

UNHCR Innovation Funds – Monitoring and Evaluation

How the UNHCR Innovation Incubator monitors and evaluates supported initiatives, to ensure successes and learnings are captured and can be communicated.

Purpose of monitoring and evaluation (M&E)

UNHCR Innovation's M&E framework ensures all Innovation Fund projects demonstrate the evolution of their idea, measurable results, potential proof of concept, and, crucially, how innovations are developed in partnership with forcibly displaced and stateless people. It looks to capture iteration, adaptation, lessons, and impact to inform scale-up or replication. The framework is designed to be innovation friendly, hence its focus on identifying changes to shape the most appropriate solution, rather than reaching pre-determined targets.

Key Requirements

- M&E Plan (a standard M&E Plan template will be provided to guide teams in structuring indicators, baselines, and milestones)
 - Developed at project inception.
 - Must define clear indicators to measure solving the identified challenge, baseline (if relevant), and milestones of the innovation journey aligned with project objectives.
 - Reviewed with UNHCR Innovation to ensure coherence with UNHCR M&E standards.
- Milestones & Indicators
 - Each project must identify measurable outputs/outcomes.
 - Progress tracked against milestones (quarterly) and endline results (final report).

Reporting

- Quarterly Interim Reports (a quarterly reporting template will be provided to make this process straightforward and standardized.)
 - Purpose: Track progress, highlight challenges, and adapt based on lessons, feedback from displaced people and users and testing results.
 - Due: 2 weeks after the end of each quarter.
 - Content: Key results, indicator status, expenditure overview, and qualitative feedback.
- End-of-Project Report (an end-of-project reporting template will be provided to guide final documentation and lesson sharing.)
 - Purpose: Provide a comprehensive assessment of the solution developed, proof of concept, lessons, and sustainability.
 - Due: Within 4 weeks after project completion.
 - Content: Contribution to solving the challenge, results, financial summary, innovations tested, lessons learned, and recommendations.

Timelines

- M&E Framework: Submitted at project inception.
- Quarterly Reports: Every 3 months, 2 weeks after the end of each quarter
- Final Report: 4 weeks following the end of implementation.

Implementation Modalities & M&E Linkages

- Direct Implementation: Teams must ensure real-time tracking of commitments, obligations, and outputs in line with M&E indicators.
- Partnership Agreements (PPAs): Partner reporting must align with UNHCR M&E reporting templates.
- Hybrid Approaches: Ensure consistency in data collection and accountability across modalities.
- Use of COMPASS Indicators: COMPASS indicators may be used where relevant, but we acknowledge they may not always capture the innovativeness or the early results of a new idea. In such cases, project-specific indicators will complement COMPASS to demonstrate added value and learning.

Technical M&E Support

- UNHCR Innovation will provide guidance sessions, templates, and direct support via Teams/email.

Accountability & Learning

- Results and lessons will be synthesized across projects to inform UNHCR operations and innovation strategy.
- Teams are expected to document both successes and failures, ensuring learning contributes to wider UNHCR knowledge-sharing.
- Teams to ensure meaningful refugee participation and leadership and embed strong feedback mechanisms, so learning and accountability are clearly demonstrated and shared.