

Annual report



International Federation
of Red Cross and Red Crescent Societies

Planning and Performance Measurement

MAA00014

14 April 2010

This report covers the period 1 January
to 31 December 2009.



Participants working on the logframe for a case study during
a regional pilot training in Nairobi. IFRC

In brief

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

In support of this long-term objective, 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 and evaluation training package.

Programme(s) summary: Good progress was made in 2009 on the two key initiatives noted above. Many of the key resources have now been finalized and are ready for roll-out throughout the IFRC.

- The proposal for the FWRS was adopted at the General Assembly, following on the constitutional agreement of all National Societies to adopt a FWRS.
- A set of key resources to support the implementation and roll-out of the FWRS has been developed, and will be further piloted during 2010.
- The guidance manual on project/programme planning was also finalized, and the training workshop based on that was successfully piloted in four zones, and used in other countries. Key elements of the monitoring and evaluation (M & E) guidance and training was also developed and tested; a more comprehensive and revised package will be finalized in 2010.
- Other key initiatives to improve monitoring and evaluation process and practice included the development of a draft *IFRC Management Policy for Evaluation*, and guidance on

the development of terms of reference for evaluation, and the use of “*Participatory Project Review (PPR)*”.

Financial situation: The total 2009 budget is CHF 429,973 (USD 414,236 or EUR 289,019), of which CHF 170,482 (40 per cent) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 169,188 (39 per cent) of the budget.

The majority of the activities took place during the second half of the year; therefore, overall percentage expenditure against income for the year is much higher than it was in the June programme update.

[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 were 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

The increasing drive for professionalism and result-focused performance and accountability systems in the humanitarian and development communities continues to be a supporting factor in building the IFRC’s capacity in planning, monitoring, evaluation and reporting. Testimony to the increasing importance placed by the IFRC on performance and accountability is the inclusion of a section on “our accountability” and “performance dimensions” in the recently adopted Strategy 2020. The achievements outlined below constitute some of the key mechanisms through which the aspirations outlined in the new 10-year strategy will be realized.

The field structure with a PMER (or performance and accountability) continued to provide a strong basis to be able to further the work to support National Societies and secretariat offices to build their capacity in the areas of planning, monitoring, evaluation and reporting. Some zone offices, however, still lack sufficient financial and/or human resources dedicated to PMER to be able to easily make significant impact on improving the practice of PMER in their zone. These resource constraints continue to hamper the quick roll-out of the various initiatives described in this report.

Progress towards outcomes

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

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

Achievements

The purpose of the FWRS is to reliably monitor and report on key data from National Societies and the secretariat on a regular basis to improve the performance and accountability of the IFRC as a leading global actor in the humanitarian field. The FWRS is to be collected annually, based on six key proxy indicators (# people reached, # people volunteering time, # paid staff, # local units (i.e. chapters, branches), # total income received, and # total expenditure). The reports on this indicators are complimented by the ongoing reports prepared, and assessments conducted by the IFRC.

In November 2010, the FWRS was adopted in principle by the General Assembly – this was a significant accomplishment in the establishment of a FWRS, following a year of participatory resource development and information sharing for the FWRS (as outlined in the [2009 Programme update](#)).

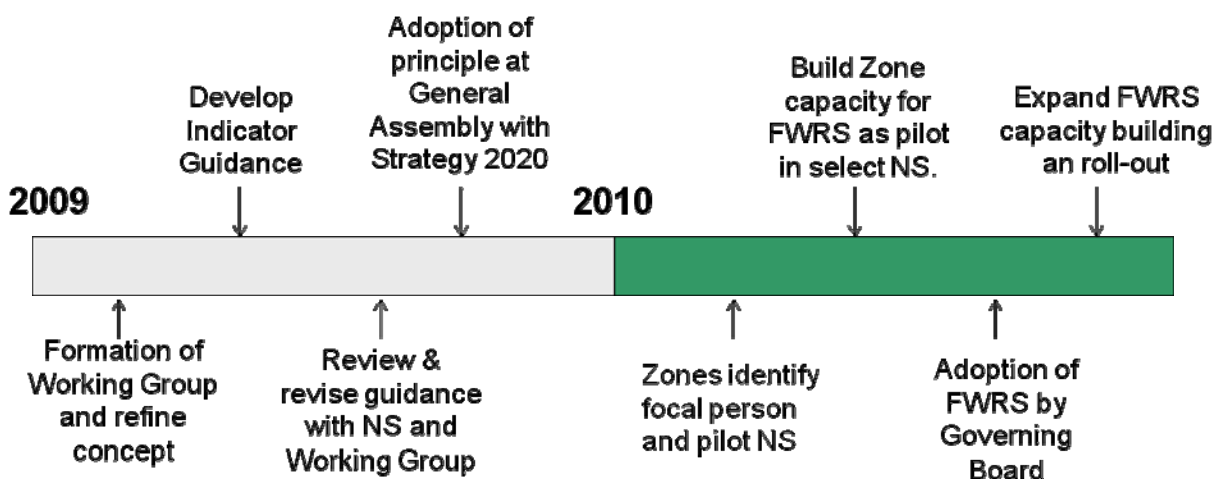
In order for the adopted system to be smoothly and comprehensively implemented throughout the membership, a package of resources for the FWRS has been developed, answering potential questions from National Societies, and providing technical guidance to collect and report on FWRS data. Key resources in the FWRS package include:

- One Page Snapshot (overview of the FWRS)
- Overall Reporting Form
- Overview of the FWRS (7 pages)
- Indicator Guidance for FWRS (33 pages)
- People Reached Worksheet (Excel)
- Finance Indicator Worksheet (Excel)
- PowerPoint Overview of FWRS
- People Reached PowerPoint (for technical training)

In addition to the FWRS package of resources, an information technology (IT) platform has been developed to manage and showcase FWRS data for each National Society, as well as for the overall IFRC. This has generated much interest as it would not only create a central space for FWRS data, but also for data reporting needs as part of a comprehensive data management system. It is expected that such a system could consolidate National Society data collection and reporting needs in one centrally located place.

An implementation plan has been developed for the further roll out and adoption of the modalities of the FWRS; summarized in the “Looking ahead” section. The timeline below shows the overall expected developments in 2010.

FWRS Timeframe



Constraints or Challenges

There were no major constraints or challenges that posed a real obstacle to the development and approval of the FWRS. The challenge for the coming year will be in the implementation and full acceptance of the modalities of the system that has been adopted at the General Assembly.

Programme component 2: Building a PMER culture

Component outcome: 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 IFRC is improved.

Achievements

During 2009 the initial draft of a revised guidance manual on project/programme planning (PPP) was used as the basis to develop a flexible set of training materials which were piloted in four zones (Europe, East Africa, West and Central Africa and Asia Pacific) with 83 participants in total.

The evaluations from each workshop demonstrated a high level of satisfaction with the training. The combined responses to a series of nine overall evaluation questions at the end of the workshops were 94 per cent positive. The main questions related to satisfaction with the workshop had a 99 per cent positive response. Other questions (on relevance to work, balance of theory and practice, quality and usefulness of the materials, and the structure of workshop) were also rated “excellent” or “good” by between 90 and 100 per cent of the participants.

The individual sessions were rated as 90 to 100 per cent “understandable” and “useful” across all workshops. This, and other feedback from participants and trainers all suggest an increased understanding of the key concepts of project/programme planning by the participants. Potential trainers to further roll out the trainings at country level were also identified in all zones, and indeed some participants have already taken the training materials and used or adapted them for tailored trainings in their local context.



Working on a logframe in the first pilot PPP training in Budapest. IFRC

In addition to these immediate benefits, the pilot trainings also provided the key source of guidance for the further revision of both the training itself and the PPP guidance manual on which it is based. This important foundation piece for PMER guidance within the IFRC was finalized towards the end of the year based on this feedback, and will be distributed and used as the basis for building the capacities of logframe-based planning throughout the IFRC.

A draft M&E planning training module was developed, and successfully piloted in Budapest and Kuala Lumpur during PME zone trainings. The M&E planning training describes how to define and measure indicators, detailing indicator measurement sources, methods, frequencies, people responsible and the use of information. It is expected that such systems will greatly enhance project and programme teams to reliably and credibly collect and report on indicators. Other key element of the M&E training (data collection and analysis, evaluation policy, and developing an evaluation terms of reference) were also developed and piloted during 2009, and will be consolidated and finalized in 2010.

Other key developments related to this output and outcome are the significant progress in the development of the *IFRC Management Policy for Evaluations*, and key resources and use of the “*Participatory Project Review*” methodology.

Evaluation Policy

A draft *IFRC Management Policy for Evaluations* was developed based on extensive consultations during 2009. The purpose of this evaluation policy is to guide how evaluations are planned, managed, conducted, and utilized by the secretariat. The policy is designed to promote reliable, useful, ethical evaluations that contribute to organizational learning, accountability, and the IFRC’s mission to best serve those in need. It upholds IFRC’s commitment to transparency, providing a publicly accessible document to all stakeholders so that they may better understand and participate in the evaluation function. This policy also demonstrates IFRC’s commitment to improving the importance and utility of evaluation, modelling credible and legitimate practices as a leading global actor in the humanitarian field.

The policy was developed after careful review of best practices from the international community, including the OECD/DAC evaluation criteria and principles; the norms and standards of the United Nations Evaluation Group and agencies within the United Nations system; national and international evaluation standards; and the evaluation guidance developed by the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP). Foremost, this policy upholds the Fundamental Principles and Code of Conduct of the Movement. It is also complimentary to, and consistent with, other key secretariat policies, principles, and guidelines.

Participatory Project Review (PPR)

Resource and methodology has been developed for a PPR. This is a participatory approach to project/programme assessment (review, evaluation, etc) that involves programme stakeholders in the collection and analysis of data, as well as the identification of recommendations. Such an approach increases ownership, support, and utilization of evaluation findings. The PPR approach combines and builds upon methodologies from the most significant change technique, as well as from empowerment evaluation. The PPR was successfully piloted with IFRC this past autumn with the evaluation of the IFRC’s Peruvian earthquake recovery programme.

Constraints or Challenges

There were no major external constraints or challenges during the reporting period related to this task. However, staffing levels (some zonal offices had only one staff member supporting PMER work) and financial capacity within PMER units across the world remained lower than would be needed to be able easily roll out further trainings, and provide other extensive support to National Societies.

Working in partnership

For the initiatives described above, working in partnership throughout the IFRC is critical for such a wide-reaching initiative. As mentioned, all the new developments initiated by the performance and accountability department (PAD) at the Geneva secretariat benefitted from wide-ranging consultations in 2009 with zonal offices and National Societies.

One key partnership that the PAD department engaged in during 2009 was the Peer Review on Accountability to Disaster-Affected Populations, managed by the Steering Committee for Humanitarian Response. The department facilitated this process which looked at the question of accountability between nine peer humanitarian organizations. The IFRC joined Caritas and Action by Churches Together as “close peers”, looking at how the issues of accountability are treated within large Federated membership organizations. The review led to a series of recommendations for all nine agencies, and specific recommendations for the IFRC.

Contributing to longer-term impact

The combination of these different elements described above (a finalized and approved FWRS; finalized guidance and training for project/programme planning; and well-established draft resources on M&E guidance and training and M&E policy and Participatory Project Review) has provided a much stronger basis for support from the secretariat offices around the world in the area of PMER.

These developments represent a considerable investment by PMER with high potential for longer-term institutional impact. One recent demonstration of the progress made within the overall acceptance and understanding of the need for robust monitoring and evaluation systems is the good progress made in developing a Federation-wide monitoring and reporting system for the Haiti operation. Supported by the progress made in 2009, it was possible to establish the principles and technical foundation for Federation-wide monitoring and reporting in the first weeks of the Haiti operation – something that took more than two years to initiate for the Tsunami operation.

Looking ahead

With the resources for the key deliverables described above being finalized in 2009, the main work in 2010 will consist of ensuring the take up and roll-out of these tools throughout the membership.

Following the approval and development of resources and technology, the first step in the implementation of the FWRS is to pilot it with a select group of National Societies in each of the selected zones. This will be a first key stage in the roll-out, testing and refining the system through feedback from National Societies and zones. To assist with the FWRS roll-out, each zone will identify a FWRS focal person, and a series of FWRS trainings will be provided at the regional level. The FWRS will then be presented to the Governing Board for formal adoption later in 2010, after which there will be a Federation-wide implementation of the system.

For the further roll-out and implementation of the project/programme planning training, and related M&E training, further training workshops will be held throughout the year at the zonal, regional and country level, depending on the specific needs. Further facilitators will be identified, and the training materials will be used to create shorter and modified versions of the training based on need. The resources on monitoring and evaluation will be finalized and added to in the creation of a comprehensive set of guidance and training materials.

The evaluation policy has been shared widely, and a final document will be submitted for formal approval to the senior management team in June 2010. The use of Participatory Project Reviews, will be further supported where requested, along with support for other types of evaluations, such as real-time evaluations, reviews of institutional mechanisms and programme evaluations based on requests from the field.

How we work

The IFRC's activities are aligned with its Global Agenda, which sets out four broad goals to meet the IFRC's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

- 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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