

nsia

The National Society
Investment Alliance

Smart Investment for Local Impact

NSIA NATIONAL SOCIETY LEARNING GUIDE

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NSIA

National Society

learning guide



ICRC



International Federation
of Red Cross and Red Crescent Societies

ABBREVIATIONS

BOCA	BRANCH ORGANISATIONAL CAPACITY ASSESSMENT
NS	NATIONAL SOCIETY
NSIA	NATIONAL SOCIETY INVESTMENT ALLIANCE
OCAC	ORGANISATIONAL CAPACITY ASSESSMENT AND CERTIFICATION PROCESS
SAF	SAFER ACCESS FRAMEWORK
WWPP	WORKING WITH PROJECT PARTNERS

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Introduction

WHAT IS THE PURPOSE OF THIS GUIDE?

This guide has been developed to provide a structured approach to monitoring and learning for National Societies receiving investments from the National Society Investment Alliance (NSIA).

NSIA sees the capacity to monitor implementation progress, learn and adapt planning as crucial to the success of NSIA investments. This capacity is also a critical element of long-term organisational sustainability. The guide contains **simple approaches to enhancing National Society learning** that will support National Societies to monitor and learn from investments, whether from NSIA or other partners.

As well as monitoring implementation progress and impact, NSIA will make judgements as to how effectively National Societies are learning. This guide creates **a common framework to allow for effective monitoring of implementation progress and communication of learning and its outcomes** between NSIA and National Societies.

To steward donor funds, NSIA will monitor how National Societies spend investments. This guide describes how National Societies **will demonstrate their accountable use of NSIA investments**.

One of NSIA's goals is to spearhead learning of relevance to other National Societies within the Movement. **This guide supports this learning role.**

Finally, NSIA's capacity to attract further resources rests on its ability to demonstrate progress and eventual impact. It can only do this with data and stories that show how investment in National Societies leads to more effective local humanitarian action. The guide lays the foundations for **a systematic approach to data gathering** which can be used by NSIA to communicate with external partners.

THE GUIDE SUPPORTS:

- ▶ National Societies to learn from implementation of a NSIA investment in order to maximise impact,
- ▶ National Societies to demonstrate investment progress and learning to NSIA,
- ▶ National Societies to demonstrate accountable use of NSIA investments,
- ▶ National Societies to strengthen their overall learning capacity,
- ▶ NSIA to learn from investment implementation in order to improve support to other National Societies,
- ▶ NSIA to demonstrate National Society progress and learning to external stakeholders, including external donors.

Many technical materials relating to learning, monitoring, evaluation and reporting exist within the Movement and beyond. The purpose of this guide is not to replicate these resources, but to create a coherent approach that works for NSIA. Links to some of these resources are included in Annex 3.

WHO IS IT FOR?

The main audience for this guide are focal points in National Societies receiving NSIA Accelerator investment. Focal points will typically be accountable for putting in place systems to oversee investments, and plan for future investments.

A second audience is focal points in National Societies receiving NSIA Bridge funding. The guide describes approaches to learning that will be useful to National Societies as they develop applications for Accelerator investment.

WHAT ARE THE PRINCIPLES UNDERPINNING THIS GUIDE?

- ▶ Each National Society is responsible for providing NSIA with credible evidence to demonstrate progress, learning and accountable use of funding.
- ▶ For investments to be effective, it is crucial for National Societies to learn, i.e. to adapt their plans and activities based on experience and evidence.
- ▶ Each NSIA investment will be unique, targeting specific goals in a unique context and will therefore have unique performance metrics.
- ▶ National Societies should build on and strengthen existing learning approaches rather than setting up parallel systems for NSIA. An outcome of NSIA investment should be strengthened National Society learning systems beyond the investment timescale.

Structure

THE GUIDE IS MADE UP OF THREE SECTIONS:

Section 1 gives an overview of a National Society's monitoring and learning obligations within the NSIA investment management cycle

Section 2 sets out approaches to describing and communicating organisational change, including development of indicators and other ways of describing organisational change over time

Section 3 describes generic monitoring and learning process within a National Society. This is linked to the National Society learning plan and annual learning meeting that National Societies will develop as part of NSIA implementation.

HOW HAS THIS GUIDE BEEN DEVELOPED / WILL IT DEVELOP IN THE FUTURE?

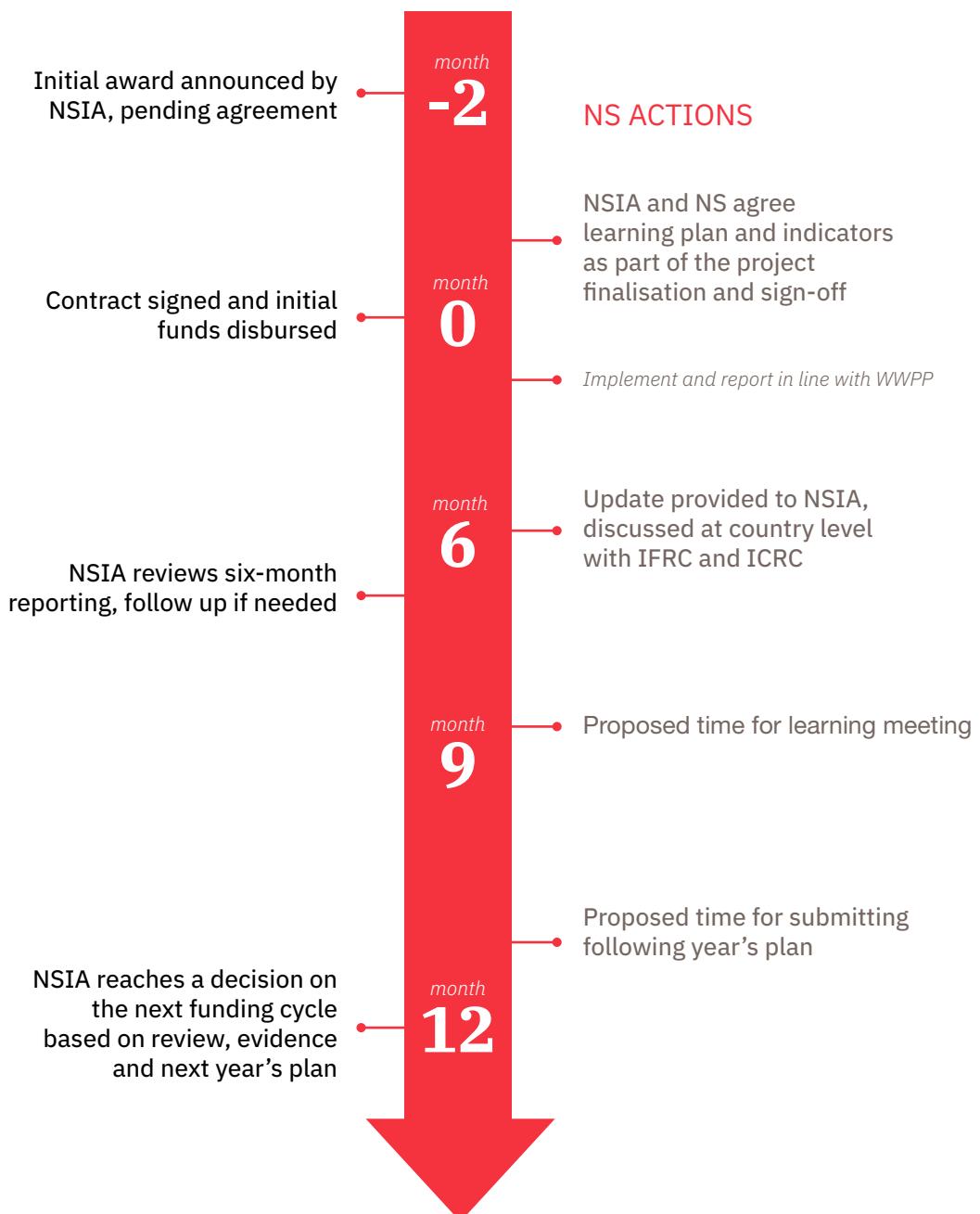
The starting point for this guide is the NSIA Guidelines for Applicants. It also draws on Movement and external materials relating to monitoring and learning in the context of organisational change. As all aspects of this initial round of NSIA investment, this is a draft document that will be amended over time.

Section 1

Learning and grant management cycles

This section gives a broad overview of the interaction between National Society monitoring and learning processes and NSIA's grant management cycle.

Figure 1 sets out an indicative timeline for a year of NSIA investment.



The following points go into these elements in greater detail:

1.1

Agreement of indicators and National Society learning plan

As part of the process of signing off a National Society investment plan, National Society and NSIA will agree how the National Society will describe the outcomes of the investment through indicators, qualitative data and stories of change, and a learning plan.

More information on indicators is included in section 2, and on the learning plan in section 3.

1.2

Ongoing implementation and monitoring

Having agreed indicators, National Societies will monitor implementation using their internal systems. They will communicate progress through three mechanisms:

- ▶ Data on financial expenditure will be shared in line with IFRC Working With Project Partners (WWPP) procedures.
- ▶ Data on indicators and related learning will be shared every six months with NSIA via the NSIA liaison persons and/or the IFRC budget holder.
- ▶ A more comprehensive annual report will be submitted via the NSIA liaison persons. This report will be short and focus on analysis of what has been done, what has worked / not worked, and implications for the National Society and future NSIA investment. A template is included in annex 1.

Informally, National Societies are encouraged to keep in regular touch with NSIA NS liaisons in the IFRC and the ICRC, as well as the NSIA office to share experience and reflections. Liaisons are likely to be the first point of contact in case of any questions or issues raised by the monitoring process. Separate Terms of Reference exists for NSIA Liaisons.

1.3

National Society learning meeting

When it accepts a NSIA Accelerator grant, a National Society commits to organising an annual learning meeting using part of the NSIA investment funding as part of its annual learning plan. The learning meeting is described in more detail in section 3.2. It is proposed that the meeting take place as the National Society is starting to develop its application for the next year of NSIA funding.

1.4

Requests to amend plans

National Societies adjusting their operational plans should keep the NSIA National Society liaison informed, as well as the IFRC project manager at the country or regional level. They will advise on whether a formal request for approval of the changes should be made to the NSIA office. Small operational adjustments are unlikely to be formally referred to the Office.

Any adjustment that involves reallocating more than 10% of annual funding, or that changes the overall purposes of an investment is likely to require a formal process. Adjustments that significantly change the overall purpose of an investment will be referred to the NSIA steering committee, and may take longer to approve.

NSIA will be more likely to approve requests to adjust plans rapidly if a National Society can point to evidence for the proposed changes from its learning processes.

1.5

Investment renewal processes

National Societies should bear in mind that it is likely to take NSIA a minimum of six weeks to approve a proposal for investment renewal—longer if translation is required. National Societies should start preparing plans for a subsequent year in good time to avoid a funding gap—in particular if this could mean loss of key staff.

It is a National Society's responsibility to ensure that NSIA has adequate evidence of investment progress and of any learning from the ongoing investment to enable the Steering Committee to reach decisions on renewal.

In considering grant renewal, the NSIA Steering Committee will base its discussions around the following questions:

CURRENT IMPLEMENTATION:

- ▶ To what extent is implementation proceeding smoothly and accountably, including spending against budget?
- ▶ To what extent is implementation leading to project goals?
- ▶ To what extent is learning taking place within the National Society that is likely to lead to improved implementation outcomes in the future?

THE PROPOSED PLAN:

- ▶ Are the proposals coherent with the previous year's plan and the overall vision for investment that the National Society has expressed?
- ▶ Are proposed plans likely to be cost-effective? Do they look realistic in light of the current year's implementation?
- ▶ Does the proposed plan build on learning from previous investments?
- ▶ Are there any internal or external factors likely to affect the investment, positively or negatively?

NSIA'S PORTFOLIO OF INVESTMENTS:

- ▶ Does the National Society continue to represent good investment value for the resources available to NSIA?

In reaching decisions, the NSIA Steering Committee may ask National Societies for further information to supplement the data provided and may ask for an external expert to visit the National Society to provide an independent assessment of progress.

NSIA will also carry out its own learning processes, in order to better support National Societies in the future and to support the wider Movement in managing organisational change.

1.6

Final evaluation

Final evaluation in NSIA will be an opportunity to review the whole process of decision making and implementation of a NSIA investment by both National Society and NSIA. It will be carried out at the end of the investment period by someone external to the process, and its overall findings made public.

1.7

Peer exchange between NSIA Accelerator recipients

NSIA will put in place simple learning mechanisms for National Societies receiving Accelerator funding to exchange experience and learning. Their form will depend on the final portfolio of investments, but mechanisms could include:

- ▶ study visits
- ▶ peer exchanges (face to face or remotely)
- ▶ an annual learning meeting.

1.8

NSIA NS liaison persons

The NSIA NS liaison persons will be available on a day to day basis to support National Societies in learning from investments. As their precise role is likely to be different depending on the investment proposed and the individual's expertise, their exact involvement will be agreed once they have been appointed, in line with the agreed Terms of Reference. Each National Society receiving funds from NSIA should have a named individual in both the IFRC and ICRC to support implementation and communication. Separate Terms of Reference exist for this function.

1.9

Financial support for learning

National Societies should carry out monitoring using existing systems and procedures where possible, rather than setting up parallel systems. If needed, NSIA investment may be used to strengthen these systems. An aspect of agreeing indicators at the start of the investment period will be ensuring that data can be gathered cost-effectively.

The expectation is that ongoing learning activities will take place within existing meetings and management processes, and will not require additional financial resources. The costs of the annual learning meeting however should be included as part of a National Society's annual Accelerator investment budget.

NSIA will cover any significant costs for NSIA-level learning activities, for example hosting a learning meeting involving other National Societies, or carrying out a final evaluation.

Section 2

Describing organisational change

This section sets out how National Societies should describe the expected changes that NSIA investment will bring.

The basic expectation of National Societies is that they find ways to provide credible evidence for the accountable use and impact of NSIA investments, and use this evidence to learn from and improve what they are doing.

National Societies will need to gather evidence at three interrelated levels:

- ▶ at the level of implementation, i.e. at which the National Society is carrying out activities with NSIA investment,
- ▶ at the level of sustainable outcomes, i.e. at which activities are leading to sustainable changes in areas of NSIA investment,
- ▶ at the level of the whole organisation.

Evidence will take two broad forms:

- ▶ data collected based on monitoring indicators related to the investment plan. These are described in more detail in section 2.1.
- ▶ stories and other less structured data that the National Society collects and analyses. These are described in more detail in section 2.2.

2.1

Defining indicators

As part of finalising an investment agreement, a National Society will agree indicators with NSIA that describe the situation in the National Society before investment (the baseline), and how the situation is expected to change over time. National Societies will monitor progress against these indicators, and use the data from this monitoring as one basis for learning, as well as to communicate progress with NSIA and other stakeholders.

While it will be relatively easy to define indicators for work in some areas, in others, developing indicators may require creativity, especially in less tangible areas of work such as National Society access, or public perceptions.

To describe the effects of investment, National Societies will be asked to define indicators at three interlinked levels.

2.1.1

Output indicators

The basic level of indicator is at the level of plan implementation. At this level, indicators relate to activities carried out and financial expenditure. These indicators are the basis for communication between National Society and NSIA on progress with plan implementation.

For instance, monitoring might suggest that implementation is proceeding faster or slower than predicted, with impact on the investment renewal cycle.

Monitoring of financial expenditure will take place as agreed through WWPP.

These indicators will also be used by NSIA to assure itself that implementation is taking place accountably, in line with National Society plans or amended plans.

2.1.2

Sustainable outcome indicators

The second level of indicator describes the outcomes of plan implementation. Indicators at this level are potentially varied, and could range from achievement of numerical targets (for instance number of active members, funds raised) to meeting benchmarks defined in tools such as BOCA, OCAC or SAF.

Indicators at this level should include measures of sustainability. Examples of sustainability indicators could include the extent to which volunteers remain active, or the extent to which a branch covers its own costs.

Investments in resource mobilisation should define indicators that relate increased income to the costs of carrying out activities: for example, resource mobilisation staff costs.

These indicators will be the basis for communication between National Society and NSIA about National Society assumptions around how investment will lead to organisational change, the likely sustainability of outcomes, and the extent to which the National Society can scale up and sustain interventions with its own resources.

2.1.3

Whole organisation indicators

The final level of indicator will relate to the medium- and long-term impact of NSIA investments on wider National Society performance. They will help to describe the impact that the NSIA investment has had on the long-term development of the whole National Society—not just the areas in which NSIA has invested. Baseline and indicators will be developed under each of the three NSIA goals:

- ▶ enhance the relevance, safe access, quality and sustainability of National Society services,
- ▶ strengthen leadership, governance and systems, ensuring accountability and transparency,
- ▶ develop adaptive financial and business strategies, and mobilise diversified resources to enhance organizational sustainability.

These indicators will focus on whole—organisation trends—such as data collected by FDRS on overall National Society services, volunteer numbers and income. These are the high level data that a Governing Board would typically discuss.

For example, indicators might be developed to track a National Society's domestic fundraising as a percentage of annual budget.

It is unlikely that a NSIA investment will significantly affect these big picture indicators in the early years. At the end of a five-year investment however, an investment should be able to demonstrate wider organisational impact.

These indicators will be the basis for communication between National Society and NSIA about long-term development trends in the National Society.

Annex 1 includes a template for indicator development and reporting at 6 months and 12 months.

For more information on developing and tracking indicators, please access the [IFRC PMER Pocket Guide](#) or the [IFRC M&E handbook](#)

2.2

Beyond indicators

Indicators only tell a part of a story, especially when that story involves changes in relationships, positioning or organisational vision and culture.

Three areas in which indicators do not tell the whole story include:

2.2.1

Capturing human experiences

How change affects individuals—positively and negatively—is important to understand in terms of future planning. Individuals' experiences can provide powerful stories that make indicator-based information easier to communicate and understand.

2.2.2

Dealing with unexpected events and outcomes

Investment plans predict what will happen if money is spent in a certain way. However, we know that circumstances change, and that plan implementation will often lead to unexpected outcomes.

In discussing investment outcomes with National Societies, NSIA will encourage reflection on investment outcomes that were not predicted and what these might mean for future direction and implementation.

2.2.3

Explaining why something happened

Plans reflect a logic for how action will lead to outcomes. But just because an indicator has been achieved does not mean that the logic is correct. It might be that other factors have led to an outcome. Identifying and understanding these factors could be important for future planning.

When discussing investment outcomes with National Societies, NSIA will encourage reflection on the planning logic—in particular whether planned activities are necessary and sufficient to achieve National Society goals.

National Societies are therefore encouraged to illustrate their progress through collecting and sharing stories from individuals (with their permission) both inside and outside the National Society.

National Societies are also encouraged to interview stakeholders inside and outside the organisation, and use open-ended questions to understand the insights that they may have into the impact of the NSIA investment.

There may also be material in the media or in the publications of other organisations that illustrate how the National Society is functioning, or the impact it is having.

Reading about methodologies such as Most Significant Change and SenseMaker (see annex 3) may provide insight into how stories can be used to communicate complex change.

Table 1 summarises the types of data at the three levels.

TABLE 1

	WHAT IS THE GOAL OF COLLECTING DATA?	WHAT DO INDICATORS RELATE TO?	WHAT OTHER DATA COULD BE COLLECTED TO COMPLEMENT INDICATORS?
IMPLEMENTATION	To understand how implementation is progressing, and demonstrate that this is happening in an accountable manner	Indicators relate to activity plan and budget	Interviews or surveys with local implementation managers on their experience of implementation. What they feel has worked well, or could be done better.
SUSTAINABLE OUTCOMES	To understand whether the activities the National Society is carrying out with NSIA investment are leading to outcomes that can be sustained over time.	Baseline and indicators relate to outcomes of plan implementation. Indicators could be based on agreed standards (e.g. OCAC, BOCA), or quantifiable outcomes such as income, volunteer numbers Indicators describe the likely sustainability of outcomes.	Interviews or surveys with people within the National Society. Is the organisation changing from their perspective? Interviews with people outside the National Society, including clients. Data from external sources, such as media.
WIDER ORGANISATIONAL PICTURE	To understand whether the NSIA investment is likely to influence wider National Society performance.	Baseline and indicators relate to each of NSIA goals: <ul style="list-style-type: none"> ▶ relevance, safe access, quality and sustainability of National Society services ▶ strengthened leadership, governance and systems, accountability and transparency ▶ organizational sustainability 	Interviews with people outside the National Society, including clients and partners. Data from external sources, such as media.

Section 3

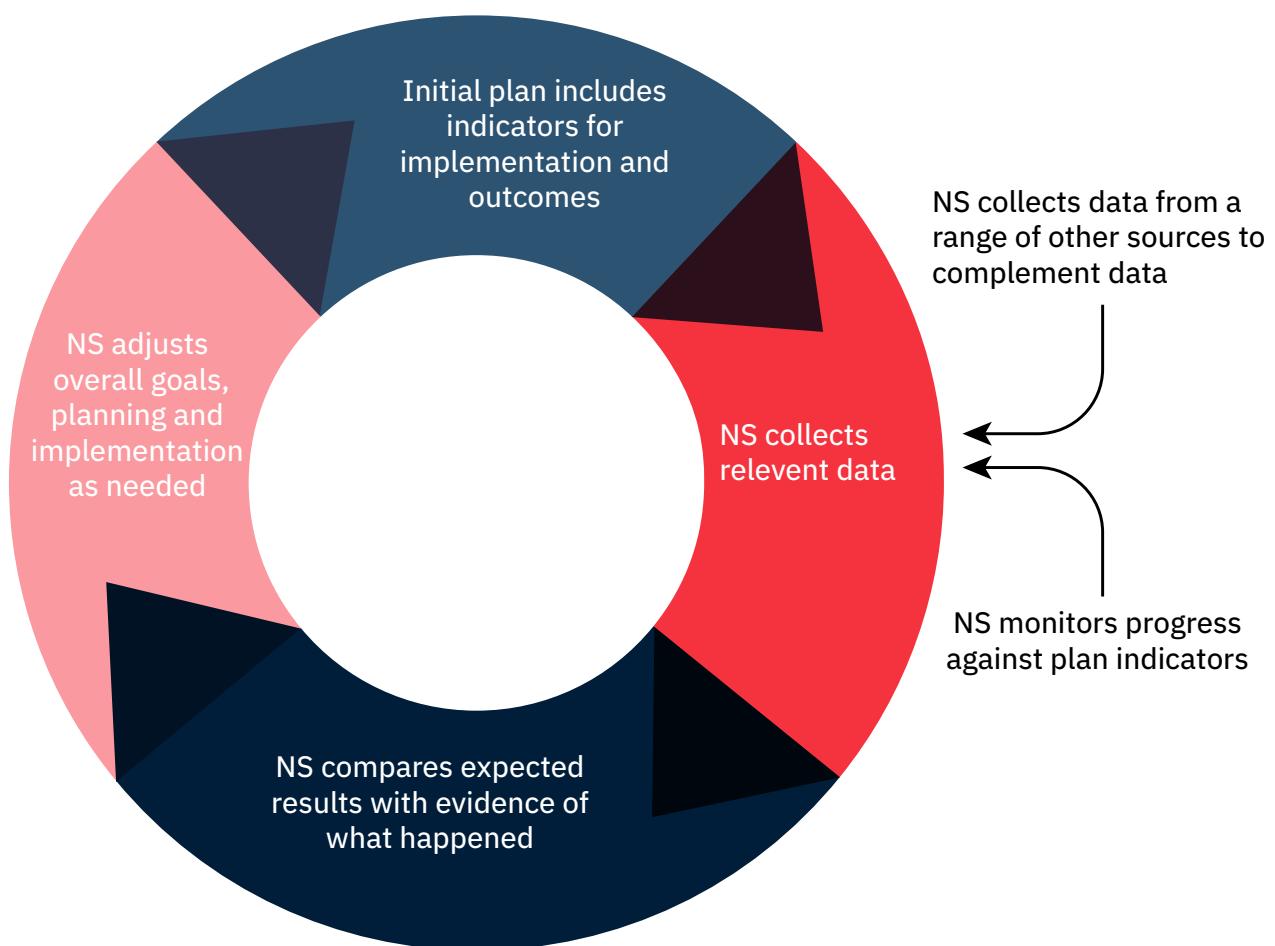
From data to action through learning

Learning can be defined in relation to both individuals and organisations.

In NSIA, learning is thought of as an organisational process that compares what was expected to happen (the investment plan and indicators) with what actually happens (plan implementation and outcomes). Learning leads to adjustments to investment plans and their goals.

In other words, National Societies are expected to take a critical approach to what they are doing, and use the experience of implementation to change what they do, and how they do it if necessary.

Figure 2 describes a generic learning process within a National Society as it relates to an investment plan



Seeing learning as a cyclical process has implications for how it is managed within a National Society. It suggests that:

- ▶ effective learning is an ongoing process rather than a one-off event;
- ▶ the main outcome of learning is not an academic paper or case study. Instead, learning is the basis for ongoing improvement of strategic thinking, planning and implementation;
- ▶ effective learning requires people from across the organisation to participate, and is not limited to one individual or department;
- ▶ effective learning may lead to changes in assumptions about investment goals and activities.

Table 2 summarises some of the different people who could be involved and questions that could be asked in reviewing evidence at each of the different levels described in section 2:

TABLE 2

	WHO COULD BE INVOLVED?	QUESTIONS THEY COULD ASK
IMPLEMENTATION	<ul style="list-style-type: none"> ▶ Project managers and implementation staff at all levels ▶ NSIA focal point ▶ Senior managers 	<ul style="list-style-type: none"> ▶ Is implementation running to plan and to budget? If not, why not? ▶ Are there unexpected barriers or opportunities for implementation? ▶ Can the NS implement more(cost-) effectively?
SUSTAINABLE OUTCOMES	<ul style="list-style-type: none"> ▶ Managers at all levels ▶ NSIA focal point ▶ Senior managers 	<ul style="list-style-type: none"> ▶ Is implementation leading to the outcomes we expected? ▶ Are any unexpected outcomes emerging? ▶ Are these outcomes likely to be sustained over time?
WIDER ORGANISATIONAL PICTURE	<ul style="list-style-type: none"> ▶ Governing Board ▶ Senior management 	<ul style="list-style-type: none"> ▶ Are investment goals still relevant? ▶ Do we need to invest in other parts of the organisation to reinforce / make these results more sustainable? ▶ Are dynamics emerging that we can use to promote change in other parts of the organisation, or to attract resources from other donors?

The focus on learning also has implications for NSIA investment management. NSIA needs to find a balance between expecting National Societies to do what they have committed to do, and accepting that learning and new opportunities may mean investment plans being adjusted to achieve results.

3.1

Developing the learning plan

As part of sign-off of the investment plan, National Societies will be asked to share how they will structure effective learning during the investment.

In designing learning plans, National Societies are encouraged to:

- ▶ use existing processes and meetings where possible;
- ▶ empower individuals to share their views, including users of services affected by NSIA investment;
- ▶ think about learning processes at different organisational levels, and how these interconnect;
- ▶ look for creative ways to share learning—for example, through video or online tools;
- ▶ consider how key individuals overseeing investments can be supported to learn, for instance through coaching or mentoring.

Annex 3 includes links to relevant external work on understanding different aspects of organisational learning.

3.2

Organising the learning meeting

The annual learning meeting should not be seen as a replacement for the processes described in the learning plan, but as an opportunity to ensure that these processes are discussed by a broad range of stakeholders and contribute to subsequent planning.

It is likely that the best time to hold a learning meeting will be after at least six months of implementation, and in the early stages of planning for the next year's investment. In designing learning meetings, National Societies are encouraged to:

- ▶ involve participants from across the National Society, as well as key people and partners not involved in implementation;
- ▶ create dialogue and trust between individuals working at different organisational levels;
- ▶ allow everyone to share perspectives on what is working well and less well;
- ▶ come up with ideas to improve future plans, specifically linked to the next planning round;
- ▶ discuss how learning can be strengthened in the NSIA project and the wider National Society;
- ▶ use the meetings to collect feedback on how NSIA can make investment modalities more effective.

Annex 1

REPORTING TABLE AT 12 MONTHS

This table will be agreed with NSIA as part of the investment finalisation process

INDICATOR LEVEL	OBJECTIVES	INDICATORS	HOW / WHEN WILL DATA BE COLLECTED	BASELINE VALUE	EXPECTED CHANGE IN INDICATOR	ACTUAL
Whole organisation	Describe 1–2 key impacts of investment across the whole organisation for each of the three NSIA goals	Define 1–2 indicators per impact	Describe how / when these data will be collected	Describe the situation prior to NSIA investment—possibly trends over the last 2–3 years if relevant	Describe what change is expected after 12 months of NSIA investment. At this level, change may not be visible after only 12 months.	Record the actual value after 12 months
Sustainable outcomes	Describe 3–5 key outcomes of activities funded through the investment	Define 1–2 indicators per outcome	Describe how / when these data will be collected	Describe the situation prior to NSIA investment (if applicable)	Describe what change is expected after 12 months of NSIA investment.	Record the actual value after 12 months
	Where possible define 1–2 indicators for the sustainability of outcomes	Describe how / when these data will be collected	Not applicable	Describe what you would expect to see after 12 months for an outcome to be sustained.	Record the actual value after 12 months	
Outputs and plan implementation	Describe the key steps of plan implementation	Define progress indicators for each step at 12 months	Describe how / when these data will be collected	Not applicable	State which of the expected plan steps have been completed at 12 months.	Record the actual value after 12 months
<p><i>Financial expenditure will be monitored separately via procedures agreed under the Working with Project Partners (WWPP) process.</i></p>						

- ▶ Use bullet points to describe how you feel implementation is going, and will go in the next 6 months of investment.
- ▶ Use bullet points to summarise any internal or external changes that had an impact on the implementation of activities.
- ▶ Use bullet points to highlight any unexpected results after 12 months.
- ▶ Use bullet points to explain why you have over- / underachieved according to your plan in the first year.
- ▶ Use bullet points to highlight the main outcomes that you see from investment at this stage.
- ▶ Use bullet points to comment on the sustainability of these outcomes.
- ▶ Use bullet points to note any points of learning after 12 months, and how these have been incorporated into your plan for next year.
- ▶ Use bullet points to record any further points that you would like to share, including any anecdotes from implementation that might illustrate your investment to NSIA. Please also share videos and pictures

REPORTING TABLE AT 6 MONTHS

This table will be agreed with NSIA as part of the investment finalisation process

INDICATOR LEVEL	OBJECTIVES	INDICATORS	HOW / WHEN WILL DATA BE COLLECTED	BASELINE VALUE	EXPECTED CHANGE IN INDICATOR	ACTUAL
Outputs and plan implementation	Describe the key steps of plan implementation	Define progress indicators for each step at 6 months	Describe how / when these data will be collected	Use actual results from previous year of implementation	State which of the expected plan steps have been completed at 6 months.	Record the actual value after 6 months

Financial expenditure will be monitored separately via procedures agreed under the Working with Project Partners (WWPP) process.

- ▶ Use bullet points to describe how you feel implementation is going, and will go in the next 6 months of investment.
- ▶ Use bullet points to summarise any key internal or external changes that had an impact on the implementation of activities.
- ▶ Use bullet points to explain why you have over- / underachieved according to your plan in the first six months.
- ▶ Use bullet points to note any points of learning after 6 months.
- ▶ Use bullet points to record any further points that you would like to share, including any anecdotes from implementation that might illustrate your investment to NSIA.

Annex 2

SAMPLE LEARNING PLAN TABLE

(Note that this is an updated version of the table included in the NSIA application pack)

4.6 MONITORING, EVALUATION AND LEARNING PLAN		
<i>Describe the mechanisms you will use to learn from implementation of the Investment Plan, as far as possible integrating them into existing mechanisms in your National Society.</i>		
Learning from implementation		
Who is involved?	How and when will they work together?	How will their learning be recorded and shared within the NS?
Outcomes learning		
Who is involved?	How and when will they work together?	How will their learning be recorded and shared within the NS?
Whole organisation learning		
Who is involved?	How and when will they work together?	How will their learning be recorded and shared within the NS?

Annex 3

Links to useful resources on learning, monitoring and evaluation

MOVEMENT MATERIALS

IFRC Pocket M & E Guide

<https://www.ifrc.org/PageFiles/79595/PMER%20Pocket%20Guide%20Draft%205-2013.pdf>

IFRC M & E Guide

<https://www.ifrc.org/Global/Publications/monitoring/IFRC-ME-Guide-8-2011.pdf>

EXTERNAL MATERIALS

Learning organisations

https://en.wikipedia.org/wiki/Learning_organization

Dimensions of a learning organisation questionnaire (to give ideas)

https://www.researchgate.net/figure/DLOQ-Marsick-and-Watkins-2003_fig2_264090264

Compendium of qualitative methods for monitoring and evaluating organisational development

https://www.framework.org.uk/wp-content/uploads/Methods_Compendium_External_Document-COVERS-signed.pdf

Most Significant Change

https://betterevaluation.org/en/plan/approach/most_significant_change

Sensemakin

<https://cognitive-edge.com/sensemakin/>

