

Revised Plan 2011



Planning, monitoring, evaluation and reporting

Executive summary

In the 2009-2010 plan, the secretariat's Planning and Evaluation department (PED) identified 3 key areas to contribute to planning, monitoring, evaluation and reporting (PMER) process and practice which supports quality service delivery and accountability to vulnerable communities:

- Building coherent PMER systems linking the International Federation of Red Cross and Red Crescent Societies (IFRC), National Societies (NS) and the secretariat.
- Supporting and nurturing PMER culture.
- Improving engagement between PMER and programmes.

Over the next 4 years (2011-2014), PED will seek to achieve the following outcomes:

- 1) Support a culture and practice of quality and reliable planning;
- 2) Support a culture and practice of quality and reliable monitoring and reporting;
- 3) Support a culture and practice of quality and reliable evaluation and
- 4) Improve knowledge and programme management by using appropriate IT solutions.

In the 2011 plan, 2 key PMER components to develop, and for which IFRC is seeking funding are capacity building in PMER and resourcing M&E capacities in the zones. This second component proposed for funding i.e. resourcing M&E capacities in the zones, is about investing in people to increase the IFRC's ability to improve M&E. This new area for support will involve hiring of local staff in the zones with M&E expertise to support a harmonized and coherent M&E practice within the IFRC.

The total 2011 budget is CHF 0.6m ([Click here to go directly to the summary budget of the plan](#)).

Context

Over the last two years, progress has been made in building robust PMER systems and structures that link Federation-wide, NS and IFRC secretariat systems, as well as the accompanying PMER resources. This includes a new Federation-Wide Reporting System, a newly drafted IFRC Management Policy for Evaluations, the revision of the Programme/ Project Planning (PPP) Guidelines, the development of new Monitoring and Evaluation (M&E) Planning Guidelines, and related trainings for each these areas. These PMER resources have already enhanced the quality and reliability of the NS and IFRC secretariat's strategic and operational planning, monitoring and evaluation, and reporting processes.

However, the underlying challenge remains that although a package of resources and tools have been developed, they now need to be "rolled-out" to the broad network of stakeholders within the IFRC. While some of this has already occurred, the process is challenged by limited resources to reach the wide scope/scale of NS (currently 186), the high turnover of staff in many NS, and the significant gaps in capacities in both NS and the IFRC secretariat to ensure quality PMER throughout the IFRC.

Continued support is needed to fully develop and implement the PMER vision to uphold quality performance and accountability. For instance, the Federation-Wide Reporting System (FWRS) is a completely new initiative that is to be implemented throughout all 186 NS, with data entry and sharing hosted on a new internet platform. Such an initiative can not happen “over night,” but necessitates continued support to sustain it during such a critical start-up period.

Priorities and current work with partners

The IFRC operates within a diverse and challenging global context, with 186 National Societies (NS) providing services ranging from blood to shelter provisions. To maintain its tradition and reputation as a reliable humanitarian organisation, the IFRC needs to improve planning, monitoring, evaluation and reporting (PMER) so that it better reflects results at beneficiary level.

There is also increasing awareness, commitment and partnerships by NS with affected communities, as well as a deepening partnership with institutional supporters for stronger PMER systems and capacities. Moreover, our new Strategy 2020 (for the next 10 years) highlights this area in one of the strategy’s three enabling actions and the accountability principles through which this can be achieved.

In order to achieve quality performance and accountability at IFRC, the Planning and Evaluation department (PED) will seek to achieve the following outcomes over the next 4 years (2011-2014):

- 1) Support a culture and practice of quality and reliable planning;
- 2) Support a culture and practice of quality and reliable monitoring and reporting;
- 3) Support a culture and practice of quality and reliable evaluation and
- 4) Improve knowledge and programme management by using appropriate IT solutions.

These are crucial supports that will enable the entire IFRC to better plan its work, and support reliable and systematic monitoring and evaluation of its performance. The key focus areas through which PED will contribute to the outcomes are:

- a) Build capacities of staff in National Societies and the secretariat;
- b) Provide technical assistance to staff in National Societies and the secretariat;
- c) Develop PMER systems, guidelines, and tools, including a reliable and credible reporting system that demonstrates the scale, quality and impact of the work of the IFRC.

Discussions with the zones have identified significant gaps in capacities in both NS and the IFRC secretariat to ensure quality PMER throughout the IFRC. This revised PMER plan 2011 is developed based on an understanding of the needs of secretariat offices and National Societies worldwide (as described above), and will be implemented in partnership with them.

This plan highlights 2 key PMER components to develop, and for which IFRC is seeking funding i.e. capacity building in PMER and resourcing M&E capacities in the zones. This second component proposed for funding i.e. resourcing M&E capacities in the zones, is about investing in people to increase the IFRC’s ability to improve M&E. This new area for support will involve hiring of local staff in the zones with M&E expertise to support a harmonized and coherent M&E practice within the IFRC.

The department will continue to engage in dialogue and discussion with inter-agency forums and platforms such as the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) and the Steering Committee for Humanitarian Response (SCHR).

Secretariat programmes in 2011

Planning, monitoring, evaluation and reporting

The planning, monitoring, evaluation and reporting programme budget is CHF 0.6m.

Programme purpose
Uphold quality <u>performance and accountability</u> at IFRC through support in planning, monitoring, evaluation, and reporting.

Programme component:
Outcome 1: Support a culture and practice of quality and reliable <u>planning and evaluation</u>.
Output 1.1: Capacity building to secretariat and NS in strategic, project/programme and other planning.

Discussions with the zones have identified significant gaps in capacities in both NS and the IFRC secretariat to ensure quality PMER throughout the IFRC. The global PMER programme seeks to enhance the knowledge and skills of NS and IFRC secretariat staff in strategic, operational and emergency planning using various learning techniques ranging from training workshops to interactive, online learning platforms, as well as appropriate guidelines and tools that support knowledge and skill building.

A total of 14 trainings or training of trainers' workshops for NS and IFRC staff are planned. Wherever possible, the zones receiving the training in PMER will be asked to contribute 10% to 20% of the cost of the training from their own budget.

The PPP online training will be based on the PPP guidance. The training aims to develop the knowledge and skills of participants in planning for projects and programmes using an interactive, online learning platform. This online training will be developed using experience gained within the IFRC with online trainings, for example, the modular e-learning course on security, available on the learning platform at www.ifrc.org/learning.

The recently established Planning, Monitoring and Evaluation e-learning community platform (https://ifrc.csod.com/lms/connect/connect.aspx?tab_page_id=-190001) will be used to keep track of participants attending these trainings in order to make sure NS use the knowledge gained from these trainings. Through this community of practice, members will also benefit from networking and knowledge sharing on PMER with their peers.

Programme component:
Outcome 1: Support a culture and practice of quality and reliable <u>planning and evaluation</u>.
Output 1.2: Capacity building to secretariat and NS in evaluation.

An important tool for the outcome for reliable evaluations is the IFRC Management Policy for Evaluations. It supports the technical assistance PMER provides, and upholds internationally recognized standards and criteria that guides how evaluations are planned, managed, conducted, and utilized by the secretariat of the IFRC. The 'Managing an evaluation' guidelines will be developed as part of the M&E guidance package. This will be followed by the development and piloting of 'Managing an evaluation' training.

Programme component:
Outcome 2: Support a culture and practice of quality and reliable <u>monitoring and reporting</u>.
Output 2.1: Federation-Wide Reporting System piloted and implemented.

The FWRS is a system for NS and the IFRC secretariat to reliably monitor and report on key data on an annual basis to improve the performance and accountability of the IFRC as a leading global actor in the humanitarian field. Data for the FWRS is based on seven key proxy indicators, complimented by the ongoing reports prepared and assessments conducted by the Federation. The seven proxy indicators are: 1) # people reached, 2) # people volunteering time, 3) # paid staff, 4) # local units (i.e. chapters, branches), 5) # people donating blood, 6) # total income received, and 7) # total expenditure.

The FWRS has been piloted with 24 NS and will be tested with all NS in October-November 2010, supported by the zone FWRS focal points. Specific support for each NS will be determined based on existing capacities at the headquarters and branch levels. This will be provided through trainings to

promote understanding of the FWRS, and build capacities and systems to collect information from branches and aggregate them at the headquarters level.

Based on the feedback from the testing (October-November 2010), additional resources will be developed to further understanding and implementation of the FWRS such as an e-learning page, tools, templates, summaries etc (refer to the table below for more details).

DATE	KEY STEPS
<i>December 2008</i>	Initial concept paper for the FWRS developed, disseminated, and shared.
<i>July 2009</i>	First draft of various FWRS resources , bundled into a package for wider dissemination in the Federation; The comments received led to a revision of the key documents in September 2009.
<i>November 2009</i>	Adoption of the principles of a Federation Wide Reporting System by the General Assembly.
<i>February 2010</i>	FWRS Focal points identified in each Zone.
<i>March 2010</i>	Site visit with the Swedish RC This “pre-pilot” involved participation of Headquarters (national and international) and branch level.
<i>June 2010</i>	FWRS key resources revised , and new training material prepared.
<i>July – September 2010</i>	Pilot of FWRS in 24 selected NS identified by the Zone; various workshops/trainings held.
<i>October 2010</i>	Launch of FWRS data entry pages on FWRS IT platform; available in English, French, Spanish, Arabic and Russian.
<i>Oct. – Dec. 2010</i>	“Test run”, first full test with all NS.
<i>November 2010</i>	Launch of FWRS data display pages on the FWRS IT platform.
<i>First quarter 2011</i>	Revision and finalization of key resources , development of new resources (e-training, discussion forum etc.), translation and dissemination.
<i>June 2011</i>	FWRS rollout in all National Societies; baseline data at 2010 levels.

Programme component:
Outcome 2: Support a culture and practice of quality and reliable monitoring and reporting.
Output 2.2: Capacity building to secretariat and NS in programme monitoring and reporting.

A critical mass of M&E capacities is crucial to the success of this outcome. A mapping of existing M&E capacities and resources at the zone level, and what is currently being done in each zone will be carried out in order to establish a baseline. In recognition that a long term approach is needed if we are to have any lasting impact on the capacity of NS and zones in terms of M&E, local staff M&E positions will be put in place at the zone level, thus ensuring a certain level of stability of the M&E function.

This initiative needs to be backed by PMER capacity building and technical assistance. Among key M&E resources to be developed will be an M&E plan, an indicator tracking table and a reporting format. Together with other M&E planning tools, these tools will support a harmonized and coherent M&E practice within the organisation.

The monitoring and evaluation online training will be based on the M&E guidance. The training aims to develop the knowledge and skills of participants in monitoring and evaluation for projects and programmes using an interactive, online learning platform.

b) Potential risks and challenges

Key Risks	Probability	Consequence (if risk realized)	Mitigation strategy
Programmatic			
High staff turnover. Lack of PMER field staff and capacity.	High	High	Mapping of capacities at the NS and zone level, and what is currently being done in each zone will be carried out in order to establish a clear understanding of existing PMER capacities. Beginning from that point, mechanisms such as peer-to-peer support, resourcing of local M&E positions, etc will be implemented. In addition, it is foreseen that by providing sustained support in PMER, this will lead to lower rates of staff turnover and retain PMER capacities.
Different views on planning and M&E methodology within the IFRC and the secretariat.	High	High	Wide consultation with NS and within the secretariat (field and Geneva). Flexible methodological approach that can be modified as needed for the particular context.

Role of the secretariat

a) Technical programme support

PMER in the field and in Geneva provide technical support to programme managers, and colleagues in the field of health, disaster management, organisational development and principles and values. A key activity in this area is improving the set of standard programme outcomes and indicators development by the technical departments.

Promoting gender equity and diversity

Capacity building initiatives and trainings will be provided through the PMER projects outlined above. These initiatives and trainings will target both male and female participants, and will be based on merit and need. All PMER's work will continue to promote the consideration of identified needs of target audience – women, girls, men and boys – during all stages of the project/programme cycle.

Quality, accountability and learning

The overall drive of all PMER activities is improving the level of accountability and learning within and across IFRC programmes. In order to monitor progress on the proposed activities and to ensure that quality is being achieved globally, a monitoring and evaluation plan, based on the PED logframe, will be developed, which will include responsibilities for and frequency of the collection of data, based on the agreed indicators. These indicators relate to measures that will quantify both NS and the IFRC secretariat's contributions towards achieving the stated outcomes.

How we work

The IFRC's vision is to:

Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

Contact information

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