

Appeal 2006-2007



International Federation
of Red Cross and Red Crescent Societies

PLANNING, MONITORING, EVALUATION AND REPORTING

Appeal No. MAA00014

16 July 2007

In a world of global challenges, continued poverty, inequity, and increasing vulnerability to disasters and disease, the International Federation with its global network, works to accomplish its Global Agenda, partnering with local community and civil society to prevent and alleviate human suffering from disasters, diseases and public health emergencies.

In brief

Programme summary: The Planning, Monitoring, Evaluation and Reporting (PMER) department was created to integrate functions and increase capacities in Geneva, in the field as well as in national societies. The basic approach was to ensure PMER is everyone's responsibility and the department is there for technical support. The department strives to improve results and accountability by engaging stakeholders in programme planning and decision making, disseminating appropriate information to stakeholders, using recognized best practices and standards in programmes and incorporating lessons learned, efficient and effective use and control of resources to meet expected outcomes, complying with legal requirements to protect and safeguard beneficiaries and the organization from risk as well as acting in accordance to fundamental principles and codes of conduct, and reflect this in their working processes.

The current initiatives in place (or are still being planned) to better support accountability include:

- Baseline survey of all national societies to track progress of the Global Agenda goals against a limited number of core indicators;
- A standardized list of programme indicators for more consistent results-based planning;
- A monitoring and evaluation framework for learning and accountability;
- A systematic and routine tracking and reporting to allow for results-based management of programmes;
- A policy framework to promote performance and accountability.

Goal: To lead and promote an organizational culture of continuous learning and performance measurement in the Federation to improve quality, impact and accountability.

Needs: Total 2007 budget CHF 3,450,000 (USD 2,870,000 or EUR 2,090,000). The department has so far received CHF 625,000 and, thus, the amount that is needed is CHF

2,825,000. See table below:

Table 1: Budget Summary for the year 2007.

Programme	Total	Budget Available	Required
Planning, Monitoring, Evaluation and Reporting	3,450,000	625,000	2,825,000
Total	3,450,000	625,000	2,825,000

No. of people we help: The PMER department is supporting a total of seven zones and 185 national societies.

Our partners: The department has been working together with partner national societies, regional reporting units, host national societies as well as other non-governmental organisations.

Background

Committing to deliver on the Global Agenda is a first step to help achieve a greater impact for vulnerable people around the world. But good intentions are not enough. The PMER has a collective responsibility to continually improve the quality and effectiveness of programmes, and measure the results against clear targets.

Translating the Global Agenda into specific targets and priorities at the country, regional and global level, and aligning to existing regional plans will be a major task. These targets must be based on existing commitments, as well as regular assessments of priority needs and on where the Red Cross Red Crescent can make the greatest impact.

The Federation also needs to commit to continuous improvements through monitoring and evaluation mechanisms. This must be complemented by a strong accountability framework, beginning with our accountability to effectively meet the needs and priorities of vulnerable people through quality programmes, but also to our supporters to show we have used resources in a transparent and efficient manner, and to ourselves, to comply with our mutual obligations towards a well-functioning Federation.

There is a growing recognition of the need for effective planning, monitoring, evaluation and evaluation (PMER) to achieve the Strategy 2010 as well to demonstrate results. This need came up due to the following discoveries:

- PMER functions were not prioritized and integrated in programmes;
- Few criteria or processes were in place for quality control and consistency;
- Lack of focus, quality and prioritization in plans and appeals;
- No clear indicators to measure and report progress;
- Purpose of evaluations were often not clear or focused;
- No internal follow-up and knowledge sharing mechanisms were in place to apply learning;
- Vulnerable people and national societies' participation, quality, accountability and results were often "missing" in PMER.

Table 2: Main elements of a Federation-wide PMER system

Planning	<ul style="list-style-type: none"> • All strategic and operational plans aligned to Global Agenda and Framework for Action. • Joint regional planning exercises set regional and country level targets and priorities.
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	<ul style="list-style-type: none"> • Programme plans use standard objectives and indicators to monitor and report consistently on results and impact.
Monitoring	<ul style="list-style-type: none"> • Consistently use standard indicators to measure progress and results against Global Agenda and Framework for Action. • Develop simple monitoring tools to help gather information on changes for vulnerable people. • Use ongoing monitoring to make immediate improvements to programme implementation.
Evaluation	<ul style="list-style-type: none"> • Focus on increasing learning, accountability and results. • Develop and promote more consistent evaluation methods to ensure better quality and validity of evaluation outcomes. • Collect and disseminate evaluations within Federation network and with external stakeholders. • Implement more rigorous follow-up mechanisms to make improvements to programme design and implementation. • Identify good practice and innovation in Federation and scale up and replicate in other areas. • Regularly conduct thematic evaluations to measure and demonstrate long-term impact of Red Cross Red Crescent programming.
Reporting	<ul style="list-style-type: none"> • Focus on reporting on results, performance, accountability and impact for beneficiaries. • Use standardised reporting against common objectives and indicators in order to roll-up results at the global level. • Develop and promote more consistent reporting tools to better meet stakeholders' information needs, including beneficiary needs. • Implement more rigorous follow-up mechanisms to ensure issues identified are dealt with appropriately. • Use reporting to identify good practice and innovation in Federation.

Progress so far

A planning, appeals and reporting workshop was held from 7 to 9 May 2007 in Geneva. The participants included reporting staff from Kuala Lumpur, New Delhi, Bangkok, Nairobi, Ankara and Panama Delegations/Regional Reporting Units (RRUs), PMER, Operational Support Department, Regional Finance Units and the Finance Department. The purpose of the workshop was to agree on key planning and reporting milestones in order to facilitate the 2008-2009 planning and reporting process. The Planning and Appeal System (PAS) was presented during the workshop, and the participants were able to review and give feedback in relation to improving the National Society programme support plans, the Secretariat support plan and the Global Agenda programme plans. The final plans have since been sent to the field to enable national societies to prepare and plan for programmes they need support. These appeals are expected to be launched in 5 December 2007.

The department developed a set of standardized indicators that would be used to measure the achievements of core programme components and monitor the progress towards achieving the Global Agenda goals. These indicators were also presented during the planning, appeals and reporting workshop for review and feedback. The indicators are expected to be used initially by all national societies receiving support through appeals. They will further be discussed with national societies and tested in the field, with specific technical guidance provided on how to incorporate them into planning, monitoring, evaluation and reporting. The standardized indicators are essential for global level monitoring, comparison between countries in order to determine technical support based on needs as well as to support national societies with limited resources in PMER to adapt them for their own programmes.

The PMER department also plans to develop a simple and user friendly PMER training package for the International Federation managers at various levels including national societies. As part of strengthening the PMER capacity of the Federation managers to deliver the Global Agenda goals effectively, the training package will be utilized to roll-out basic training in PMER with a focus on results-based management approach.

As regards reporting, a new reporting format/template is in the process of being developed. This report format captures progress against the Global Agenda goals, where national societies will be required to report against common programming areas as well as against baselines, targets and indicators. The report incorporates the "traffic light" concept to enable simple identification of programmes that are on track as well as issues for follow-up. The report includes a better analysis of gender, participation and financial issues. The Final draft will be sent to national societies for testing and feedback. Plans will also be made to train national societies on the new reporting format. It is hoped that this format will be used in 2008 to report on progress for the Appeal 2008-2009.

Part of PMER responsibilities is to coordinate the implementation of the Federation of the Future's *Framework for Action*. The results of "Our Federation of the Future" process are being shared with national societies and the secretariat departments and delegations. As a part of the "Our Federation of the Future" management process, the Governing Board established a High Level Advisory Group (HLAG) as a governance body responsible for monitoring the implementation of the Framework for Action. The PMER department also provides technical support to the HLAG. For more info, please refer to: [Appeal MAA00007](#)"

In the first or second week of August 2007, the department plans to hold a meeting for the International Federation's network of PMER practitioners. This meeting will bring together PMER practitioners or focal points from partner national societies (PNS) and selected host national societies, who will share experiences and learn from the existing PMER materials including tools and guides developed and used by national societies. The department will also be able to get feedback on specific products developed by PMER including a list of key performance indicators, reporting tools, planning guidance and the draft PMER training package.

Plan of action

The PMER department priorities for 2007-2009 include:

- Reforming the planning and appeals process to align to the Global Agenda and focus on results and impact;
- Developing and implementing a performance and accountability framework for the Federation;
- Building stronger capacity in planning, monitoring, evaluation and reporting in the Federation network.

Expected Result: A coherent and aligned planning and resource system is in place and used by national societies and the Secretariat.

Output

- A revised planning and appeals process for 2008-09 is in place.
- Standard guidance and support is provided to Secretariat field managers to develop country and global operational plans.
- Technical support is given to regional conferences and statutory meetings to develop strategic plans.

Expected Result: An effectively functioning performance measurement and accountability

system is in place and used by national societies and the Secretariat.

Output

- Key performance indicators for key Global Agenda programmes, Framework for Action and new operating model are defined and agreed upon.
- A tracking and reporting system is developed to capture programming results.
- A revised National Society assessment process to measure national societies' progress towards the Global Agenda and the Framework for Action is in place.
- A policy framework to ensure performance and accountability to beneficiaries and other stakeholders is agreed upon.

Expected Result: The skills, capacity and learning in national societies and the Secretariat to deliver quality programmes are enhanced.

Output

- Integrated training package on programme cycle management (planning, monitoring and reporting) is developed and delivered.
- PMER technical and capacity building support is provided to key flagship programmes and priority national societies.
- Key evaluations and studies are conducted and follow-up mechanisms are in place.
- The capacity of the Federation is enhanced through increased networking, knowledge sharing and peer to peer support.

Working in partnership

The PMER department worked in close collaboration with PNS, the regional delegations as well as the national societies during the drafting of the planning and appeal process for 2008-2009 as well as during the development of draft templates and guidance notes for plans and budget. With the input and suggestions from the different stakeholders, the department was able to come up with the final document of the National Society Programme Support Plan, the Global Agenda Programme Plans as well as the Secretariat Support Plan. The department was also able to share the standardized indicators with different stakeholders for their inputs as well as testing of the same. The developed reporting tools will also be shared with partners, and training will be provided for national societies where a need is identified

Contributing to longer-term impact

PMER aims to promote and support the establishment of a federation-wide results-based system for planning, performance measurement, learning and accountability so as to be more responsive and accountable to vulnerable groups. This will also assist in scaling-up and improving the reach, quality and impact of programming against the Global Agenda Goals as well as to ensure that the resources are used in a transparent and efficient manner. The Federation will thus be able to work together based on equitable relations and integrity as well as shared responsibilities and mutual respect.

Looking ahead

By 2010, national societies and the Secretariat will have:

- Plans aligned to Global Agenda goals and a more linked-up planning in Federation;
- Baseline and indicators for the Global Agenda and Framework for Action in place and measured;
- Progress that will be consistently monitored and reported on;
- Reports that include a better analysis of gender, participation and financial issues. The reporting will also be standardized to focus on results and impact;
- Evaluations to demonstrate and improve performance and impact and knowledge sharing;

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- More participatory processes in PMER functions;
- Increased quality, accountability and transparency.

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Budget 2007 - 2007

Budget 2007

All figures are in Swiss Francs (CHF)

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination	Total
Supplies						
Land, vehicles & equipment						
Transport & Storage						
Personnel					687,000	687,000
Workshops & Training					2,250,000	2,250,000
General Expenditure					293,120	293,120
Depreciation						
Contributions & Transfers						
Programme Support					224,554	224,554
Services						
Contingency						
Total Budget 2007					3,454,674	3,454,674