

PROGRAMME UPDATE



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: IMPACT AND EFFECTIVENESS

30 June, 2005

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in 179 countries. For more information: www.ifrc.org

Appeal No. 05AA092: Appeal Target: CHF 664,813 (USD 570,081 or EUR 437,634); Programme Update No. 1; Period covered: January 2005 - June 2005

IN BRIEF

Appeal coverage: 30%; [click here to go to the attached list of contributions](#)

Related Appeals: n/a

Outstanding needs: CHF 464,813

Introduction

The evaluation function is first and foremost an important management tool, enabling the International Federation to review its performance, to take decisions, learn from experience, and account for its actions, thereby improving its ability to deliver results. During the reporting period the Evaluation Department has managed to carry out the activities listed below and has strived to ensure the proper dissemination of the findings and the recommendations of the different exercises.

Evaluation of the Programmes, Projects and Processes

Overall Goal: The evaluation function primarily exists of making a significant contribution to the achievement of the Federation's goals and objectives through organizational shared learning. There are many different lessons and recommendations emerging from the evaluations. Consistent among these is the need for more responsive and focused interventions and an improved management of interventions particularly in the area of planning, monitoring, gathering of baseline data and reporting.

Activities

During the reporting period the following activities were executed:

- Strategy 2010 Thematic Review on Health, completed.
- Americas Final Evaluation of the Hurricane Operation – completed.
- Addendum to Monitoring and Evaluation Handbook—the Impact Chapter—completed and disseminated.
- Monitoring and Evaluations Operational Framework revised and updated.
- Continued and active participation in the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP).
- Continued support to regional/technical departments, Regional Delegations, and national societies through an active help desk facility.

Please note that all evaluation reports can be made available upon request.

The Monitoring and Evaluation team has been very active in updating procedural guidelines for the better functioning of the department. Operational evaluations have been accompanied by notes from management stipulating action points for recommendations made. The process of taking corrective measures lies with Management.

Tsunami Evaluation

Overall Goal: to assist the Movement in ensuring high standards of accountability and good practices in the Tsunami operation, and to enable it to continuously improve the efficiency, effectiveness and impact of its work.

The Monitoring and Evaluation Department has developed a systematic process of real time evaluations for the Asia Earthquake and Tsunami operation¹. The system was designed within a week of the disaster, and the first round of real time evaluations was conducted in February 2005, concentrating on Indonesia, Sri Lanka, and the Geneva side of the operations. The evaluation has concluded that while the overall performance of the Federation's operations compare reasonably well with that of other organizations, there are aspects of the operation management and leadership within the organization that need to be improved.

The second round of evaluations is planned to commence in mid-July, and focus on the perspectives of the beneficiaries and affected populations, delivery, and quality/standards, while addressing the issues of how the management of the operation is organized to ensure that the needs of beneficiaries are met and their concerns taken into account. The evaluation round will consist of four country or multi-country evaluations, and three sectoral reviews of finance, human resources, and external relations/advocacy. The evaluation will attempt to bring all members of the International Federation participating in the Tsunami operation under a common purview of accountability and evaluations.

The proposal for monitoring progress and impact assessment system, designed and currently in the process of development by the Department, has been accepted by the Global Consortium for Tsunami-Affected Countries (2nd meeting of the Working Group United Nations, New York, June 16, 2005). The project has also been accepted as one of the six themes of the Tsunami Evaluation Coalition. The system would consist of two complementary processes-periodic surveys measuring impact, and a monitoring system within which agencies report on their activities. Besides promising to enhance the effectiveness of the different country recovery programmes, the initiative has the added value of promoting the visibility and building the capacities of important national institutions in the affected countries. It also contributes to a common information management framework that reflects the technical expertise of all concerned agencies and best practices in different sectors.

National Society Self-Assessment

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.

The Secretariat was directed by the Federation Governing Board to implement the system to all the Federation members.

Objectives of the Self-Assessment:

- Support the Federation Governance in policy making by providing the means to review the members' performance against the *Characteristics of a Well-Functioning National Society*.
- Assist individual Societies to identify their strengths and weaknesses towards achieving the *Characteristics of a Well-Functioning National Society*.
- Contribute to organizational learning by highlighting and sharing best practices from national societies.

One hundred and eighty-six national societies were invited to participate in the Self-Assessment process since the beginning of the programme in 2000 with coverage rate of above 90% in response. This proved the utility, value

¹ See Asia Earthquake and Tsunami Evaluation Framework

Monitoring and Evaluation: Impact and Effectiveness; Appeal no. 05AA086; Programme Update no. 1

and acceptance of the process. Completion of the first cycle set the baseline for beginning of the time-trend analysis in the next cycle. This will enable the Federation to monitor the changes within the network. Most of the national societies demonstrated the usefulness and relevance of the Self-Assessment process. Phased over the three-year period it has been incrementally strengthened and its application deepened.

The second round of the Self-Assessment process started in September 2004 and 50 national societies have been invited to participate. As of end of May 2005, more than 50% of the national societies have answered and returned their answers to the questionnaire; the coverage rate is expected to increase as some national societies have indicated that they should still send their answers. The 59 national societies that participated to the 2002 Self-Assessment round have been invited to participate in 2005; the questionnaires have been sent to those national societies in April.

The Monitoring and Evaluation Department has provided Self-Assessment Findings to all national societies which participated to the 2004 Self-Assessment round and will continue the process for the national societies taking part in 2005. The preliminary findings, prepared individually for each national society, are based on the Self-Assessment questionnaire response and additional documentation sent in by the Society, and contains indicators on the nature and adequacy of national society functioning in various areas. The purpose of the individual findings is to acknowledge the information received from the national societies, ask for clarifications if needed, and recommend action following Federation policies.

Based on the findings and the additional comments, the Society should in consultation with the Regional Delegation or Regional Department prepare a Plan of Action with clear benchmarks, target time frames and focal points. Crucial to the success of follow-up to the Self-Assessment process is the national society's ownership of the Self-Assessment process and the resulting Plan of Action. Based on the findings 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 Action for the follow up of the Self-Assessment should be developed. The Findings and Plans of Actions will assist individual Societies in identifying their strengths/weaknesses, demonstrating their commitment for change and prioritizing actions in line with *Strategy 2010*.

Based on the analysis of the responses by the national societies that completed the Self-Assessment Questionnaire, a 2005 global report is being prepared and will be presented to the Federation Governing Board and the General Assembly. Its objective is 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*, to identify strengths and weaknesses through a synthesis of findings of Self-Assessment, to compare the results, and to track progress achieved by the national societies since their first participation in the Self-Assessment process. Moreover, it has provided the analysis and information for many PNS during their application for funding appeals.

The Governing Board has monitored progress in the area of capacity building through reports on the National Society Self-Assessments, which identify certain trends, progress and weaknesses in meeting the characteristics of a well-functioning national society. Based on the results of the self-assessments, the Governing Board has reminded national societies of the need to submit annual financial reports and other information on programmes and activities to the Secretariat. This reinforces transparency and accountability within the Federation, and more importantly, provides valuable information that allows governance and the Secretariat to analyse trends within the Federation. The Governing Board also encouraged the concept of peer reviews of self-assessment results as a mechanism to encourage the exchange of knowledge and capacity between national societies.

A FedNet platform for the Self-Assessment, expected to be launched in 2005, will lead to significant improvements in the knowledge sharing, organizational learning, and problem-identification and response speed capacities of the system. It will, in addition, allow national societies to perform online comparison with the rest of the Federation members globally or regionally in relations to key criteria. The FedNet platform is currently in the process of development with an information technology company.

[Contributions list below; click here to return to the title page and contact information.](#)

National Society Self-Assessment

ANNEX 1

APPEAL No. 05AA092

PLEDGES RECEIVED

18/07/2005

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

					TOTAL COVERAGE	
REQUESTED IN APPEAL CHF ----->				664,813		30.1%
BRITISH - GOVT/DIFD GRANT						
				200,000	01.01.05	
SUB/TOTAL RECEIVED IN CASH				200,000	CHF	30.1%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED IN KIND/SERVICES						
				0	CHF	0.0%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED						
				0	CHF	