ANNUAL REPORT

International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

MONITORING AND EVALUATION

April 2004

In Brief

Appeal No. 01.102/2003; Appeal target: CHF 798,000; Appeal coverage: 44.9%;
(Click here to go directly to the attached Financial Report).

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning (refer below to access the detailed log frame documents). All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at http://www.ifrc.org

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Introduction

The objectives and activities of the monitoring and evaluation department contributed to the achievement of the International Federation's results as outlined in its annual priorities, and ensured that monitoring and evaluation are relevant, effective and implemented to the best international practice of shared learning and accountability. To this end the monitoring and evaluation department fulfilled the following functions: self-assessment of national societies and evaluation of programmes/policy.

Self-Assessment of National Societies

Overall Goal: To contribute to building a Federation that is made up of well functioning national societies with capacity to improve the lives of the most vulnerable, as called for in *Strategy 2010*.

Objective 1: To assist individual Red Cross and Red Crescent Societies in identifying their strengths/weaknesses and in prioritizing their actions in line with Strategy 2010 and against the characteristics of a well functioning national society.

The Self-Assessment questionnaire was administered to 71 national societies. In total, 186 national societies were invited to participate in the Self-Assessment process since the beginning of the project in 2000 and 164 responded. In 2003 fifty national societies sent their responses.

The Evaluation Department prepared individual feedback for all 50 national societies that sent their responses in 2003. The purpose of the individual feedback was to acknowledge the information received from the national societies, ask for clarifications if needed and recommend action following the valid Federation policies. Based on the feedback, and after revision and approval of the action points by each national society, the regional department in the Federation Secretariat in Geneva and the corresponding delegation, a plan of cction for the follow up of the self-assessment had to be developed. The plan of action included focal points in the national society, as well as the deadlines for the planned actions. The feedback and plans of actions helped individual societies to identify their strengths/weaknesses, and demonstrate their commitment for change and prioritising actions in line with Strategy 2010.

The Evaluation Department has also been involved in providing technical support to the South Africa Red Cross Society with regards to the on going Self-Assessment process at national, regional, branch and local committee level. Responses from all levels in the Society have been analyzed. The results were discussed and plans for follow up of the findings were agreed upon during five regional workshops conducted in the period from March to June. The regional workshops were conducted with the financial and facilitation support from the Evaluation Department.

Main achievements:

- **Responses of 50 national societies (out of 71) to the Self-Assessment questionnaire.**
- **Providing findings to all the national societies that answered the questionnaire in 2003.**
- **Completion of the second round of Self-Assessment completed at all levels (local/regional/branch/national) in the South Africa Red Cross Society.**

Constraints:
Cooperation with other Departments in the Federation should be further developed in order to provide better technical assistance to national societies in their commitment for Well Functioning National Societies.

Objective 2: To support the Federation's Governing Board in policy and strategy making by providing the means to annually review members' performance against the characteristics of a well functioning national society.
Based on the analysis of the responses by the national societies that completed the Self-Assessment Questionnaire since 2000, a global report was prepared and presented to the Federation Governing Board and the General Assembly in November 2003. Its objective was to inform the Governing Board and Federation members about the status of the member Societies, to provide means to review the members' performance against the Characteristics of a Well Functioning National Society, and to identify strengths and weaknesses through a synthesis of findings of Self-Assessment. The 2003 report also included regional profiles for all five regions, Africa, Americas, Asia & Pacific, Europe and MENA, in addition to the analysis of the global trends.

The conclusions of the Self-Assessment Global Report stated that it is of the utmost importance to ensure the alignment of capacity building and recourse allocation to follow up on the findings of the Self-Assessment. The operational value of the findings depends on the ability of the Federation network to provide support to the member requiring assistance. The findings in the report reiterated the evidence with regards to the diversity of national societies; however, it also confirmed that many of the challenges facing national societies seem to be similar regardless of social, political and economical situation. Completion of the first cycle set the baseline for beginning of the historical analysis in the next cycle. This enabled the Federation to monitor the changes within the network.

Main achievements:

- **Global report on National Society Self-Assessment covering the period from 2000 to 2003.**
- **Presentation of this report to the Federation Governing Board and the General Assembly.**

Constraints:

The key findings of the Self-Assessment allowed for fruitful discussion at the Governing Board. However, the Self-Assessment, by identifying Societies' strengths and weaknesses, as well as the main challenges faced by Societies, should be further used within the Federation as a planning and monitoring tool.

Evaluation of Programme/Policy/Process

Overall Goal To make a significant contribution to the achievement of the International Federation's result orientation by ensuring that evaluations and related analytical functions are:

- relevant to the needs of the International Federation;
- implemented to the highest international standards;
- cost effective; and
- implemented in a collaborative and participatory manner consistent with winning acceptance of the findings by all stakeholders.

Objective: The evaluation function continued to provide support to Federation management, delegations, and national societies for result-oriented programming and accountability.

The appeal document articulated the agreed approach in relation to the execution of strategic evaluations and capacity building. Following broad consultation throughout November, and within the agreed budgets, the annual work plan for 2003 was approved in December 2002. This work plan set out the evaluation activities currently being implemented. At the present, individual components of this work plan are at different stages of completion, namely ten exercises to be managed to varying degrees by the evaluation department, and implemented using independent consultants.

In addition to the agreed annual work plan of Evaluation activity, the Evaluation department provided active input into work throughout the organisation and has to date undertaken a key role into the following initiatives: Drafting of Evaluation Policy document, Review of Federation's Processes and Procedures, Information Systems Steering Team (ISST), Development of Risk Management models, HIV/AIDS task force, World Disaster Report, Briefing and Debriefing of (51) delegates, Implementation of FedNet, updating of website enabling a Consultant register and report site, Gender Action Group, PRD evolution report, consolidation of plan of Action for Latin America and Caribbean.

The following exercises were completed, or were at different stages of execution (Planning, Implementation, and Follow-up):

- Evaluation of the Federation's Hosted Arrangements for Inter-Agency Initiatives December 2002;
- Evaluation of the Cause Marketing Programme, Polish Red Cross, Completed;
- Evaluation of Federation's response to the HIV/AIDS pandemic, a seven country case study in Latvia, Jamaica, Chile, China, Togo, Zimbabwe and Mozambique Completed;
- Evaluation of the LISN 3 programme in Southern Africa, Completed ;
- Evaluation of management and co-ordination to Iraq response, Completed;
- Evaluation of Distance Learning Programme in Central America, Completed;
- Evaluation of Federation's response to the China Floods, Completed;
- Evaluation of Amazonica programme in Americas, Completed ;
- Review of National Society Self Assessment, Planning phase;
- Evaluation of implementation of recommendations from 2000 Pan-African conference, Implementation phase;
- Translation and dissemination of Monitoring and Evaluation Handbook for national societies and Delegations, Completed;
- Consultation process on 2004 mid-term evaluation of Strategy 2010, completed and now in Implementation phase;
- Evaluation of Pan American Regional Disaster Unit, inception report completed, now under implementation;

- Evaluation of Southern Africa Food Security Programme, Implementation.

The evaluation department has *inter alia* continued to align and integrate adherence to SPHERE standards into Terms of Reference for evaluation activity. In addition, all evaluation reports had to be accompanied by a management report prior to completion and publication of the report. This encouraged utilisation and uptake of recommendations and facilitates follow-up review by the evaluation department. In that regard the department intensified its oversight on evaluation reports to ensure targeting of recommendations facilitating ease and accountability in management response.

Main achievements:

- **Successful implementation of the evaluation function, making a significant contribution to organisational shared learning by providing managers and decision makers with evidence based information from 7 independent evaluations;**
- **Comprehensive technical support provided to Secretariat departments, national societies and PNS;**
- **Contribution to organisational development within the secretariat and at national society level through engagement, cooperation and consultation in task forces, working groups, specials studies and investigations.**

Constraints: the lessons learned should be further used widely and internalized, in order to influence the organisational shared learning.

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.102/2003 Monitoring And Evaluation
Period: year 2003
Project(s): G36130, 36100, 36110
Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	798,000				
less					
Cash brought forward	-45,894				
TOTAL ASSISTANCE SOUGHT	843,894				
Contributions from Donors					
British Red Cross (DNGB)	26,211				26,211
DFID - British Government (DFID)	-4,701	Reallocations			-4,701
DFID 4- British Government (DFID04)	188,120				188,120
Icelandic Red Cross (DNIS)	16,446				16,446
mIRC (DPS022)	5,000				5,000
Norwegian Red Cross (DNNO)	18,700				18,700
Standing Commission (DM28)	14,500				14,500
Swedish Govt.via Swedish Red Cross (DGNSE)	84,800				84,800
TOTAL	**349,075**				349,075

II - Balance of funds

OPENING	-45,894
CASH INCOME Rcv'd	349,075
CASH EXPENDITURE	-376,524

CASH BALANCE	-73,342

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III - Budget analysis / Breakdown of expenditures

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES Goods/services	KIND & SERVICES Personnel	TOTAL Expenditures	Variance
SUPPLIES						
Shelter & Construction						
Clothing & Textiles						
Food & Seeds						
Water & sanitation						
Medical & First Aid						
Teaching materials						
Utensils & Tools						
Other relief supplies						
Sub-Total						
CAPITAL EXPENSES						
Land & Buildings						
Vehicles						
Computers & Telecom equip.						
Medical equipment						
Other capital expenditures						
Sub-Total						
TRANSPORT & STORAGE						
Warehouse & distribution						
Transport & vehicles		9			9	-9
Sub-Total		**9**			**9**	**-9**
PERSONNEL & TRAINING						
Personnel (delegates)	*270,000*	28,167			28,167	241,833
Personnel (regional, national staff)		98			98	-98
Consultants	*139,000*	91,527			91,527	47,473
Workshops & training	*174,130*	29,474			29,474	144,656
Sub-Total	***583,130***	**149,266**			**149,266**	**433,864**
GENERAL & ADMINISTRATION						
Travel & related expenses	*34,000*	31,078			31,078	*2,922*
Information expenses	*118,000*	146,676			146,676	*-28,676*
Admin./general expenses	*11,000*	14,480			14,480	*-3,480*
Sub-Total	***163,000***	**192,233**			**192,233**	***-29,233***
PROGRAMME SUPPORT	***51,870***	**24,474**			**24,474**	*27,396*
Operational provisions						
Transfers & contributions		**10,542**			**10,542**	***-10,542***
TOTAL BUDGET	***798,000***	**376,524**			**376,524**	***421,476***