

Programme Update



International Federation
of Red Cross and Red Crescent Societies

Planning and Performance Measurement

Appeal No.
MAA00014

13 August 2009

This report covers
the period 1 January
to 30 June 2009



Secretariat and National Society participants with their completed "logframes" at the pilot project/programme planning training held in Budapest. **International Federation**

In brief

Programme purpose: Planning, monitoring, evaluation and reporting process and practice supports quality service delivery and accountability in programmes.

In support of this long-term purpose, the 2009-2010 plan covers in detail two specific initiatives for which funding is sought. These initiatives are

1. Putting in place a Federation-wide reporting system (FWRS) and
2. Developing a planning, monitoring, evaluation and reporting (PMER) training package.

Programme summary:

Following wide-ranging consultation and preparatory work in 2008, the two key initiatives noted above made good progress in the first six months of 2009.

- The FWRS developments have focussed, to a large degree, on the development of definitions of seven key proxy indicators that will form a central focus of the system. To assist National Societies (NS) with the collection of FWRS data, guidance has been completed for two indicators and five more are under development.
- A working draft of the guidance manual for project/programme planning methodology (based on the logical framework approach) has been completed. A first pilot training on this has been held, with 2-5 more trainings planned and other learning strategies being developed.

Financial situation: The total 2009 budget is CHF 429,973 (USD 396,153 or EUR 282,001), of which CHF 175,165 (41 per cent) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 26,366 (6 per cent of the budget and 15 per cent of the income). The majority of activities (mostly training workshop and translation of training material) took place at the end of the reporting period, or will take place during the next

reporting period. Expenditure is therefore very low, against the year to date income and even lower against the annual budget. In addition, the costs so far for the FWRS have been minimal.

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

No. of people we have reached: The department's work has focused on institutional strengthening, and therefore, no primary beneficiaries are identified under the different activities outlined in this update.

Our partners: The department participated in international forums on PMER, and led the secretariat's involvement in an inter-agency peer review.

Context

In 2008 the PMER function in the field became more firmly established with all seven Zones having PMER staff, although the numbers and functions of these staff vary considerably between the Zones and across regional and country structures. Although still not fully established, the current structures allow for a more comprehensive reach of the PMER function in the secretariat.

The overall drive for increasing professional and result-focused PMER systems generally in the humanitarian and development communities affects the secretariat's PMER work both positively and negatively. On the positive side, the increased profile of issues around performance management and accountability is noted, and good practices by other organisations are studied to inform the development of new projects or improvement to the ongoing work of PMER within the secretariat.

Progress towards outcomes

Outcomes

The main stated outcomes of the PMER department plan for 2009-2010 were:

Programme component 1: Coherent PMER systems
Outcome 1: Coherent PMER systems linking Federation-wide, NS and secretariat systems are in place
Output 1.1 (for which funding is sought): Federation-wide monitoring system is in place

Achievements

Development of the Federation-wide reporting system (FWRS)¹ is progressing, and is expected to play a critical part of the International Federation's performance management and accountability framework, and the implementation of the new ten-year strategy (Strategy 2020).

An initial concept paper for the FWRS was updated and disseminated in January 2009, and a FWRS Working Group was formed, utilizing a SharePoint website for dissemination and discussion of FWRS content.

A key step in the development of the FWRS has been the methodology upon which the system will operate. Data for the FWRS will be based on seven key proxy indicators, which will be complemented by the ongoing reports prepared and assessments conducted by the International Federation. The seven proxy indicators are: 1) Number of people reached, 2) Number of people volunteering time, 3) Number of people volunteering money, 4) Number of

¹ Previously this was referred to as the Federation-wide monitoring system, but is now called the Federation-wide reporting system (FWRS)

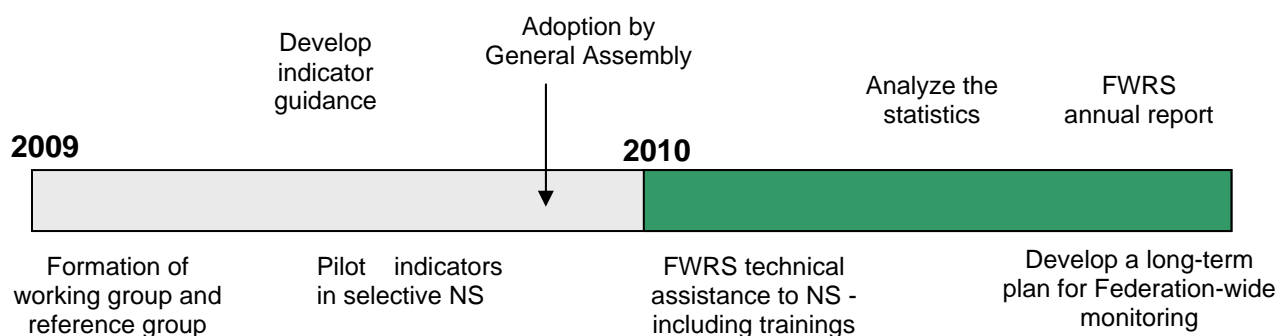
paid staff, 5) Total income received, 6) Total expenditure, 7) Number of local units (i.e. chapters, branches).

Ongoing work has focussed to a large degree on the development of indicator definitions and guidance to assist NS with the collection of FWRS data. Guidelines for the people-reached indicator have been prepared and shared for review, and was piloted as part of the secretariat programme planning process.

Guidelines have also been developed for the financial expenditure indicators, with input from the Finance Working Group (FWG) in June, 2009. Twelve NS from the FWG have agreed to pilot the finance indicators prior to the next working group meeting in December 2009, where experiences will be considered to refine the methodology and guidance resources.

Guidelines for the other indicators are currently being drafted, as well as an overview description of the FWRS. In addition, templates and working examples have been developed, as well as presentations that explain the FWRS and some of the more challenging aspects of counting people-reached.

The various FWRS guidance resources will be bundled into a FWRS package that will be available for review in August 2009, with revision to occur in time for sharing at the November 2009 General Assembly meeting.



Another key element of the FWRS that has been given much attention is a reliable data management and sharing system. PMER has been actively involved with the FedNet Working Group in providing system specifications for a web-based platform for the FWRS. This would create a space for NS to manage FWRS data, as well as other data reporting needs as part of a comprehensive data management system. It is expected that such a system could consolidate NS data collection and reporting needs in one centrally located place.

Challenges

One of the key challenges of the FWRS is the scale and scope of programming throughout the International Federation. This challenges the collection of higher level, outcome indicators that measure change and impact. Therefore, it is critical to begin such an initiative within the capacity of the NS. With this in mind, the proposed indicators are limited to a shortlist of key measures that many NS already collect on as part of programme management.

The preparation of the indicator guidelines has underscored the degree of complexity to report on the indicators, and the necessary involvement and commitment from NS. Although the number of indicators proposed for the FWRS has been reduced from a more complex accountability framework of outcome indicators, the task of collecting on the handful of proxy indicators is not simple. NS would have to carefully collect and aggregate data with respect to direct and indirect recipients, as well as avoid double counting.

Therefore, a key risk is that the majority of NS do not fully realise the complexity and involvement of the FWRS, which can have serious implications on its acceptance in the International Federation. Consequently, the development of the FWRS is addressing this risk in

a number of different ways, including detailed consultation with stakeholders, modification of the original indicator set to be measured, and the preparation of detailed guidance notes developed for each indicator.

Programme component 2: Building a PMER culture
Outcome 2: A PMER culture is supported and natured
Output 2.1 (for which funding is sought): Technical knowledge and skills, quality and coherence of PMER in the International Federation is improved

Achievements

In 2008, a first draft of the revised manual on project/programme planning methodology was finalised and circulated, following extensive consultation within the International Federation. In 2009, a second and third draft were completed and shared with a wide reference group for comments. During the annual Secretariat PMER meeting in April 2009, the final comments and changes were suggested to this third draft. With these changes incorporated, a working draft is now in circulation as the working draft for reference within the International Federation.

Following the April meeting, work began on developing the training workshop that will accompany the guidance manual. Like the guidance manual itself, the training workshop was developed from different sources, including primarily the International Federation's previous "project planning process" training materials, and the International Committee of the Red Cross Ecosec's training manual for their "project/programme management" training.

In addition to these two sources of case-study based training, innovative, dynamic and participatory training methods developed and tested by the American Red Cross have been incorporated in the training to encourage the de-mystifying of planning (logical framework) methodology through interactive peer learning.

The first pilot workshop was held right at the end of the reporting period (30 June-4 July 2009) in Budapest for both secretariat and NS participants from the Europe Zone. The participants were a mix of programme managers for whom the topic was relatively new, and a number of potential future trainers to further roll out the use of the guidance manual and training materials.

Various evaluations were held during the pilot training, of the format, the materials and the approach. The feedback from participants was broadly positive (95 per cent positive evaluation on the final evaluation questions), but also including some significant suggestions and feedback on how to further develop the training in order to make it more appropriate for different audiences. The most commonly suggested changes will be incorporated into the training materials and further tested during at least two more training workshops to be held during 2009. These training workshops will be used as the key basis to start rolling out the planning guidance manual and training around the world during 2009 and into 2010 (see "looking ahead" below).

Challenges

There were no major external constraints or challenges during the reporting period related to this task. Building consensus and agreement continues to be a lengthy process within an organisation as large and complex as the International Federation, but progress has been steady as described above.

Working in partnership

The PMER department in Geneva and Zonal PMER managers continued to participate in a number of international forums on issues related to PMER, as noted in the context of this report. This continuous interaction with various learning forums ensure that the tools and systems being developed as described above are in line with current learning and best practice within the PMER sector of the humanitarian and development system.

For both the initiatives described above, working in partnership throughout the International Federation is critical for such a wide-reaching initiative. Both initiatives benefitted from wide-ranging consultation in 2008, and are being tested, further developed and implemented now in consultation and collaboration with Zonal offices and NS.

A key element of the FWRS success will be the capacity and political will of NS to adopt the system. With this in mind, guidelines are carefully prepared to anticipate conceptual and practical questions that will help build capacity and political buy-in. Related, careful attention is being given to marketing the FWRS. This includes underscoring how the FWRS will help to meet multiple NS needs, including providing key data for programme management, fund raising, etc. The Working Group has sought to involve a variety of stakeholders from NS and Zones, and once the FWRS is ready to pilot, the vision is to first implement it with key, receptive NS, who in turn can help to share their experience with other National Societies. Likewise, senior management at all levels of the International Federation will be petitioned to support the implementation of the FWRS.

Contributing to longer-term impact

The progress made with the development of planning guidance and training is too early to have any significant impact on the quality of the work carried out in the field. However, the good progress made this year, combined with other support and improvements made throughout the PMER network, are building on past successes and setting the stage for further improvements in project management throughout the International Federation.

In the longer term view, both initiatives described here represent a considerable investment by PMER with high potential for longer-term impact. Internationally there is increasing emphasis on accountability. Training in improved project planning, monitoring evaluation and reporting skills, together with the FWRS, will both allow the International Federation to improve its performance and accountability as a leading global actor in the humanitarian field.

The FWRS will also contribute to monitoring and reporting on key performance dimensions as identified in Strategy 2020 (the high-level strategic document for the International Federation for 2010-2020):

1. Coverage – the extent (geographic and demographic) that we reach population groups and communities in need.
2. Impact – the difference we make (positive or negative) where we function.
3. Quality – the extent to which our services reach appropriately-set standards and norms.
4. Efficiency – the extent to which our work is completed in a timely and cost-effective manner.
5. Compliance – the extent to which we comply with our stated principles, codes, and values that drive our service delivery, and underpin our integrity and accountability to beneficiaries and other stakeholders.

Related to this, the FWRS offers multiple benefits for NS, both individually and collectively:

1. Enhancing programme management and, ultimately, the achievement of our mission.
2. Promoting the work of the Red Cross Red Crescent, supporting resource mobilization, advocacy, and celebration of our accomplishments.
3. Contributing to impact assessment.
4. Upholding accountability and transparency at multiple levels with timely, transparent information for our beneficiaries, donors, NS, partners, and other key stakeholders.
5. Promoting information sharing, organizational learning and collaboration within the International Federation.

Looking ahead

Regarding output 2.1 (the development of guidance manuals and training), following the successful pilot of the training materials in Budapest for the Europe Zone, at least two further trainings will be held, in Nairobi for East African NS and in Dakar for NS from West and Central

Africa, for which the materials will be translated into French. Discussions are ongoing to hold further workshops during the rest of the year in the Middle East and North Africa, Asia Pacific and in the Americas. In each case, specific efforts are being made to ensure that the trainings are run with sustainability and follow-up in mind.

Now that consensus is being established on planning, monitoring and evaluation methodology and approach, this will be incorporated into more specific guidance toolkits on aspects of monitoring and evaluation during the next months of 2009, also accompanied by training manuals. In addition, the possibilities of having some or all of the training curriculum available online are being explored with the training department in Geneva.

The FWRS figures strategically into future PMER work and potential impact. Currently it is at the development stage but, as the previous discussion reflects, the next steps are to pilot, refine and market the system. The ultimate aim is to build a culture for collecting on FWRS data within the capacity and will of NS.

As the global collection on the key, proxy indicators for the FWRS is a new initiative for the International Federation, it is imperative that NS receive adequate guidance and support. In relation to this, it is important that they understand the value and benefits of such a system. Therefore, much of PMER's work ahead with the FWRS will involve building the collective understanding and capacity of NS for the FWRS. As mentioned, numerous resources have been developed, but these will need to be complemented with trainings as well as face-to-face technical assistance provided by PMER from the secretariat and zone levels.

How we work	
<p>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".</p>	<p>Global Agenda Goals:</p> <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	
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