

Programme Update

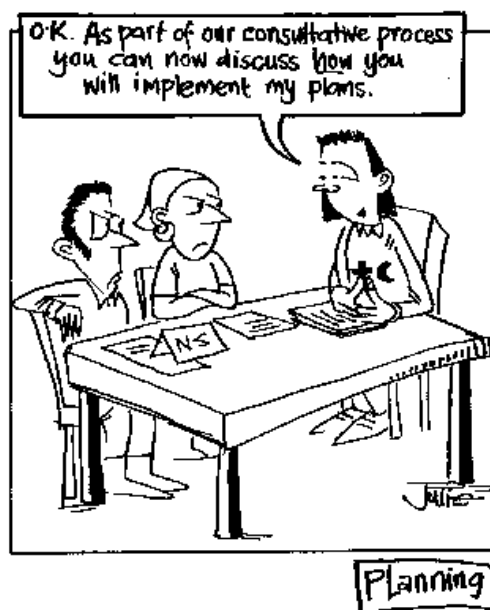
 International Federation
of Red Cross and Red Crescent Societies

Planning and Performance Measurement

Appeal No. MAA00014

31/07/2008

This report covers the period 01/01/2008 to
30/06/2008.



In brief

Programme purpose: To improve the quality and coherence of Federation systems, procedures and skills base in planning, monitoring and evaluation and reporting (PMER).

Programme(s) summary: There were three main areas of work during the reporting period, supported by voluntary contributions by the sole donor, the UK Department for International Development (DFID):

The first, was the development of a performance framework and system for the third DFID Institutional Strategy (IS 3) impact/outcome level indicators. This system would ensure that the International Federation is able to demonstrate its performance under the DFID IS III partnership. This has been successfully achieved, and all the 26 National Societies targeted under this institutional partnership strategy are able to demonstrate how they are performing against the outcome/impact indicators.

The ongoing work being implemented by the technical departments in Geneva, zones and the 26 National Societies, has been further streamlined to ensure that planned activities are in line with the priorities under the DFID Federation IS III partnership, and therefore contribute to achieving the impact and outcome indicators. Guidelines and tools have been developed to facilitate alignment and prioritization.

Secondly, two initiatives were developed to facilitate/ensure a systematic approach to PMER capacity building: a self assessment tool for National Societies to diagnose their PMER capacity, and a training package on PMER skills. The self assessment was successfully carried out in 10 countries. The PMER training package was not completed due to concerns around its suitability. A revised project to meet this objective has been developed and is described below.

Thirdly, to demonstrate the impact of the International Federation's efforts, the department is currently facilitating the development of a Federation-wide monitoring system. A concept has been developed, and it is being shared with technical departments within the secretariat and National Societies to ensure ownership, once the system is developed.

In addition to this work, the department has made substantial progress in revitalizing the International Federation's annual planning system to set global, regional and country level targets and priorities. Good initial steps have also been made to support the Governing Board to consolidate the International Federations' strategic framework.

Financial situation: The total 2008 budget is CHF 299,610 (USD 285,343 or EUR 183,810), of which 83 per cent covered. Expenditure overall was 50 per cent. This budget has been reduced to be in line with a realistic resource mobilization plan.

[Click here to go directly to the attached financial report.](#)

No. of people we help: The department's work has been institutional strengthening, and therefore no primary beneficiaries could be identified under the different activities outlined in this update.

Our partners: The PMER department collaborates frequently on planning, monitoring, evaluation and reporting issues with technical departments at the secretariat in Geneva and in the zones, as well as with National Societies. In the first half of 2008, the department worked mainly with the International Committee of the Red Cross (ICRC) on a training package.

Context

There continues to be a growing recognition of the need for effective planning, monitoring, evaluation and reporting to achieve Strategy 2010 and demonstrate results. The Federation of the Future process further emphasizes the need for improving planning, performance management and accountability.

The International Federation also needs to commit to continuous improvements through monitoring and evaluation mechanisms. This must be complemented by a strong accountability framework, beginning with accountability within the International Federation to effectively meet the needs and priorities of vulnerable people through quality programmes. Supporters and staff working in the International Federation also need to be shown that resources are being used in a transparent and efficient manner, to comply with mutual obligations towards a well-functioning International Federation.

Agreement and commitment to deliver on the Global Agenda goals has been a unifying force towards helping achieve a greater clarity of purpose leading to greater impact for vulnerable people.

To further support this, planning process, systems and tools making up a performance and accountability framework for the International Federation are being established. A key element of this has been the reform of the planning and appeals process in order to align National Societies planning to the Global Agenda, and to focus on results and impact. The third element is initiatives to build stronger capacity in planning, monitoring, evaluation and reporting in the Federation network.

Progress towards outcomes

Outcome(s)/Expected result(s): The main stated outcomes¹ in the PMER department plan for 2008-2009 were:

1. Develop and implement a performance and accountability framework for the International Federation.
2. Continue with the reform of the planning and appeals process in order to align National Societies planning to the Global Agenda, and focus on results and impact.
3. Build stronger capacity in planning, monitoring, evaluation and reporting in the Federation network.

Achievements

As noted in the summary, this report focuses primarily on those activities which were supported through voluntary contributions, either for staff costs or for activities. In some more detail, these were as follows:

1. Develop and implement a performance and accountability framework for the International Federation.

Performance management and reporting system

One of the key aims of the third Institutional Strategy partnership with DFID and the British Red Cross Society (IS3) was to establish effective mechanisms that would help the International Federation monitor progress systematically. As part of this process, a robust system was developed to measure progress against the IS3 itself, principally based on the higher-level indicators and targets as outlined in the programme document.

A three-tier system has been developed and implemented in all 26 target National Societies, and Geneva secretariat departments supported by the IS3. This system provides annual progress updates on progress made against each of the indicators, in comparison to committed targets. The reports generated from this system are posted on the International Federation's intranet.

Operational planning and activity monitoring

In an ongoing effort to streamline and systematize the development of operational plans and budgets, and subsequently monitoring these plans and budgets, tools and guidelines have been developed and orientation provided to the secretariat technical departments and zones getting funding under the DFID IS III. The zones have in turn provided orientation on the new tools to all the target National Societies. The National Societies, zones and Geneva technical departments will be using these tools when submitting operational plans and budgets.

At the operational level, they will also be using these tools and guidelines to monitor or track progress being made on implementation of activities funded under DFID IS III. The lessons from developing these tools have led to the development of similar tools and guidelines for use by all National Societies in the development of their respective operational plans, once they have resources secured for their different plans for 2009 to 2010.

The systems and tools developed for the purpose of the IS have influenced a more systematic approach to activity and result planning and reporting for the International Federation's standard annual planning. A modified version of the key tool has now been included as a standard requirement for Federation-supported plans.

Federation-wide monitoring system

There is consensus among members of the International Federation that as an "International Federation", we can reach out to more people if we harness and align our collective resources,

¹ Summarized and extracted from the plan document. The 2009 plan will be revised in the 2009-2010 plan to be developed and published later in the year.

capacities and experiences. Consequently, this approach to doing business equally calls for a monitoring system that demonstrates results of the entire membership together.

It is for this reason that Strategy 2010 calls for establishment of a Federation-wide monitoring system to demonstrate our collective impact and how we jointly contribute to building a better world. During the current reporting period, the department has developed a concept note outlining how such a system should be established globally. The timescale and details are currently being discussed within the secretariat.

2. Continue with the reform of the planning and appeals process.

The reform and improvement of the International Federation's annual planning process is in fact a key element in the development and implementation of a performance and accountability framework for the International Federation. In this sense, this outcome should be seen as primarily a support to this outcome.

Accordingly, as described above, many of the developments within the DFIF IS3 have been now used to develop more robust systems for the standard Federation planning processes. A decision was taken by the deputy heads of zones to no longer develop standard documents called "appeals", and to have instead country-specific targeted plans, budgets and resource mobilization plans.

The main work to reform and improve the planning process was the establishment of an active cross-departmental and cross-zonal task force to develop the guidelines with extensive field input. The outputs of this task force guided the planning process for 2009 to 2010, and will be reviewed during the third quarter. This is a core function of the PMER department, not covered by voluntary funding.

3. Build stronger capacity in planning, monitoring, evaluation and reporting in the Federation network.

PMER self assessment

In 2007, the department initiated a PMER self-assessment exercise to facilitate a systematic way of identifying National Society capacity gaps and the development of strategies to address the gaps. It was designed so that National Societies could conduct a participatory self diagnosis of their capacities in PMER, including existence of PMER systems, guidelines, tools, human resource, etc, bringing together staff and volunteers at all levels. This process was conducted in 10 South and East African zones (Rwanda, Burundi, Mozambique, Malawi, Angola, Zambia, Namibia, Tanzania, Uganda and Ethiopia). These countries were able to develop capacity-building action plans to address the weaknesses they identified during these process.

Based on this learning, the department has further refined the guidelines and tools in a way that allows National Societies to conduct the exercises without Geneva PMER facilitation. The guidelines and tools are accessible to all National Societies on FedNet.

User-friendly guide on monitoring and evaluation

In order to facilitate enhanced skills, capacity and learning in National Societies, and for the secretariat to deliver quality programmes, the PMER department has developed a simplified version of the monitoring and evaluation handbook (not uniquely related to the DFID IS3). This was developed and shared with the technical departments in Geneva, zone PMER staff and National Societies. After incorporating their input, it was finalized and is currently available on FedNet.

PMER training package

In 2007, there was an ambitious attempt to develop a simple training package on planning, monitoring, evaluation and reporting. Extensive consultation and testing raised questions around the appropriateness of the materials. Attempts were made to address these issues, but further reviews led to a decision being taken in early 2008 that the materials should not be used in their current form. One key constraint later identified was the need to have clear agreed concepts and methodology before embarking on the development of a training package.

It has been proposed therefore to develop the training more closely linked with established Federation manuals and guides. In May, discussions with the ICRC (the Economic Security Unit) revealed that both organizations were engaged in developing tools and training materials on basic project management skills for programme managers. In addition, the ICRC materials were reviewed as being highly compatible with the methodologies used by the International Federation, and based on previous joint work and consolidation of approaches.

A proposal has therefore been put forward, that the two institutions should start working towards a common set of basic manuals and training, consisting of core modules on 1) Assessment (already existing) 2) Project/programme planning and design and 3) Monitoring and Evaluation. The fourth aspect of reporting will be treated slightly differently as the reporting requirements for the two agencies differ significantly. Each core module will have a short but comprehensive manual, accompanied by detailed training materials for a training course for each module.

This proposal has so far received good backing and support from within both organizations. It proposes a staged process whereby the currently existing material can still be used for guidance or training, while the main efforts will go into developing revised, consolidated ICRC/Federation manuals and training.

4. Other Areas

In addition to these three priority areas, key planned activity areas for 2008 included “Provide support to the Governing Board in the consolidation of the International Federation’s strategic framework”. Work to support this area has begun in earnest since May, and will be a very intensive area of work for the department for the rest of 2008 and 2009.

Constraints or Challenges

At the National Society level, competing priorities have affected the ability of some National Societies to update the DFID IS III data management system. Efforts are being made to have these National Societies update the information in the system. Additionally, to avoid future problems, a fixed period for updating the information has now been set as the first quarter of each year, capturing progress made during the preceding year.

Working in partnership

The most significant burgeoning partnership is the project to develop joint training materials on planning, monitoring and evaluation with the ICRC as mentioned above.

Contributing to longer-term impact

It is expected that the performance management system, operational planning guidelines and tools and PMER self assessments for National Societies, will continue to strengthen their PMER processes and systems. The improvements in robustness and use of standard outcomes and indicators in the standard annual planning system, along with the capacity-building initiatives are setting the ground for improved planning and monitoring throughout the International Federation.

Although the support under the plan was primarily 26 DFID IS III targeted National Societies, the tools and guidelines developed for PMER capacity self assessments benefited non-target National Societies like Zambia, Namibia, Mozambique and Tanzania. It is further expected that other non-DFID IS III countries will benefit from using these tools and guidelines, including those for operational planning and workplan monitoring.

Looking ahead

If National Societies adhere to the agreed commitment schedules, there are no expected glitches in future activity implementation. The improvements in the annual planning system are expected to lead to improvement in the quality of plans and the coherence between country, zone and global levels. However, this is an area for development and refinement. Feedback from the zones and country delegations will be sought on the planning process and the development of standard programme guidance and indicators in order to make any refinements deemed necessary for the following year.

How we work	
The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".	Global Agenda Goals: <ul style="list-style-type: none">• Reduce the numbers of deaths, injuries and impact from disasters.• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.
Contact information	
For further information specifically related to this report, please contact:	
<ul style="list-style-type: none">• Josse Gillijns, Head, Planning, Monitoring, Evaluation and Reporting Department, Geneva; email: josse.gillijns@ifrc.org; phone: +41 22 730 42 24; and fax: +41 22 733 03 95.	