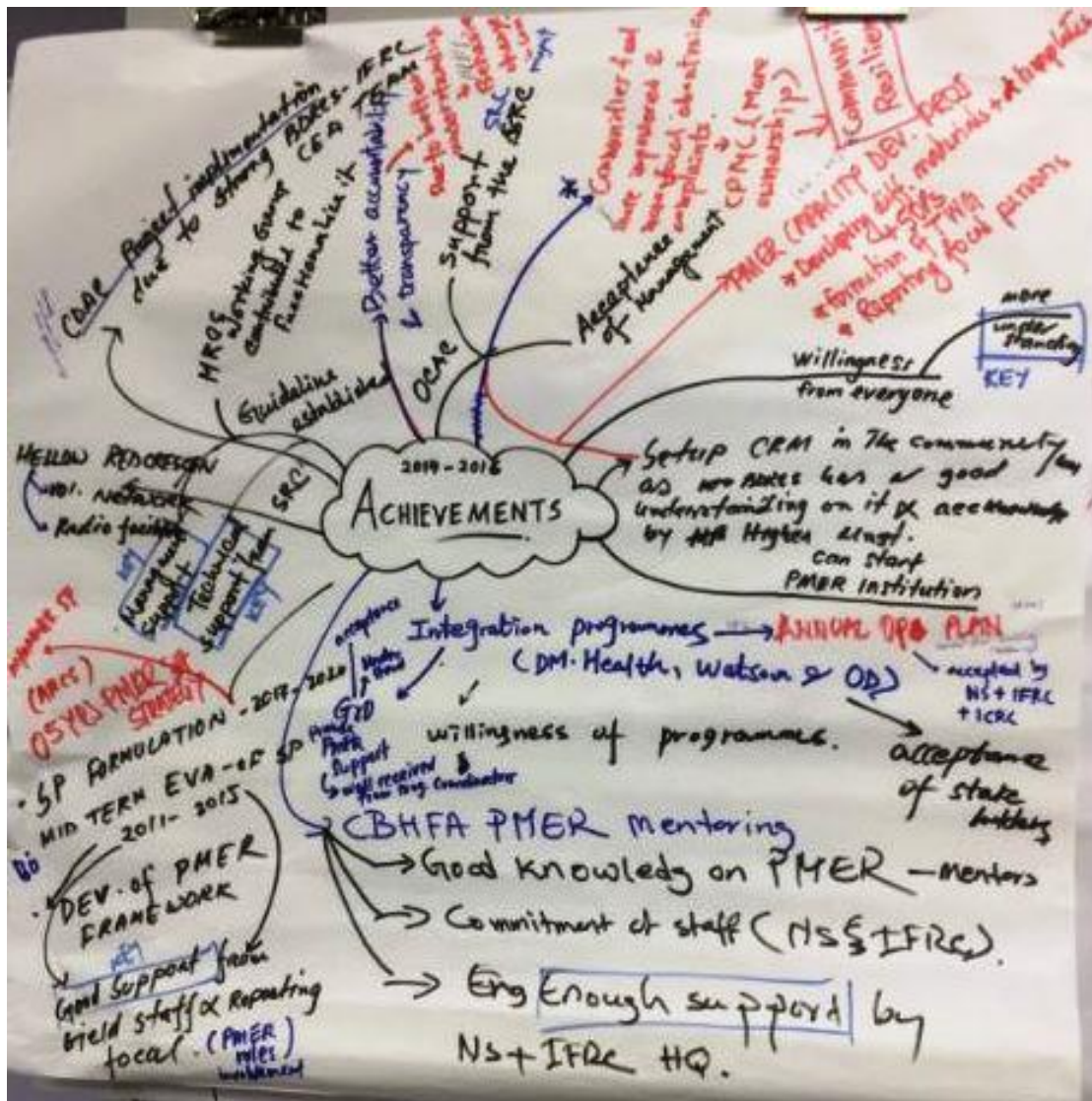




Final Evaluation of the IFRC and Swedish Red Cross supported PMER and CEA Capacity Building Project 2014-2016

Michelle Yeo
Country Support Officer
British Red Cross
myeo@redcross.org.uk

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Abbreviations

APRO	Asia Pacific Regional Office
ARCS	Afghan Red Crescent Society
BDRCS	Bangladesh Red Crescent Society
CBDRR	Community Based Disaster Risk Reduction
CBHFA	Community Based Health and First Aid
CCST	Country Cluster Support Team
CO	Country Office
CEA	Community Engagement and Accountability
CRM	Community Response Mechanism
DPRK RCS	Democratic People Republic of Korea Red Cross Society
ICRC	International Committee of Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
MRCS	Myanmar Red Cross Society
NS	National Society
NSD	National Society Development
OCAC	Organisational Capacity Assessment Chart
ONS	Operating National Society
PMER	Planning, Monitoring, Evaluation and Reporting
PNS	Partner National Society
PPP	Project/ Planning Programme
SRC	Swedish Red Cross
ToR	Terms of Reference

1. Executive Summary

Since 2014, SRC has supported PMER and CEA capacity building in targeted partners NS in the Asia-Pacific region (Afghanistan, Bangladesh, Democratic People's Republic of Korea (DPRK) and Myanmar). This support has consisted of financial support to PMER, CEA and National Society Development (NSD) programmes, as well as technical support in the form of trainings and coaching by SRC PMER delegates in various types of positions, IFRC PMER and Capacity Building delegates and regional focal points at IFRC's Asia-Pacific Regional Office (APRO) in Kuala Lumpur and SRC PMER advisors (Stockholm - and Bangkok-based). Through this capacity building support SRC has aimed to strengthen the overall institutional PMER, CEA and NSD capacity of the targeted NS to ensure relevant and effective programmes for affected populations, and, simultaneously, strengthen accountability to communities, donors and other stakeholders.

The purpose is to evaluate the PMER and CEA capacity building support provided to selected NS by SRC and/or IFRC during the period 2014 – 2016 to determine whether the capacity building support has been relevant and effective in improving the capacity of targeted NS in both areas. The findings of the evaluation will be used for learning by IFRC, SRC, and other PNSs working with PMER and CEA capacity building, as well as to inform management decision-making on future capacity building support by IFRC and SRC. The methods used for this review consisted of a desktop review, survey questionnaire and key informant interviews. The SRC PMER capacity building Myanmar review in November 2016 and SRC PMER capacity building Global tool review conducted in October has also informed this evaluation.

1.1 Key findings and conclusion

- Relevance and appropriateness

The targeted NS involvement in shaping the PMER and CEA capacity building support has been evident from the start. The support has been given as requested by NS, in particular after the OCAC (Organisational Capacity Assessment Chart) assessment, in which the targeted NS has indicated PMER and CEA as their priority areas for improvement. The support given were relevant, as it was based on needs and priorities that have been identified through the CSAT and implemented according to the NS plan of action.

The senior management-buy-in has been one of the supporting factors for moving things forward. More needs to be done to advocate and create an enabling environment¹ for the NS to put into practice what they have learned.

- Effectiveness

The majority of the people interviewed found that the in-country support given was crucial in getting the PMER programme moving, and a face-to-face interaction was highly valued as this build better working relationship and trust between NS and in-country PMER and CEA delegate. The PMER and CEA mentoring and coaching system given was said to be one of the highlights of the intervention as it allowed the targeted NS to put into practice what they have learned. Most of the people interviewed said that technical support is still needed as some of the NS has just started to grasp a better understanding of PMER and CEA.

The NSs are clearly satisfied with the support received from various partners and it is also clear that the in-country support received have been highly valued. More thought needs to be put into designing

¹ Enabling environment refers to buy in from all levels of stakeholders (National society, IFRC, PNS and other stakeholders); funding availability; staff capacity in terms of knowledge and human resources and proper systems and structures in place for implementation.

the support such as the commitment level of the staff and senior management on the next phase of mentoring and coaching support which could be tailored to different understanding level of staff in the NS. This will enable the mentor and mentees to be fully committed into the programme and progress to different levels of capacity, as such forms part of staff personal development.

- Impact

It is evident that the level of interest in the targeted NSs has shifted after receiving the capacity building support through the project. The majority of the people interviewed agreed that there is a higher level of understanding on good PMER practice and a need to have closer collaboration with CEA that enable the targeted NS to improved performance and accountability within the organisation. There is a common acknowledgement among the people interviewed that the success achieved in the project is largely due to the existence of a proper system, structures and tools. The PMER unit/department, CEA focal person and formation of the PMER and CEA technical working group were said to be one of the contributing factors of the success.

Challenges remain in clearly defining roles and responsibilities of the PMER unit/department and CEA focal person, in which it could contribute to the overall capacity building of the NS. It is not possible to fully link impact with the support given solely through the project as there was already support given through other programmes in-country by other PNS; however, one can conclude that the success achieved in the targeted NS was due to collective support, originating, among others, from SRC, IFRC, ICRC and other PNSs.

- Coherence

Cross cutting issues such as gender and diversity have been included into guidelines and templates on both PMER and CEA. The level of collaboration between PMER and CEA is evident as this could be seen in training and workshops given to the targeted NS. Information has also been shared on how PMER and CEA could be integrated into projects and programmes during mentoring, training and workshops.

There is a high level of collaboration between PMER and CEA at the NS, country office and IFRC APRO level and a clear understanding on gender and diversity in the NS programme templates. The project played a major role in linking these two components into NS programmes and projects. Further collaboration could be explored with NSD as they have a better oversight on NS capacities and how each department could work together in achieving a common goal.

- Sustainability

The duration of the project has been clear from the beginning and targeted NS were well aware of the end date of the project duration. The majority of the people interviewed have agreed that the project has been the entry point for them to advocate the importance of PMER and CEA to the main stakeholders in the country. The challenge is to maintain the momentum and interest in PMER and CEA and apply their knowledge in the field.

It is difficult to conclude that the initiative will be sustainable. However, much effort has been put into ensuring that the targeted NS will have the capacity to continue the initiative on their own. The challenge is to develop a strong PMER and CEA culture within the NS and this requires a long-term strategy to be in place.

1.2 Main recommendations

No.	Recommendations	Stakeholders
1	Sensitisation of senior management on PMER and CEA has been viewed as one of the enabling factor for successful roll out of the PMER and CEA tools. There is a need for <u>stronger leadership in ensuring that all levels of the organisation understand the importance of institutionalising PMER and CEA.</u>	NS with the support from IFRC APRO
2	<u>Guidelines, policy and framework should be translated, circulated and put in practice.</u> A simplified version of the tools could also be developed and translated, if relevant, by using the existing tools to projects and programmes.	NS with the support from IFRC APRO
3	<u>Allocating clear roles and responsibilities in order to ensure accountability of all PMER and CEA staff.</u> This is also vital in managing expectations of the PMER and CEA staff and new recruits on what role they play in the organisation and particularly in programmes.	NS
4	Creating an enabling environment for implementation. <u>Continue in advocating the importance of PMER and CEA to other donors and partners</u> with the purpose of creating an enabling environment for the NS to continue on the PMER and CEA journey. It is important to have <u>a high level of commitment in ensuring that there are sufficient resources in place for the change.</u> APRO IFRC could also <u>take a lead in advocating with other PNS in-country for a unifying reporting template through the working groups to have a common log frame and reporting approach in programmes and projects.</u>	NS, APRO IFRC and in country PNS
5	<u>A clear exit strategy when designing the proposal with sustainability indicators.</u> A midterm review of the project could be built into the project in to assess whether sustainability was realistic.	APRO IFRC and SRC
6	<u>Consider integrating PMER, CEA and NSD capacity building project in one proposal with clear budget line and a shared common goal rather than three different proposals.</u> This will allow better collaboration and a more holistic approach when planning for support to avoid duplication in efforts and resources.	APRO IFRC, SRC and in some way NS.
7	<u>Consider having the basic PPP and M&E training translated into local language on the IFRC Learning Platform</u> as not all staffs in NS are proficient in English, Spanish, Arabic or French. <u>Also, making it available off-line to allow for wider access for all NS</u> as not all have reliable internet connection to access or complete the Online Learning Platform. <u>It should be mandatory for all staff and new recruits to complete the basic PPP and M&E training on the IFRC Learning Platform.</u> This is to ensure that all staff will have a basic awareness on what is PMER	Global IFRC and NS

2. Rational and purpose of the evaluation

The evaluation was undertaken by BRC Country Support Officer (CSO), Michelle Yeo, first as an observer in the lesson learned workshop conducted on the 20th – 21st December 2016, desk reviews, survey questionnaires followed up with interviews conducted during the period of 10th – 30th January 2017.

2.1 Background

Since 2014, SRC has supported PMER and CEA capacity building in targeted partners NS in the Asia-Pacific region. (Afghanistan, Bangladesh, Democratic People's Republic of Korea (DPRK) and Myanmar). This support has consisted of financial support to PMER, CEA and National Society Development (NSD) programmes, as well as technical support in the form of training and coaching by SRC PMER delegates (in various types of positions), IFRC PMER and Capacity Building delegates and regional focal points at IFRC's Asia-Pacific Regional Office (APRO) in Kuala Lumpur and SRC PMER advisors (Stockholm- and Bangkok-based). Through this capacity building support SRC has aimed to strengthen the overall institutional PMER, CEA and NSD capacity of the targeted NS to ensure relevant and effective programmes for affected populations, and accountability to communities, donors and other stakeholders.

SRC has also had an ambition to coordinate its PMER, CEA and NSD capacity building support with IFRC and other Movement Partners (PNS and ICRC) and has been advocating for joint/coordinated institutional PMER capacity building for example the Red Cross National Society Networks. SRC has also aimed at actively involving the targeted NS by developing relevant and appropriate technical support modalities for each targeted NS. Targeted NSs for capacity building have been identified based on PMER and CEA capacity assessments carried out as well as NS interest and commitment to develop its PMER and CEA capacities.

2.2 Purpose

The purpose is to evaluate the PMER and CEA capacity building support provided to selected NS by SRC and/or IFRC during the period 2014 -2016 to determine whether the capacity building support has been relevant and effective in improving the capacity of targeted NS in both areas.

The findings of the evaluation will be used for learning by IFRC, SRC, and other PNSs working with PMER and CEA capacity building and informing management decision-making on future capacity building support by IFRC and SRC. The evaluation can also benefit the targeted NSs to assess their PMER and CEA capacity development and contribute to formulate future capacity building needs.

The primary audience for the evaluation is IFRC (PMER and CEA Geneva, Regional and Country level) and SRC (management and quality assurance and resource mobilization unit), as well as the involved four NSs (Afghanistan, Bangladesh, Democratic People's Republic of Korea (DPRK) and Myanmar).

2.3 Scope

The PMER and CEA capacity building support provided by SRC and IFRC to the following four countries - Afghanistan; Bangladesh; Myanmar; and DPRK - will be assessed. The time period under review is 2014 - 2016, although for the different countries support through PMER programmes or technical support via delegates/advisors varies, support has been provided to the targeted NSs by IFRC (through CO, APRO and Geneva levels) and by SRC (through its in-country delegates and PMER Advisor for the Asia Region).

This evaluation will focus solely on the PMER and CEA components of the SRC-funded capacity building project from 2014 to 2016. It will supplement the final report from the SRC review of PMER capacity building support (2012 to October 2016) that is currently being conducted by SRC and IFRC and expected to be completed by April 2017. A separate evaluation of NSD's component is being undertaken by the NSD unit at APRO and SRC from August 2016 to January 2017.

2.4 Key evaluation questions

Below are the key evaluation questions, which the review aimed to answer. For the full list of evaluation questions, please refer to the TOR in Annex A

1. Relevance & Appropriateness

- How have the targeted NS been involved in shaping the PMER and CEA capacity building support? Has the support been relevant to their expressed needs?
- Has there been interest in PMER and an enabling environment in the targeted NS, with buy-in from different levels of the NS?

2. Effectiveness

- What is the level of satisfaction among targeted NS in terms of the PMER and CEA capacity building support received?

3. Impact

- What is the outcome of the PMER and CEA capacity building support in terms of strengthening targeted NS systems, procedures and structures related to PMER and CEA?

4. Coherence

- How have cross-cutting issues, such as gender and diversity, been included in the support?

5. Sustainability & Connectedness

- Has the PMER and CEA capacity building support led to sustainable improvements in the targeted NS? How has sustainability aspects been built into the support?

3. Methodology of the evaluation

The main methods used of this review were desktop reviews; survey questionnaires followed up with key informant interviews.

3.1 Desktop Review

A desktop review was carried out by the evaluator, looking at the PMER capacity assessments for the four National Societies, project proposals, midterm and year-end report, workshop reports, and other relevant documents. For CEA, the evaluation will look at CEA capacity assessments for two national societies, concept notes and strategies, programme-related documents, workshop reports, case studies and other relevant documents. The SRC PMER capacity building Myanmar review in November 2016 and SRC PMER capacity building Global tool review conducted in October has also informed this evaluation. For a list of documents reviewed please refer to annex F.

3.2 Survey questionnaires

Survey Monkey was used to conduct a survey from 17th - 23rd January. A total of 17 responses have been received, on which 3 were incomplete. These 3 responses were not included in the data analysis, while the data from two responses from DPRK RCS has been inserted manually as the respondents have difficulty in completing it online due to internet restriction in the country. The survey questions could be found in Annex B.

3.3 Focus group discussion and key informant interviews

Interviews were conducted with targeted NS focal person for PMER and CEA, PMER and CEA delegate in country, selected PMER delegates who have already left the project, as well as the IFRC APRO PMER team. The interviews were semi-structured, based on interview questions linking to the evaluation questions. The IFRC APRO PMER team was interviewed as a group and focus group were set up for BDRCS and ARCS. The one-to-one interviews were conducted with IFRC in country PMER and CEA delegate; SRC PMER delegates as well as those who have left the project with the exception from DPRK RCS, since connectivity was challenging. A total of 20 interviews were conducted from 10th – 30th January. The list of questions could be found in the TOR, Annex A.

It was a challenge to have sufficient time to conduct the interviews as the targeted NS were busy with their schedules and those who have left the project had other priorities; thus, some key people could not be interviewed and some interviews had to be rushed, which affected the data collection to some extent.

4. Overall findings by evaluation criteria

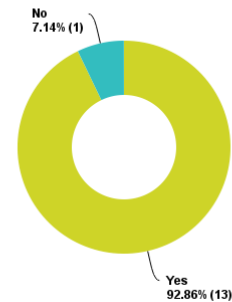
The findings are presented according to the evaluation criteria and questions.

4.1 Relevance and appropriateness

The targeted NS involvement in shaping the PMER and CEA capacity building support has been evident from the start. The support has been given based on the NS request, in particular after the OCAC (Organisational Capacity Assessment Chart) assessment, in which the targeted NS has indicated PMER and CEA as their priority areas for improvement. The support has been requested for IFRC APRO to develop their PMER framework, as well as provide workshops and training seminars for further understanding of the linkages between PMER and CEA. At the same time, advocacy for greater senior management buy-in and support to get programme managers to accept and commit to PMER.

Q9 Has the PMER and CEA CB support met your and your NS needs?

Answered: 14 Skipped: 0



The initial strategy of the project was to get more programme managers to be PMER-trained and capacitated through training workshops and the development of a NS PMER framework. However, in order to adapt to the NS needs, the project has shifted away from large scale basic PPP (Project/Programme Planning) trainings to provide more post-training follow up to ensure a good understanding and practice of PMER. This involved creating a system of coaching and mentoring programmes that addressed the PMER capacity building needs of the targeted NS and also the individual needs of staff that were assigned to go through these programmes. Therefore, support given was relevant as it was based on needs and priorities that has been identified through OCAC and further defined through the Capacity Self-assessment tool (CSAT), as such implemented based on the NS plan of action. Furthermore, results from the survey Q9 show almost 93% of the respondents has rated that the PMER and CEA CB support has met their needs as well as their NS needs.

The interest level from the targeted NS' has been high from the beginning of the project, which could be seen from the NS plan of action after conducting the CSAT and was expressed in many interviews and survey questionnaires by key informants of the project. The support given was also considered timely; however, there have been challenges in securing targeted NS availability due to heavy workload and other on-going programme priorities. Several people interviewed also voiced concern about the challenge of implementing what has been learned into their work as the targeted NS has conflicting priorities. While the senior management buy-in has been strong, and in some way has been identified as one of the driving forces for moving PMER and CEA forward in the organisation, the buy-in from the middle level is still uncertain mainly due to the lack of awareness and understanding of the linkages of PMER and CEA in programmes and projects, this was echoed in several interviews.

Conclusion:

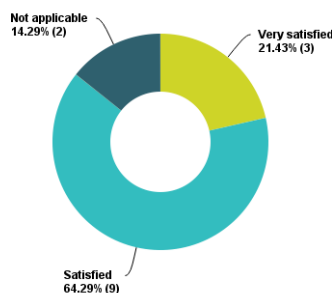
The support given to the targeted NS is relevant to a certain extent because it is needs-based and because it was requested by the NS. It has potential to become more successful in the long run. The senior management buy-in has been one of the supporting factors for moving things forward. More needs to be done in regards to advocacy and the creation of an enabling environment for the NS to put into practice what they have learned.

4.2 Effectiveness

In general, the NS are satisfied with the support received through this project, which was clearly shown in the responses from the survey and interviews. 86% of survey respondents were satisfied with the PMER capacity building support received; while only 50% reported to be satisfied with the CEA capacity building support received. When prompted further in interviews, participants claimed to have little interest in CEA from the start; thus more focus was given to PMER instead, as it was a priority area that has been identified through the OCAC review. One of the issues was also the transition from beneficiary communication to community engagement and accountability (CEA). The confusion lies on the differences between beneficiary communication and CEA.

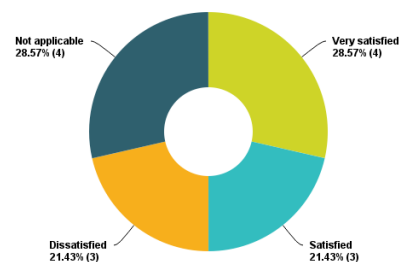
Q5 What is your level of satisfaction with the PMER CB support received?

Answered: 14 Skipped: 0



Q7 What is your level of satisfaction with the CEA CB support received?

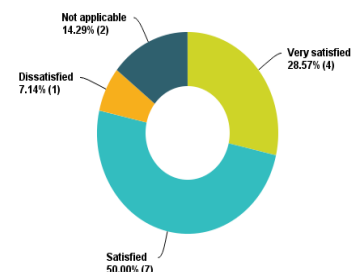
Answered: 14 Skipped: 0



The PMER and CEA Capacity Building support provided by IFRC APRO and SRC in-country PMER and CEA delegate through different kinds of support was said to be satisfactory, as indicated in the response for Q20. Only one response from the IFRC Country office found that the CEA supports were somewhat weak, mainly due to lack of NS senior management buy-in on CEA. The majority of the people interviewed found that the in-country support given was crucial in getting the PMER programme moving, and a face-to-face interaction was highly valued as this build better working relationship and trust between NS and in-country PMER and CEA delegate. In Myanmar, the PMER delegate and CEA delegate was highly valued as the consistent technical support in developing MRCS framework and minimum standard for CEA as well as advocacy to the senior management was high valued by the NS. Also in Afghanistan, the development and implementation of PMER framework that was linked with a 3 month CBHFA PMER mentoring to demonstrate application of tools/templates in the framework has been very successful. Moreover, issues was easier to be resolved with the in-country support as mentioned by most of the interviewees

Q20 How would you rate your experience working with the PMER and/or CEA focal points based in your country?e.g. full-time SRC country representative or PMER delegate or other PNS-funded CEA delegate

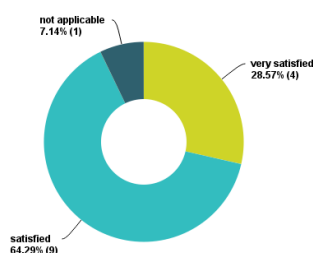
Answered: 14 Skipped: 0



The Capacity Building missions (lasting from 3 days to 3 weeks depending on the country context and NS request) by the IFRC PMER and CEA focal points via the SRC supported IFRC PMER programme was said to be relevant and useful as it allows the targeted NS to prioritise their time during trainings, seminars and workshops. The PMER and CEA mentoring and coaching system given was said to be one of the highlights of the intervention as it allowed the targeted NS to put into practice what they have learned. This could be clearly seen from the survey responses for Q22 and Q14.

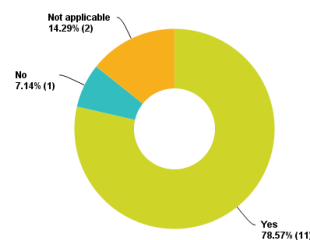
Q22 How would you rate your experience working with the IFRC PMER and CEA focal points from outside your country?

Answered: 14 Skipped: 0



Q14 If the support delivered was training, mentoring and/or coaching, were you and your NS able to put your learning directly into practice?

Answered: 14 Skipped: 0



However, in Myanmar RC some programme staff have not been able to attend different mentoring sessions due to heavy workload; in Afghanistan as mentoring support was mainly targeted at HQ level, other branches programme staffs were not able to benefit from it; in DPRK, due to internet access and connectivity, virtual support provided through the IFRC APRO focal point has been rather challenging; as these were mentioned in the interviews and also in the lesson learned workshop report as challenges faced, thus affected the progress of learning for the NS.

Most of the people interviewed said that technical support is still needed as some of the NS has just started to grasp a better understanding of PMER and CEA. More work still needs to be done in spreading awareness and implement a similar capacity building approach to branches in the NS in order to keep up with the momentum.

Conclusion:

Although there are rooms for improvement with regards to the support provided, the NSs are overall satisfied with the support received from various partners, particularly in-country support. The close proximity was able to build good working relationship between the targeted NS and in-country delegate as such was one of the contributing factors of the success of the project.

The remote support that was given through mentoring and coaching seems to work well with the NS with the exception of DPRK RC. This is mainly due to the challenges in connectivity with the NS, internal issues with DPRK CO as well as internet access. More thought needs to be put into designing the support such as the commitment level of the staff and senior management on the next phase of mentoring and coaching support, which could be tailored to different understanding level of staff in the NS. This will enable the mentor and mentees to be fully committed into the programme and progress to different levels of capacity, as such forms part of staff personal development.

4.3 Impact

Based on the survey questionnaires, it is evident that the level of interest in the targeted NSs has shifted after receiving the capacity building support through the project. Referring to the survey response for Q18, it shows that the support given has created a high level of interest on both PMER and CEA. When prompted further through interviews, the majority of the people interviewed agreed that there is a higher level of understanding on good PMER practice and a need to have closer collaboration with CEA that enable the targeted NS to improved performance and accountability within the organisation. This level of understanding has provided a good level of momentum in pushing forward the agenda on institutionalising PMER and CEA within the NS. However, there were some concerns on the continuation of the momentum as the duration of the project was only for 3 years, as some NS were only able to start benefiting from the project only in 2015 due to unexpected delays in training seminars and workshops.

“Support given on producing baseline video on setting up CRM in CBDRR programme in Bangladesh, where we received technical support in developing concept papers, identifying relevant consultants and recruitment process.” - BDRCS

the project is largely due to the existence of a proper system, structures and tools. The PMER unit/department, CEA focal person and formation of the PMER and CEA technical working group were said to be one of the contributing factors of the success. It was also apparent that support in various forms was given to the targeted NS from existing PNS (such as American RC, Australian RC, British RC, Canadian RC and Norwegian RC) with the on-going programme in- country.

The survey response for Q26 have shown that through the capacity building support, the targeted NS are confident that all the staff was able to apply their knowledge, skills and tools in their programmes. When prompted further through interviews, the responses mainly applies to the ones who has received direct support through the capacity building support as the targeted NS have gained better understanding on PMER and CEA either through face-to-face interaction with the in-country PMER and CEA delegate or through IFRC APRO at the NS headquarter (HQ) level. In Afghanistan, most of the programmes staff especially mentees have learned using the PMER tools in their work. They can now apply the practices such as problem identification, problem analysing, objective setting, and preparing lograme by incorporating CEA. The CBHFA trainers who attended the PMER capacity building trainings have applied their knowledge in designing a better CBHFA project focusing on

Q18 How would you describe the level of interest in your NS in PMER and CEA?

Answered: 14 Skipped: 0



The support received through the programme has helped the targeted NS in developing the PMER and CEA framework, which is one of the highlights for the NS. There is a common acknowledgement among the people interviewed that the success achieved in

Q26 Has the PMER and CEA CB support led to staff in your NS applying the knowledge, skills and tools in their programming?

Answered: 14 Skipped: 0



needs-based approach of the targeted communities. In Bangladesh, the ‘Hello Red Crescent-We listen to You’ is the first ever live call in radio programme which highlights CEA activities in Bangladesh. The initiative demonstrates effective two way communication with communities, its participation and feedback mechanism. In DPRK, the CPMC (Community Programme Management Committee)² has received PMER training from the DPRK RCS HQ on improving the quality of project implementation. The majority of the people interviewed agree that while structure, systems and tools have now been developed, the implementation of these tools still needs a lot of support to be rolled out and scaled up to other branches in order to strengthen the knowledge on PMER and CEA throughout the whole organisation. Several people interviewed mentioned that there is a need to simplify, translate and contextualised the guidelines and tools based on the NS needs, which will enable higher ownership of the tools.

There were also debateable views on the role of the PMER unit/department and CEA focal person as some view PMER as being responsible in ensuring reporting, monitoring and evaluation are carried out by the unit, though others see it as more in the role of an advisory and provider of technical support, if needed. As for CEA, the distinction between Beneficiary Communication and Community Engagement and Accountability is still unclear to some of the NS as some view CEA as providing technology communication tools as feedback mechanism, though others see it as more of a crucial component to be integrated into programmes and projects in ensuring transparent communication, involvement, feedback mechanism and community-led monitoring and evaluation.

Conclusion:

It is not possible to fully link impact with the support given solely through the project as there was already support given through other programmes in-country by other PNS; however, one can conclude that the increased level of interest on PMER and CEA in the targeted NS was due to collective support, originating, among others, from SRC, IFRC, ICRC and other PNSs.

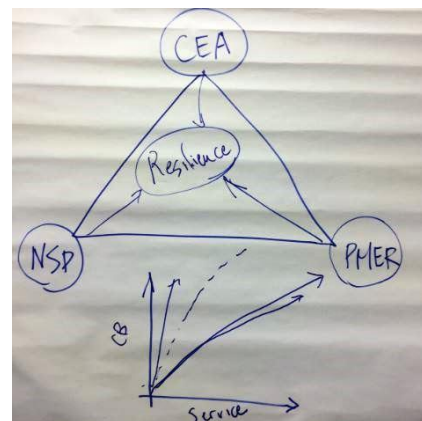
Challenges remain in clearly defining roles and responsibilities of the PMER unit/department and CEA focal person, as well as delineating the way in which it could contribute to the overall capacity building of the NS. Given that PMER and CEA awareness has been strengthened in the targeted NS, it is crucial to have a clear vision on the NS journey in spreading knowledge and having a common understanding and expectations in the roles and responsibilities of the PMER unit/department, CEA focal points and programme staffs.

² CPMC is a community driven committee involving diversified stakeholders in the communities

4.4 Coherence

Based on desk review of key documents, cross cutting issues, such as gender and diversity, have been included into guidelines and templates on both PMER and CEA. The level of collaboration between PMER and CEA is evident as this could be seen in training seminars and workshops given to the targeted NS. Information has also been shared on how PMER and CEA could be integrated into projects and programmes during mentoring, training and workshops.

The Beyond Project/planning (PPP) workshop held in December 2015 was considered one of its first for IFRC APRO PMER capacity building project collaboration, which involved PNS and IFRC on a regional PMER learning event. It was also the first time three APRO units collaborated on an NS capacity building workshop, involving AP/PMER, National Society Development (NSD), who provided presentation content and videos for the session on linkages between PMER, NSD and CEA. This was designed in response to NS' interest to learn more about M&E and beyond the PPP and M&E courses offered by IFRC's Learning Platform and APRO trainings.



(Source: IFRC SRC PMER and CEA Capacity Building project lesson learned workshop final report)

The project has taken initiatives in linking different departments for a holistic approach in capacity building, however there is insufficient evidence to demonstrate on coordination of support in a longer term with the wider NS development programming within the NS so far. What is evident is that the targeted NS has been able to collaborate with different departments in their programme but not as a holistic approach in achieving a common goal (refer to Annex D for further details on the types of collaboration within the NS to date).

There were also several references made on PMER as an area for improvement through the OCAC review and that PMER unit/department played a crucial role in developing NS annual operational strategy and development of the yearly report.

Conclusion:

There is a high level of collaboration between PMER and CEA at the NS, country office and IFRC APRO level and a clear understanding on gender and diversity in the NS programme templates. The project played a major role in linking these two components into NS programmes and projects. Further collaboration could be explored with NSD as they have a better oversight on NS capacities and how each department could work together in achieving a common goal. As such the annual operational plan of the NS and IFRC APRO will be an area to be looked into for further collaboration with other departments, which could contribute significantly to programme success. This is an area of focus in the future for moving things forward as it encourages different department units to work collaboratively rather than working in silos. As such, the NS will be able to see the linkages of their work and avoid duplication of effort and wasted resources. The PNS and IFRC could also play a more significant role in harmonising and integrating their programme where possible to promote collaboration and coordination between departments in the NS.

“ When the NS has recognised the importance of PMER and CEA in their work and found out that how it could impact their programme quality, they considered it as an important area to focus” – Afghan RC

4.5 Sustainability & Connectedness

Sustainability in this context refers to how well an NS can continue to improve its PMER capacity building on its own initiative. The duration of the project has been clear from the beginning and targeted NS were well aware of the end date of the project duration. The majority of the people interviewed have agreed that the project has been the entry point for them to advocate the importance of PMER and CEA to the main stakeholders in the country. The PMER and CEA working group has also provided a platform for them to come together to discuss and allow for better coordination among NS and partners. The challenge is to maintain the momentum and interest in PMER and CEA and apply their knowledge in the field.

Based on several interviews and desktop reviews, sustainability has been included in the proposal of the project. The targeted NS has been heavily involved in drawing up guidelines, minimum standards, templates and tools throughout the project at the HQ level and this has empowered the NS to take ownership of the initiatives. The inclusion of PMER and CEA in the annual operational plan and NS strategy is one of the examples of the NS taking ownership of the success of the project.

The mentoring and coaching programme has seemed to create a good momentum in some NS on the ability to scale up in their organisation. The peer-to-peer exchange has also created some push in collaboration with other NS and adopting best practices from others. However, this is heavily dependent on the individual who is driving the capacity building initiative.

There are some levels of coordination with the IFRC APRO PMER team on the project. This could be seen from the workshop delivered in the country, as well as the remote support given through mentoring and coaching programme. However, it is not clear that formal systems or structures for the support were given. Some level of capacity in providing capacity support has been built into the IFRC APRO PMER unit to support the NS in capacity building initiatives in the future. The level of capacity building support that could be given from the IFRC APRO PMER unit is currently being explored and further details on the contingency plan after the project has ended will be shared in the 2017 APRO operational plan as well as in the respective 2017 country operational plan.

The majority of the people interviewed agreed that the next course of action is to create an enabling environment to roll out the tools widely within the NS and putting their learning into practice in the field. In Bangladesh, a comprehensive 2 year action plan has been put in place and the goal of the plan for BDRCS to have an enabling environment for PMER, (for more details please refer to BDRCS 2016 – 2017 plan of action) Maintaining the momentum is crucial to ensure retention on institutional knowledge and getting higher buy-in throughout the NS and movement.

***“Enabling environment for PMER
has been included as a strategic
objective of BDRCS for 2017 – 2020”
- BDRCS***

There were several concerns voiced with regard to the sustainability of the project, as some NS have merely just started their capacity building journey on PMER and CEA. A lack of leadership in creating an enabling environment to continue was an issue that strongly came out in the interviews. It is also evident that there is a level of over dependency on individual support which may not always be there as their roles changes or their mission ends. Though some NS were able to secure funding from other donors in-country to follow up on the current initiatives, this requires greater commitment level from all levels of the organisation as it is crucial to have a strong team in pushing and moving the plan forward. It will also be vital for in-country PNS and APRO IFRC to continue providing technical support, when needed, as it helps to keep the momentum of the project achievements.

Conclusion:

The three-year PMER and CEA support to the NS has been a long journey for the NS. The inclusion of the PMER mentoring and coaching to supplement training for the NS and IFRC programme has resulted in a more practical approach for the targeted NS to apply what they have learned.

A significant amount of time and resources has been put in place to strengthen the capacity of the targeted NS and, in some way, the capacity of the IFRC staff in CO, CCST and APRO. It is difficult to conclude that the initiative will be sustainable. However, much effort has been put into ensuring that the targeted NS will have the capacity to continue the initiative on their own. The challenge is to develop a strong PMER and CEA culture within the NS and this requires a long-term strategy to be in place.

5. Recommendations

Based on the findings and conclusions of the review, recommendations are provided below. Please refer to Annex E for more specific recommendations for NS.

No.	Recommendations	Stakeholders
1	Sensitisation of senior management on PMER and CEA has been viewed as one of the enabling factor for successful roll out of the PMER and CEA tools. Though much effort has already been put in place, there is a need for <u>stronger leadership in ensuring that all levels of the organisation understand the importance of institutionalising PMER and CEA</u> . This could be done in a more participatory approach in defining a common understanding and vision of the PMER and CEA journey, involving all levels of the organisation.	NS with the support from IFRC APRO
2	<u>Guidelines, policy and framework should be translated, circulated and put in practice</u> . Much effort has been put into developing these tools and there is a need to apply the learning from the project into the field. A simplified version of the tools could also be developed and translated, if relevant, by using the existing tools to projects and programmes. As English is not the NS' first language, it will be more relevant to be disseminated in local languages, as such promotes better ownership.	NS with the support from IFRC APRO
3	<u>Allocating clear roles and responsibilities in order to ensure accountability of all PMER and CEA staff</u> . As this has clearly been highlighted as one of the challenges; also place a greater emphasis of PMER/CEA working knowledge during new recruitment as this will help move the PMER/CEA agenda within the NS more effectively. It is essential to have the support from senior management and HR to draw up a set of clear terms of reference and job description with clear indicators, which links to performance review. This is also vital in managing expectations of the PMER and CEA staff and new recruits on what role they play in the organisation and particularly in programmes.	NS
4	Creating an enabling environment for implementation. The enabling environment consists of funding, human resources and buy-in from all levels of the department of the NS, as well as in-country donors and PNS. <u>Continue in advocating the importance of PMER and CEA to other donors and partners</u> with the purpose of creating an enabling environment for the NS to continue on the PMER and CEA journey. Developing PMER and CEA culture is a long-term journey. On-going commitment in updating PMER and CEA skills as continuous learning among staff would help in organisational knowledge sustainability. It is important to have <u>a high level of commitment in ensuring that there are sufficient resources in place for the change</u> . Allocating a percentage of core budgets to PMER and CEA capacity building in the annual operational plan will ensure that the initiative could continue and scale up to reach all staff in the organisation. APRO IFRC could also <u>take a lead in advocating with other PNS in-country for a unifying reporting template through the working groups to have a</u>	NS, APRO IFRC and in country PNS

	<u>common log frame and reporting approach in programmes and projects.</u> This will encourage more collaboration between PNS to avoid any duplication in programme activities and lessen the workload of the NS in meeting various reporting requirements of the projects.	
5	<u>A clear exit strategy when designing the proposal with sustainability indicators.</u> As the level of PMER and CEA of the targeted NS varies, it is crucial to have clearly defined indicators and phase out plan in place when starting the capacity building support with the NS. A midterm review of the project could be built into the project in to assess whether sustainability was realistic. As such, certain issues such as over dependence on in-country PMER and CEA delegate support or specific individual in the NS could be addressed and measures could be taken to mitigate this sooner.	APRO IFRC and SRC
6	<u>Consider integrating PMER, CEA and NSD capacity building project in one proposal with clear budget line and a shared common goal rather than three different proposals.</u> This will allow better collaboration and a more holistic approach when planning for support to avoid duplication in efforts and resources.	APRO IFRC, SRC and in some way NS when they are planning for their capacity building intervention for further development.
7	<u>Consider having the basic PPP and M&E training translated into local language on the IFRC Learning Platform</u> as not all staffs in NS are proficient in English, Spanish, Arabic or French. <u>Also, making it available off-line to allow for wider access for all NS</u> as not all have reliable internet connection to access or complete the Online Learning Platform. <u>It should be mandatory for all staff and new recruits to complete the basic PPP and M&E training on the IFRC Learning Platform.</u> As PMER is a crucial element of good programming, it will be wise to make it compulsory for all staff to complete this once they have joined the movement and as part of the renewal contract requirements for existing staffs. This is to ensure that all staff will have a basic awareness on what is PMER and how it applies in their line of duty.	Global IFRC and NS

6. Annexes

Annex A : TOR of the evaluation report

Terms of Reference (TOR) for:

“Final Evaluation – IFRC SRC PMER and CEA Capacity Building Project”

Version 5: 17th January 2017

1. Summary

- 1.1. Purpose:** The International Federation of Red Cross and Red Crescent Societies (IFRC) seeks to evaluate the Planning, Monitoring, Evaluation and Reporting (PMER) and Community Engagement and Accountability (CEA) capacity building support provided to select National Societies in Asia Pacific region by IFRC, the Swedish Red Cross (SRC) and other partners through SRC-funded Capacity Building Project (2014-2016) in order to determine whether the PMER and CEA capacity building support has been relevant and effective in order to improve the capacity of targeted NSs in both areas.
- 1.2. Audience:** The findings will be used for learning by IFRC (PMER and CEA at Geneva, Regional and Country level) and the SRC (management and quality assurance and resource mobilization unit), and other Partner National Societies (PNSs) working with PMER and CEA capacity building (CB) as well as to inform management decision-making on future PMER and CEA CB support by IFRC and SRC.
- 1.3. Commissioner:** IFRC Asia Pacific Regional Office
- 1.4. Timeframe:** The evaluation exercise will take place from early December 2016 to late January 2017 (The inputs of the independent evaluator will focus over a two-week period in January 2017)

2. Background

From 2012, SRC has supported PMER and CEA capacity building in targeted partners NS in Asia-Pacific (Afghanistan, Bangladesh, Democratic People’s Republic of Korea (DPRK) and Myanmar). This support has consisted of financial support to PMER, CEA and National Society Development (NSD) programmes as well as technical support in the form of trainings and coaching by SRC PMER delegates (in various types of positions), IFRC PMER and Capacity Building delegates and regional focal points at IFRC’s Asia-Pacific Regional Office (APRO) in Kuala Lumpur and SRC PMER advisors (Stockholm- and Bangkok-based). Through this capacity building support SRC has aimed to

strengthen the overall institutional PMER, CEA and NSD capacity of the targeted NS to ensure relevant and effective programmes for affected populations, and accountability to communities, donors and other stakeholders.

SRC has also had an ambition to coordinate its PMER, CEA and NSD capacity building support with IFRC and other Movement Partners (PNS and ICRC) and has been advocating for joint/coordinated institutional PMER capacity building via for example the Red Cross National Society Networks. SRC has also aimed to actively involve the targeted NS in developing relevant and appropriate technical support modalities for each targeted NS.

Targeted NSs for capacity building have been identified based on PMER capacity assessments carried out as well as NS interest and commitment to develop its PMER and CEA capacities.

IFRC and SRC both place importance on PMER and CEA capacity building. IFRC's *Strategy 2020* exhortation to "do more, do better and reach further" provides impetus for PMER and CEA to be vehicles for improving performance and accountability within the Secretariat and in NSs.

The SRC Monitoring, Evaluation, Accountability and Learning (MEAL) project plan 2013-2016 articulates the following expected outcomes and strategy related to PMER capacity building and strengthening of focus on CEA:

Expected impact 1: Increased learning

Expected impact 2: Improved participation of people affected by crises.

Partner outcomes:

- PMER framework processes started in all partnership countries.
- Demand for PMER support from partner NS.
- Accountability to Beneficiaries pilot activities in all partner NS (in programmes or emergency interventions)

SRC outcomes:

- SRC promotes/leads joint PMER capacity-building pilot projects in selected partner countries.
- SRC is HAP (Humanitarian Accountability Partnership) certified

Strategies:

Supporting a holistic perspective on PMER that is linked to target group involvement, strategic planning and fund-raising. Attention focuses on the big picture to ensure that the entire organizations' PMER system works, rather than individual, donor driven projects. Through IFRC, SRC supports NSs to set a standard and a sustainable system, unlike many other approaches that just build systems for their "own" part of the operation within an ONS. PMER is an important part of the NS long-term sustainability and can lead to increased ownership and resource mobilization.

Transforming the results focus discussion in the humanitarian sphere, to set the target group and responsibility towards them in focus. Instead of focusing on the aggregation of results to donors, the focus should be on accountability to the target group and their participation in planning, monitoring and evaluation. Through IFRC, SRC supports the development of tools and systems to further

integrate CEA in the program cycle, as a continuous feedback loop informing program management decisions between scheduled monitoring, complementing monitoring. Indicators also have to be developed to measure results of enhanced CEA.

3. Review Purpose & Scope

3.1. *Purpose (overall objective)*

The purpose of the review is to evaluate the PMER and CEA capacity building support provided to selected NS by SRC and/or IFRC during the period 2012 until present in order to determine whether the capacity building support has been relevant and effective in order to improve the capacity of targeted NS in both areas.

The findings of the review will be used for learning by IFRC, SRC, and other PNSs working with PMER and CEA capacity building as well as to inform management decision-making on future capacity building support by IFRC and SRC. The review can also benefit the targeted NSs to assess their PMER and CEA capacity development and contribute to formulate future capacity building needs.

The primary audience for the review is IFRC (PMER and CEA Geneva, Regional and Country level) and SRC (management and quality assurance and resource mobilization unit), as well as, the involved four NSs (Afghanistan, Bangladesh, Democratic People's Republic of Korea (DPRK) and Myanmar).

3.2. *Scope*

The PMER and CEA capacity building support provided by SRC and IFRC to the following four countries - Afghanistan; Bangladesh; Myanmar; and DPRK - will be assessed. The time period under review is 2014 - 2016, although for the different countries support through PMER programmes or technical support via delegates/advisors vary. Support has been provided to the targeted NSs by IFRC (through CO, APRO and Geneva levels) and by SRC (through its in-country delegates and PMER Advisor for the Asia Region).

This final evaluation will focus solely on the PMER and CEA components of the SRC-funded capacity building project. It will be supplemented by the final report from the SRC review of PMER capacity building support (2014 to 2016) that is currently being conducted by SRC and IFRC and expected to be completed by February 2017. A separate evaluation of NSD's component is being undertaken by the NSD unit at APRO and SRC from August 2016 to January 2017.

4. Review Criteria – Objectives - Questions

The objectives of the review are:

1. **To assess the quality of the PMER and CEA capacity building support provided to the targeted NS by IFRC, SRC (and any other partners if relevant)**
2. **To assess the impact of the PMER and CEA capacity building support provided to the targeted NS by IFRC, SRC (and any other partners if relevant)**

3. To assess the extent to which IFRC and SRC coordinated/collaborated with other Movement partners
4. To assess the relevance and sustainability of the PMER and CEA capacity building support provided to targeted NS.

The review will focus on the following evaluation questions:

1. Relevance & Appropriateness
 - How have the targeted NS been involved in shaping the PMER and CEA capacity building support? Has the support been relevant to their expressed needs? Has the support been delivered timely to allow the NS to directly put learning into practice?
 - Has there been interest in PMER and CEA and an enabling environment in the targeted NS, with buy-in from different levels of the NS? How was the interest in PMER and CEA at the start of the support and how has it changed over time?
2. Effectiveness
 - What is your level of satisfaction with the PMER and CEA capacity building support (including the person providing the support)?
3. Impact
 - To what degree has the PMER and CEA capacity building initiative transferred into a meaningful change in PMER and CEA practice and use in NS programmes or operations.
4. Coherence
 - How have cross-cutting issues (gender, conflict sensitivity, environmental impact) been included in the support?
 - How have PMER and CEA CB support been coordinated with National Society Development (NSD) programming at your NS (or in IFRC)?
5. Sustainability & Connectedness
 - Has the PMER and CEA CB support led to improvements in your NS that can be sustained?
 - How has sustainability of PMER and CEA CB been considered by your NS?
 - How has the PMER and CEA capacity building support been coordinated between Host National Society, IFRC, ICRC, SRC and other Movement Partners?

5. Review Methodology

The final evaluation will be in four parts as detailed below.

1. **Final Lessons Learned Workshop:** This lessons learned workshop (December 2016) will form part of an overall evaluation of the SRC funded PMER and CEA projects at APRO. The evaluator will attend the workshop as an observer (taking a non-participatory, neutral role so as not to influence any of the workshop findings) and also include findings of this workshop as part of the final evaluation.

2. **Desktop Review:** A document review will be carried out by the evaluator, looking at the PMER capacity assessments for the three National Societies, Swedish Red Cross PMER Capacity Building flowchart, the Monitoring, Evaluation, Accountability and Learning (MEAL) project plan 2013-2016, and other relevant documents (a theory of change for the SRC PMER CB approach is under development). For CEA, the review will look at CEA capacity assessments for two National Societies, concept notes and strategies, programme-related documents, workshop reports, case studies and other relevant documents
3. **Online Survey:** A self-assessment by staff who have been directly involved in the project from the four NSs, IFRC and SRC. All relevant staff will be sent the online survey.
4. **Interviews:** Interviews will be conducted long-distance from Kuala Lumpur by the evaluator with the relevant NSs and COs to assess and identify key findings, recommendations and lessons to inform future programming and strategic decision making concerning PMER and CEA capacity building support. Stakeholder would include targeted National Societies (PMER, CEA, programme and senior management staff), selected IFRC staff (PMER, CEA, and management at Geneva, Regional and Country level), SRC (PMER staff, selected management and programme staff) and relevant PNS (PMER and country representatives).
5. **Evidence-based NS Case Studies on the impact of PMER-CEA Capacity Building:** Will be prepared in parallel by AP/PMER while the final evaluation is ongoing. The Final Lessons Learned Workshop (mentioned above) will be utilised to have the select NSs prepare initial outlines of case studies on NSs' journeys through SRC's project will be developed by the four priority NSs. It is proposed for AP/PMER to use those outlines and collect evidence so this can be a more compelling tool for promoting awareness of PMER and CEA capacity building among NSs. This will be done by producing case studies and field visits with NSs and COs. The focus will be on the following guiding questions:
 - What did NSs gain from IFRC's support on capacity building (provided through various layers of the organisation – County Office (CO), Country Cluster Support Team (CCST), Asia-Pacific Regional Office (APRO), and Geneva Secretariat).
 - What are the linkages between PMER and CEA work in-country? And how can it be strengthened further?

The AP/PMER officer will conduct a one-week visit each to Bangladesh and Myanmar between January and February 2017. The country visits would involve AP/PMER collecting information (using interviews, focus group discussions and field visits) and then conducting a NS case study workshop. Travel and/or security restrictions for travel within Afghanistan and DPRK will prevent a field visit. For Afghanistan and DPRK, AP/PMER would collect the information through other means (e-mails, skype meetings, and reports). These case studies will be incorporated into the AP/PMER capacity building manual, the final evaluation of the project (to be conducted simultaneously), and the final report that APRO submits to SRC on the capacity building programme.

6. The **evaluation team** will consist of one evaluator familiar with APRO, PMER and CEA (e.g., British Red Cross). It is expected that the evaluator will have experience in PMER and CEA and in conducting project evaluations. AP/PMER plans engage a PNS with strong PMER and CEA interests, e.g. British Red Cross (which has an office in Kuala Lumpur and is a member of the "RC NS Network on Planning, Monitoring, Evaluation and Reporting (PMER)", to assist in the second part of the final evaluation of the project over a two-week period (January 2017). The evaluator would conduct desk reviews of AP/PMER and CEA's support to the four priority countries which would be supplemented with phone/Skype

interviews. The evaluator would participate in the Final Lessons Learned Workshop. No travel by the evaluator is anticipated given that much of the information would have already been collected or be readily available.

6. Deliverables (or Outputs) from the Evaluation

- Power Point presentation of evaluation findings.
- Presentation of findings from the interviews with key stakeholders (targeted NS, IFRC key staff and SRC PMER advisors) during a meeting/webinar in Kuala Lumpur, in order to produce recommendations for future (SRC, IFRC other PNS) support to PMER and CEA capacity building.
- Draft report
- Final evaluation report (the results would then be incorporated into the final report due to SRC by 30 April 2017).

7. Proposed Timeline (or Schedule)

Time Schedule	Activities
Week 1 20 – 21 December 2016	1. Final Lessons Learned Workshop (Kuala Lumpur) – Draft outline of evaluation report based on conclusions/recommendations from the workshop and initial outlines of NS case studies.
Week 2 12-day period in January 2017	1. Desktop review: Related secondary sources for the evaluation 2. Online Survey: 18 – 23 January 2017 3. Phone/Skype interviews conducted with key stakeholders: 18 – 26 January 2017 4. Webinar to share initial findings: 9 February 2017 5. Finalise Evaluation Report with inputs from above and the NS case studies (simultaneously being prepared by AP/PMER): 17 February 2017

8. Evaluator's Profile

The evaluation will be carried out remotely by an independent evaluator based in Kuala Lumpur – Ms. Michelle Yeo, Country Support Officer (Mongolia, DPRK, Timor-Leste & China) from British Red Cross.

Annex B : Survey questionnaire

Final Evaluation of Swedish Red Cross supported PMER and CEA capacity building 2014-2016

Survey questionnaire (18-23 January 2017)

Purpose

This online survey is part of an exercise to evaluate the Planning, Monitoring, Evaluation and Reporting (PMER) and Community Engagement and Accountability (CEA) capacity building (CB) support provided between 2014 and 2016 by Swedish Red Cross (SRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC). This project targeted the national societies and IFRC country offices in four priority countries in Asia Pacific (Afghanistan, Bangladesh, Democratic People's Republic of Korea (DPRK), and Myanmar).

Method

The evaluation exercise consists of the following:

- This online survey - A self-assessment by staff who have been directly involved in the project from the four national societies, IFRC and SRC. The survey is available from 18 to 23 January 2017. Response to the survey after 23 January will not be included.
- Interviews - You may also receive an invite to either a **one-to-one interview** or **group interview** between 18 and 26 January 2017.

Use of results

The outcome of the survey and interviews will be analysed and presented in the initial finding (via Skype for Business) on 9 February and evaluation final report available by 17 February.

The findings can be used for learning by the four national societies, IFRC and other Partner National Societies (PNS) working with PMER and CEA CB as well as to inform management decision-making on future PMER and CEA CB support. The findings can also benefit the four national societies to assess their PMER and CEA capacity development and contribute to planning for future capacity building needs.

Survey instructions

The survey consists of 32 questions. Question no.9, no.12 and no.14 has a *skip pattern*, depending on how you answer you may be asked additional question. The survey has both

close-ended and open-ended questions. Questions with an **asterisk *** symbol are compulsory to provide a response.

'Not applicable' - If the question refers to PMER CB support and ***you were not the target group*** for this support, please select 'Not applicable' in your response. Likewise for CEA CB support.

'No' - Select 'No' in your response only if you were the target group for this support but did not receive any during the project period.

Click **'Next'** button to go to the next set of questions. You can at anytime click **'Prev'** button to return to the previous page to edit your answer. At the end of the survey, once you are satisfied with your answers, you can complete the survey by clicking the **'Done'** button.

It will take you about 30-45 minutes to complete this survey.

Contact

If you have any questions or suggestions regarding this survey, kindly email pmer.apzo@ifrc.org.

1. Personal information

Full name	
Job title	
Organization name	
Work email	
Work phone number	

2. How long have you been involved in the SRC supported PMER and/or CEA CB project?

Select one

☐

less than 6 months

☐	6 to less than 1 year
☐	1 to less than 2 years
☐	more than 2 years

3. How have you been involved in the project?

4. In what areas have you received and delivered CB support in PMER and CEA?

Support you have received	Yes	No	Not applicable
Advocacy of PMER/CEA CB agenda in your country			
Training and workshops in your country			
PMER mentoring and coaching			
Networking/participation in international/regional meetings and workshops			
CEA peer-to-peer exchange visits			
Guidelines/standards/templates/tool development			
Strategy/framework development			
PMER organogram/unit/SOP development			

Support you have delivered in your own capacity or with Movement support	Yes	No	Not applicable
Advocacy of PMER/CEA CB agenda in your country			
Training and workshops in your country			
PMER mentoring and coaching			
Networking/participation in international/regional meetings and workshops			
CEA peer-to-peer exchange visits			

Guidelines/standards/templates/tool development			
Strategy/framework development			
PMER organogram/unit/SOP development			

Other (please specify):	
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5. What is your level of satisfaction with the PMER CB support received?

Select one

☐	Very satisfied
☐	Satisfied
☐	Dissatisfied
☐	Very dissatisfied
☐	Not applicable

6. What was one major highlight of the PMER CB support provided?

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7. What is your level of satisfaction with the CEA CB support received?

Select one

☐	Very satisfied
☐	Satisfied
☐	Dissatisfied
☐	Very dissatisfied
☐	Not applicable

8. What was one major highlight of the CEA CB support provided?

--

9. Has the PMER and CEA CB support met your and your NS needs?

Select one

☐	Yes [If you answer this, continue to Question 10]
☐	No [If you answer this, skip Question 10 and continue to Question 11]

10. How has the support met you and your NS needs? [Once complete this Question, continue to Question 12]

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11. Why has the support not met you and your NS needs?

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12. Has the support been delivered on a timely basis to your NS?

e.g. support was provided within a reasonable amount of time after you had requested it

Select one

☐

☐

Yes [If you answer this, skip Question 13 and continue to Question 14]

No [If you answer this, continue to Question 13]

13. Could you explain which support was not delivered on time and how would you like this to be improved in future?

14. If the support delivered was training, mentoring and/or coaching, were you and your NS able to put your learning directly into practice?

Select one

☐

☐

☐

Yes [If you answer this, continue to Question 15]

No [If you answer this, skip Question 15 and continue to Question 16]

Not applicable [If you answer this, skip Question 15 & 16 and continue to Question 17]

15. Could you explain the factors related to your success in applying your learning?
[Once complete this Question, continue to Question 17]

16. Could you explain the challenges in applying your learning?

17. What other support did you receive? And how well were you able to put it into practice?

18. How would you describe the level of interest in your NS in PMER and CEA?

PMER	Highly interested	Interested	Somewhat interested	Not interested	Not applicable
Before the start of the project					
At the end of the project					

CEA	Highly interested	Interested	Somewhat interested	Not interested	Not applicable
Before the start of the project					
At the end of the project					

19. How has the interest level in your NS for PMER and CEA changed?

20. How would you rate your experience working with the PMER and/or CEA focal points based in your country?

e.g. full-time SRC country representative or PMER delegate or other PNS-funded CEA delegate

Select one

☐	Very satisfied
☐	Satisfied
☐	Dissatisfied
☐	Very dissatisfied
☐	Not applicable

21. Could you provide an example to better explain your rating for the previous question?

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22. How would you rate your experience working with the IFRC PMER and CEA focal points from outside your country?

Select one

☐	Very satisfied
☐	Satisfied
☐	Dissatisfied
☐	Very dissatisfied
☐	Not applicable



23. Could you provide an example to better explain your rating for the previous question?

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24. How would you rate your experience working with the SRC PMER and CEA focal points from outside your country?

e.g. PMER and Accountability Advisor, representatives from SRC HQ

Select one

☐	Very satisfied
☐	Satisfied
☐	Dissatisfied
☐	Very dissatisfied
☐	Not applicable

25. Could you provide an example to better explain your rating for the previous question?

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26. Has the PMER and CEA CB support led to staff in your NS applying the knowledge, skills and tools in their programming?

Select one

☐	Yes
☐	No

27. How have NS programmes and/or operations been improved by the PMER and CEA CB support?

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28. Did you consider these cross-cutting issues when designing the PMER and CEA CB support that you were involved in?

PMER	Yes	No	Not applicable
Gender (e.g. ensure men and women have equal access to the training, include gender awareness session in training)			
Conflict sensitivity (e.g. understand the context in which the support is being delivered, inter-group tensions, and divisive issues with the potential for conflict)			
Environmental impact (e.g. consider the effect of proposed activities on the environment such as using local resources or capacities to deliver the support, using recyclable materials, and minimizing the use of printouts)			

CEA	Yes	No	Not applicable
Gender (e.g. ensure men and women have equal access to the training, include gender awareness session in training)			
Conflict sensitivity (e.g. understand the context in which the support is being delivered, inter-group tensions, and divisive issues with the potential for conflict)			
Environmental impact (e.g. consider the effect of proposed activities on the environment such as using local resources or capacities to deliver the support, using recyclable materials, and minimizing the use of printouts)			

29. Please share examples of how these cross-cutting issues have been considered in the design phase. If these issues were not considered, explain why.

30. Did you consider these cross-cutting issues when implementing the PMER and CEA CB support that you were involved in?

31. PMER	Yes	No	Not applicable
Gender (e.g. ensure men and women have equal access to the training, include gender awareness session in training)			
Conflict sensitivity (e.g. understand the context in which the support is being delivered, inter-group tensions, and divisive issues with the potential for conflict)			
Environmental impact (e.g. consider the effect of proposed activities on the environment such as using local resources or capacities to deliver the support, using recyclable materials, and minimizing the use of printouts)			

CEA	Yes	No	Not applicable
Gender (e.g. ensure men and women have equal access to the training, include gender awareness session in training)			
Conflict sensitivity (e.g. understand the context in which the support is being delivered, inter-group tensions, and divisive issues with the potential for conflict)			
Environmental impact (e.g. consider the effect of proposed activities on the environment such as using local resources or capacities to deliver the support, using recyclable materials, and minimizing the use of printouts)			

32. Please share examples of how these cross-cutting issues have been considered during implementation. If these issues were not considered, explain why.

33. How have PMER and CEA CB support been coordinated with National Society Development (NSD) programming at your NS (or in IFRC)?

34. Has the PMER and CEA CB support led to improvements in your NS that can be sustained?

Advocacy of PMER/CEA CB agenda in your country	Yes	No	Not applicable
Has improved			
Is expected to continue beyond 2016			

Training and workshops in your country	Yes	No	Not applicable
Has improved			
Is expected to continue beyond 2016			

PMER mentoring and coaching	Yes	No	Not applicable
Has improved			
Is expected to continue beyond 2016			

CEA peer-to-peer exchange visits	Yes	No	Not applicable
Has improved			
Is expected to continue beyond 2016			

Guidelines/standards/templates/tool development	Yes	No	Not applicable
Has improved			
Is expected to continue beyond 2016			

Strategy/framework development	Yes	No	Not applicable
Has improved			
Is expected to continue beyond 2016			

PMER organogram/unit/SOP development	Yes	No	Not applicable
Has improved			
Is expected to continue beyond 2016			

35. How has sustainability of PMER and CEA CB been considered by your NS?
*e.g. funding from within NS or externally from IFRC, SRC, or other partners;
human resources availability; inclusion into NS's Operational Plans, department
plans, and integration into other programmes*

36. For PMER and CEA CB support, how would you rate the level of coordination between your office and the following?

**If your office appears in the list below, select "not applicable". Do the same for any office from which you had not received support.*

PMER	Excellent	Good	Satisfactory	Poor	Not applicable
Host National Society					
IFRC Asia Pacific Regional Office					
IFRC Country Office					
IFRC Country Cluster Support Team					
The International Committee of the Red Cross (ICRC)					
Swedish Red Cross (SRC)					
Other Partner National Societies (PNS)					

CEA	Excellent	Good	Satisfactory	Poor	Not applicable
Host National Society					
IFRC Asia Pacific Regional Office					
IFRC Country Office					
IFRC Country Cluster Support Team					
The International Committee of the Red Cross (ICRC)					
Swedish Red Cross					

(SRC)					
Other Partner National Societies (PNS)					

37. Additional comments if any.

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**Thank you for taking the time to complete
this survey.**

Please scan the completed form and submit it to pmer.apzo@ifrc.org.

If you have any questions or suggestions regarding this survey, kindly
email pmer.apzo@ifrc.org.

Annex C: List of people interviewed

Group Interview: IFRC APRO PMER team

No. 1	Clarence Sim	PMER Coordinator, PMER in Emergency and APRO focal point
2	Kit Roche	Senior PMER officer, East Asia and the Pacific Focal point
3	Sumitra Sundram	Senior PMER Officer, PMER capacity building focal point

Group Interview: Afghan Red Crescent Society (ARCS)

No. 1	Monammad Taib Yousufzai	HR – Finance Director
2	Abdul Hadi Saleh	PMER coordinator

Group Interview: Bangladesh Red Crescent Society (BDRCS)

No. 1	Mohammad Kamrul Hassan	PMER Senior Officer
2	Afroza Sultana	PMER Officer, PMER Section, Planning and Development Department

Key informant interview:

No. 1	Sheu Jeen Lee	Former IFRC APRO CEA Capacity building focal point
2	Moa Chenon	Former IFRC Bangladesh PMER Delegate funded by SRC
3	Dibakar Behera	Former Delhi CCST PMER focal point
4	Sofia Malmqvist	Swedish Red Cross Country Representative , formerly also covered as PMER capacity building focal point for IFRC Myanmar Country office
5	Richard Cewers	Swedish Red Cross OMER and Accountability Advisor based in Bangkok

6	May Kyaw	Myanmar Red Cross PMER Coordinator
7	Zin Mar Thet	Former Myanmar Red Cross CEA Officer
8	Moshoumi Choudhury	Former IFRC Afghanistan PMER Delegate
9	Wendy Neoh	Former APRO PMER regional focal point for Southeast Asia
10	Peter Ophoff	IFRC APRO Head of PMER team
11	Amanda George	Former IFRC Myanmar CEA advisor, currently consultant for Swedish Red Cross
12	Sayeeda Farhana	IFRC Bangladesh Senior Disaster Management Officer, CEA focal person
13	Basir Ahmad Amiri	IFRC Afghanistan Field Office Manager (Heart office)

Annex D: List of programme collaboration

Country	Description	Area of collaboration
Afghanistan	Rapid detailed assessment form developed in 2015	PMER + DM + NSD (branches)
	PMER TWG (focal points from all departments and PNSs)	PMER + cross department
	Adapt PMER to CBHFA as part of PMER mentoring (Oct 2015 onwards) – use PMER framework to choose tools useful for project – NS branch and volunteer team leaders also provided comments to improve/adapt tools	PMER + Health
	Operational Plan involves programmes (integrated) with volunteers and communities	PMER + NSD
	Inclusion of CEA and Gender in PMER trainings (part of PMER framework)	PMER + CEA + Gender
	Record public gathering (broadcasted on TV news) – try to involve government at branch level	CEA examples
DPRK	Community-based early warning and evacuation system (CBEWES) uses tools for PMER, CEA and Climate Change Adaptation (CCA) – trainings on VCAs and baseline	PMER + CEA + DM
	CEA – complaints box, face-to-face meetings, taskforce meetings, CPMCs	CEA examples
	PMER-CEA integrated workshop held in Pyongyang in November 2015	PMER + CEA
	Integrated Development Programme	Cross department
Bangladesh	Video baseline on CRM – assessment and monitoring	PMER + CEA
	Consulted with PMER on CRM reporting templates	PMER + CEA
	Radio programme – how to involve	CEA + PMER + Cross

Country	Description	Area of collaboration
	different programmes (gender, health, livelihoods, etc) – also how to monitor (listeners club, monitoring form)	department
	Gender and diversity baseline study – assessment led by PMER department (including SWOT analysis and Plan of Action)	PMER + Gender
	Gender proposal for SRC with PMER support	PMER + Gender
	CBDRR programme – integration of DM, health, early warning, livelihood, M&E tools, community-based monitoring, CEA (CRM), community DREF, communities conducting their own assessments	PMER + CEA + cross department
	Contingency planning at community level	CEA + DM
	Adapted Vulnerability and Capacity Assessment (VCA) guidelines	PMER + DM
	Youth and development department + PMER – Volunteer Investment and Value Audit (VIVA) studies	PMER + NSD
	Community development department + PMER developed community monitoring tool and conducted PMER training for staff (reporting focal points from all departments)	PMER + CEA
	Gender disaggregated data for all departments to include in reports	PMER + Gender
	BOCA support – BDRCS support for Malaysian RCS, Myanmar RCS, Cruz Vermelha Timor Leste (CVTL) and distance support to Pakistan RCS	PMER + NSD + DM
	A Who, What, Where, and When (4W) matrix on CEA and common message library on CEA – external collaboration with partners (planned)	CEA examples
	PMER TWG includes focal points from all	PMER + Cross

Country	Description	Area of collaboration
	departments	department
Myanmar	2017 Operational Plan – cross departmental – training and dissemination package	PMER + OD
	Branch reporting template used by volunteers	PMER + OD
	CEA – creating reporting template – quarterly reports	PMER + CEA
	CEA minimum standards in PMER Guidelines	PMER + CEA
	CEA part of mentoring programme for PMER technical working group	PMER + CEA
	Health department – assessment for CBHFA programme	PMER + Health
	CEA in maternal and child health programme and cash programme in Rakhine Special Programme	CEA + Health + Cash
	Gender session in PMER training (June 2015) for PMER focal points from all departments	PMER + Gender
	PMER technical working group includes representatives from all MRCS departments	PMER + Cross department
	PMER integrated in SOPs for gender and DM	PMER + Gender + DM
	CEA integrated into DM SOPs	CEA + DM

(source: Final report of lesson learned workshop 20th – 21st December 2016 , pg. 16-19)

Annex E: Recommendations specific to NS

No.	Recommendations	Targeted NS
1	Sensitisation of senior management on PMER and CEA has been viewed as one of the enabling factor for successful roll out of the PMER and CEA tools. Though much effort has already been put in place, there is a need for <u>stronger leadership in ensuring that all levels of the organisation understand the importance of institutionalising PMER and CEA</u> . This could be done in a more participatory approach in defining a common understanding and vision of the PMER and CEA journey, involving all levels of the organisation.	DPRK RCS ARCS MRCS
2	<u>Guidelines, policy and framework should be translated, circulated and put in practice</u> . Much effort has been put into developing these tools and there is a need to apply the learning from the project into the field. A simplified version of the tools could also be developed and translated, if relevant, by using the existing tools to projects and programmes. As English is not the NS' first language, it will be more relevant to be disseminated in local languages, as such promotes better ownership.	MRCS ARCS BDRCS DPRK RCS with the support from IFRC APRO
3	<u>Allocating clear roles and responsibilities in order to ensure accountability of all PMER and CEA staff</u> . As this has clearly been highlighted as one of the challenges; also place a greater emphasis of PMER/CEA working knowledge during new recruitment as this will help move the PMER/CEA agenda within the NS more effectively. It is essential to have the support from senior management and HR to draw up a set of clear terms of reference and job description with clear indicators, which links to performance review. This is also vital in managing expectations of the PMER and CEA staff and new recruits on what role they play in the organisation and particularly in programmes.	MRCS ARCS BDRCS
4	Creating an enabling environment for implementation. The enabling environment consists of funding, human resources and buy-in from all levels of the department of the NS, as well as in-country donors and PNS. <u>Continue in advocating the importance of PMER and CEA to other donors and partners</u> with the purpose of creating an enabling environment for the NS to continue on the PMER and CEA journey. Developing PMER and CEA culture is a long-term journey. On-going commitment in updating PMER and CEA skills as continuous learning among staff would help in organisational knowledge sustainability. It is important to have <u>a high level of commitment in ensuring that there are sufficient resources in place for the change</u> . Allocating a percentage of core budgets to PMER and CEA capacity building in the annual operational plan will ensure that the initiative could continue and scale up to reach all staff in the organisation. APRO IFRC could also <u>take a lead in advocating with other PNS in-country for a unifying reporting template through the working groups to have a common log frame and reporting approach in programmes and projects</u> . This will encourage more collaboration between PNS to avoid any duplication in programme activities and lessen the workload of the NS in meeting various reporting requirements of the projects.	MRCS ARCS DPRK RCS BDRCS

6	<u>Consider integrating PMER, CEA and NSD capacity building project in one proposal with clear budget line and a shared common goal rather than three different proposals.</u> This will allow better collaboration and a more holistic approach when planning for support to avoid duplication in efforts and resources.	ARCS BDRCS MRCS DPRK RCS
7	<u>Consider having the basic PPP and M&E training translated into local language on the IFRC Learning Platform</u> as not all staffs in NS are proficient in English, Spanish, Arabic or French. <u>Also, making it available off-line to allow for wider access for all NS</u> as not all have reliable internet connection to access or complete the Online Learning Platform. <u>It should be mandatory for all staff and new recruits to complete the basic PPP and M&E training on the IFRC Learning Platform.</u> As PMER is a crucial element of good programming, it will be wise to make it compulsory for all staff to complete this once they have joined the movement and as part of the renewal contract requirements for existing staffs. This is to ensure that all staff will have a basic awareness on what is PMER and how it applies in their line of duty.	ARCS MRCS DPRK RCS

Annex F: List of documents reviewed:

1. SRC PMER capacity building Myanmar review
2. SRC PMER capacity building Global tool review
3. SRC PMER and CEA capacity building project proposal 2013, 2014, 2015, 2016
4. SRC PMER and CEA capacity building project year-end report 2013, 2014, 2015
5. SRC PMER and CEA capacity building project mid-term report 2013, 2014, 2015, 2016
6. IFRC Asia Pacific Region operational plan 2014, 2015, 2016, 2017
7. IFRC Asia Pacific Region operational report 2014, 2015
8. IFRC Country Level operational plan 2014, 2015, 2016
9. IFRC Country Level operational report 2014, 2015
10. IFRC SRC PMER and CEA capacity building final lesson learned workshop report 2016

Country	PMER	CEA
Afghanistan	1. PMER capacity assessment report 2014 2. PMER framework 3. CBHFA mentoring programme gap analysis 2015 4. Mission reports 2014 – 2015 (Sumitra) 5. PMER operational plan 2016 6. PMER strategy 7. Moushoumi end of mission report 2016 8. PMER workshop power points	9. CSA recommendations 10. Mission report 2016 – Sheu Jeen 11. ARCS BCA activities 12. ARCS communication strategy 2016 -2020 13. CEA Sensitisation workshop 2016
Bangladesh	1. CSA report 2015 2. BDRCS SWOT analysis 2014	7. CSA recommendations 2015

	3. Sumitra Mission report 2014, 2015, 2016 4. PMER CB project proposal BDRCS Dec 2016 5. Moa Chenon end of mission report 2016 6. BDRCS Basic Training power points	8. Consultancy synopsis report on CRM 2015 9. Concept note for Video Baseline 10. BDRCS Coordination Mechanism guidelines 11. CBDRR CRM guidelines 12. Hello Red Crescent – Community Radio show Case study 13. Sheu Jeen Mission report 2014, 2015, 2016 14. Concept note BDRCS BCA 2014 15. Nepal Skillshare report 2016
DPRK	1. CSA report 2014 2. Coaching agreement 2014 3. Sumitra Mission report 2014, 2016 4. PMER and CEA workshop report 2016	5. Sheu Jeen Mission report 2016 6. DPRK Peer exchange with MRCS report 2015
Myanmar	1. CSA initial findings 2014 2. MRCS project/planning guidelines for building community resilience PMER framework 3. MRCS CEA commitments to operations 2016 4. Sumitra Mission report 2014 , 2015, 2016 5. MRCS Strategic Plan 2016 – 2020 6. ICABR Module Workbook 7. Training report PMER workshop 2014	8. MRCS minimum standard case study 2016 9. MRCS minimum standard commitments and key actions 10. Sheu Jeen Mission report 2016 11. CEA plan and budget 2015, 2016, 2017 12. Pledge based report CEA to BRC 2015 – 2016 13. MRCS approach to CEA 2016 – ppt