Considerations in design and management of TPM</i> • TPM are still often seen as UNICEF staff and while UNICEF has less control over their conduct, the organization still faces the reputational risk that would come with any misconduct; <i>mitigation requires CO to invest in orientation of TPM on UNICEF mandate, principles and standards, code of conduct, and requirements and limitations of the roles and responsibilities of TPMs, as well as QA on the management controls that service providers have in place to guide TPM conduct.</i>

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Document Summary	
Regulatory content the Document Replaces	<ul style="list-style-type: none"> • UNICEF PPP, Annex “Revised Guidance on Field Monitoring Visits” (July 2015) • UNICEF HPM Toolkit: Field Monitoring Guide and Checklist (Updated July 2012).
Topics Covered	Monitoring
Corporate Risk Area	Results-based Management and Reporting
Reference / Links to Enabling Legislation and Background	
Links to Relevant Policy	UNICEF Harmonized Approach to Cash Transfers (HACT) Policy
Links to Relevant Procedure	<ul style="list-style-type: none"> • HACT Procedure • UNICEF Procedure on Work Planning for the Implementation of UNICEF programmes of cooperation • Work Planning Procedure • UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis (especially, annex F)
Links to Relevant Guidance	Programme Policy and Procedure Manual
Links to Relevant Training Materials	<ul style="list-style-type: none"> • RBM Face-to-Face training materials, session on Programme Monitoring • RBM Face-to-Face training materials, session on Use of Innovations for Programme Monitoring • RBM Handbook, Chapter 4 on Monitoring for Results
Links to Other Knowledge & Information Resources	UNICEF Data for Children platform .