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# Annual report

## Planning, monitoring, evaluation and reporting (PMER)

 International Federation  
of Red Cross and Red Crescent Societies

MAA00014

26 April 2012

This report covers the  
period 01 January 2011  
to 31 December 2011.

Screen shot of the  
project/programme planning  
online course launched in 2011 in  
English, soon available in French  
& Spanish

DESIGN STAGE: DEVELOPMENT OF LOGICAL FRAMEWORK  
Assumptions

International Federation  
of Red Cross and Red Crescent Societies

Link between assumptions and objectives

Click on the words in the objectives columns to see how the "if-and-then" test works.

Objectifs	Indicators	Means of verification	Assumptions
IF Goal	THEN		Assumptions at goal level (not always included)
IF Outcomes	THEN	AND	Assumptions for outcomes
IF Outputs	THEN	AND	Assumptions for outputs
IF Activities		AND	Assumptions for activities

Language EN Subtitles On Off Volume # 22 PREVIOUS NEXT

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### In brief

#### Programme goal

The Planning and Evaluation Department continued to uphold IFRC quality performance and accountability through its support in planning, monitoring, evaluation and reporting worldwide.

#### Programme summary

In support of the above programme goal, a summary of the key activities carried out in 2011 are as follows:

#### Support a culture and practice of quality and reliable planning, monitoring, evaluation and reporting:

- A total of 390 people were trained in 18 training workshops on project/programme planning and/or monitoring and evaluation worldwide, bringing the cumulative total of people trained to 753.
- A new guide on project/programme monitoring and evaluation (M&E) guide was finalized in the 3<sup>rd</sup> quarter of 2011 and disseminated within the Zones and National Societies in English, with translations to follow.
- An IFRC Evaluation database was launched in September 2011.
- An online training course on project/programme planning is available since October 2011 (in English with translations soon available), offering an introduction to key skills and methods for results-based project planning.
- The new project/programme planning (PPP) guide released first in 2010 has been reprinted and distributed widely in all working languages.

**Putting in place a Federation-Wide Reporting System (FWRS):**

- Piloted the Federation-Wide Reporting System and (FWRS) and Federation Databank (FDB) with interested NSs in all the zones
- Seventy two (72) NSs participated in the initiative by the end of 2011, providing both qualitative and quantitative information on their NSs.
- IT platform guidelines were developed and disseminated to the participating NS.
- NS FDRS focal points were trained in MENA.
- In October 2011 the two initiatives FWRS and FDB were merged into Federation-Wide Databank and reporting System (FDRS). A single IT platform development was initiated by outsourcing its development in the month of November 2011, to be delivered by end of January 2012.
- Annual exercise to gather strategic plans and annual report from all NS conducted
- Collection of audited financial statements from all NS initiated in November 2011, using the FDRS as the central repository for collected document

**Financial situation**

The total 2011 budget is CHF 530,000, of which CHF 468,880 (88 per cent) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 468,880 (88 per cent) of the budget and 100 per cent of the income.

It should be noted that given the delays experienced in the development of the FDRS IT platform, only one of the planned training workshops (in MENA) was held. Therefore, the 2011 budget was exclusively used to support delivery of PMER capacity building aspects of the plan, and not for FDRS training – see also “context” section below.

[Click here to go directly to the financial report.](#)

**No. of people we have reached**

As this plan aims to build the capacity and systems of national societies, it does not reach directly or indirectly any people at community level. See below for number of people/facilitators trained.

**Our partners**

The planning and evaluation department (PED) works in partnership with the Swedish Red Cross and the Netherlands Red Cross to build capacity in PMER and to reinforce M&E capacities in the Zones. The financial support provided has enabled PMER trainings to be held around the world, the development, production and translation of capacity building resources – including the development of online training on project/programme planning in multiple languages – as well as making it possible to hire local M&E staff. In addition, a number of National Societies like the British Red Cross, the Danish Red Cross, the Norwegian Red Cross the Finish Red Cross, the Swedish Red Cross, the American Red Cross, the Australian Red Cross, and the Canadian Red Cross have also contributed to the development of the M&E guide and some have participated in the facilitation of the trainings. See also “working in partnership” below to see how the department collaborates in less formal ways with the PMER international community.

## Context

National Societies, the IFRC and its partners all increasingly realize the importance of developing the skills and systems to allow for effective results-based management. While this is increasingly recognized, the need for substantial investment in terms of human and financial resources is more difficult to secure.

The original 2010-2011 plan incorporated the Federation-wide data bank and reporting system. However during 2010 the planning, monitoring, evaluation and reporting department was split into the “planning and evaluation department” (PED) and “performance development department” (PDD), with PDD leading on the Federation-Wide Databank and Reporting system and PED focusing on developing a culture and practice of PMER. This report continues to provide updates on both these aspects; however all of the funding was used to support the work the PMER work of the planning and evaluation department.

These two small departments are made up of a total of nine staff, with an additional 29 staff (approximately) in the five zones, many of whom share responsibilities with programme coordination, resource mobilization and report management among other tasks.

## Progress towards outcomes

The [revised plan for 2011](#) set out four key outcomes that the Planning and Evaluation department (PED) will seek to achieve the following over the next 4 years (2011-2014):

- 1) Support a culture and practice of quality and reliable planning;
- 2) Support a culture and practice of quality and reliable monitoring and reporting;
- 3) Support a culture and practice of quality and reliable evaluation;
- 4) Improve knowledge and programme management by using appropriate IT solutions.

The points listed under this first “achievements” section relate to the capacity-building related outputs of all of the first three outcomes.

## Achievements

### Trainings held and people trained

During 2011 a total of 18 trainings covering one or more topics on planning, monitoring and evaluation were carried out, with a total of 390 people benefitting from these trainings (see table on next page), bringing the total number of registered participants since 2009 to 753. Out of the 18 trainings, 9 were held in the Europe, 3 in Africa and 3 in the Americas, one in MENA and one in Asia Pacific (some of the training costs were supported from other funding sources than those supporting this plan).

Other more informal trainings were held around the world, and Asia Pacific capacity building efforts continued to focus more on mentoring approaches, following significant amounts of trainings over the past 2 years. The mentoring visits were well-received; in Nepal members of the Watsan Unit and the National Society’s PMER officer were supported to improve their data collection tools and methods, as well as improving their project documentation. In Timor Leste, mentoring was carried out following two days of refresher PMER training, with the Health team in the country office and NS, again working closely with team to review and improve their planning documentation.

In addition 13 new people have been added to the PMER facilitator's list, through co-facilitating one or more trainings, including more trainers able to train in French or Spanish as well as English. The trainings have focused more at the country level than in previous years, and more emphasis has been given to carryout pre-and post-tests to validate the knowledge gained during the trainings. However, as these tests have not as been yet systematically carried out in every training, complete statistics on progress made during the trainings is not yet available.

The M&E components of the trainings are now more extensive and supported by more complete and detailed support materials, following the finalisation of the M&E guide as described below.

#### **Development and roll-out of online training for project/programme planning**

Following an extensive development and testing period, the English version of the e-learning modules on project/programme planning was launched in October 2011, and has been positively received, with quick take up with nearly 700 people registering by the end of the year (and total registrations at the time of writing (April 2012) at nearly 1,500).

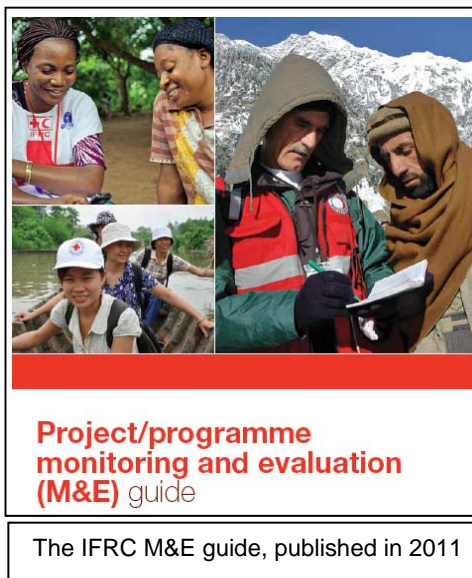
The translation and adaptation of the course into French and Spanish was mostly completed in 2011, but the launch in those languages initially scheduled for the 3<sup>rd</sup> quarter of 2011 is postponed to the first quarter of the year 2012, due to some issues in the translation process and unforeseen technical problems during the adaptation process.

The completion rates of the course are currently quite low, partly due to technical issues on the IFRC learning platform, which will soon be resolved. The vast majority of feedback on the course has been positive. A more systematic evaluation of the user satisfaction will be carried out in 2012, and there are plans to develop a similar online training on monitoring and evaluation in 2012.

Trainings held and people trained				
	Type	Location	NS	IFRC
1	Regional	Turkmenistan - January	13	0
2	Country	Hong Kong - February	19	0
3	Regional	Panama – March	18	7
4	Country	Finland – March	38	0
5	Country	Tajikistan – July	21	0
6	Regional	Kenya – September	16	7
7	Regional	Hungary – September	11	5
8	National	Dominican Rep. – Oct.	25	2
9	Regional	Kazakhstan – October	19	0
10	Country	Sweden - November	13	0
11	Country	Haiti – November	25	0
12	Country	Ukraine – November	27	0
13	Country	Belarus – November	18	0
14	Regional	Senegal – November	8	8
15	Regional	Amman – November	17	4
16	Regional	Cameroon – December	18	5
17	Country	Tajikistan – December	16	0
18	Country	Sudan – December	30	0
			352	38
		Total	390	

### Development of detailed monitoring and evaluation and reporting resource materials

The new Project/Programme Monitoring and Evaluation Guide was developed in partnership and consultation with many National Societies during 2010 and 2011, and was finalised and made available in August 2011. This guide serves both as an extensive desktop reference, and also an essential accompanying toolkit to the M&E trainings carried out around the world. The translation in French and Spanish was begun in 2011 and will be finalized in early 2012. To ensure a quality translation of all concepts, especially complex technical terms in M&E, highly qualified technical reviewers were engaged to validate the draft translations. Some National Societies are keen to promote the tool and encourage its translation in different languages. Hence, the manual will be translated into Russian and as well into Italian in the first half of next year.



### Training for PMER in emergencies

As described in the [2010 annual report](#) and [2011 mid-year](#) report, the standard training materials were again used as the basis for training on developing an Emergency Plan of Action, as part of IFRC's Field Assessment and Coordination Training. The training materials were further developed to be more adapted to the emergency context, and collaboration with colleagues in disaster management continues to provide advice and guidance on pragmatic good quality PMER in the emergency setting.

### Recruitment of M&E staff in the Zone offices

The 2011 plan (as part of the 2011-2014 Long Term Planning Framework) includes a focus on the recruitment of skilled locally M&E staff in all Zones. The Europe and Americas Zone offices both recruited one M&E senior officer in early July. The Europe Zone M&E officer will support the Zone from the regional representation office in Moscow. In Asia Pacific, the funds made it possible to retain a skilled and experience local M&E staff with a focus on capacity building; in the second half of the year a regional PMER officer for South Asia was hired, to further build capacity in that region.

In MENA zone, in early 2011 two staff were already in place (supported by funding outside of this plan), therefore funds were set aside for skills development of those staff members. Unfortunately one of these two staff members whose focus was also PMER capacity building recently left, leaving some gaps in the support to the Zone. Shortly after this the decision was made to relocate the MENA zone, therefore the recruitment process was put on hold for 2011. In Africa, also the relocation of the Zone office required postponing the recruitment process. However with both Zone offices now successfully relocated, it has been possible (at the time of writing in early 2012) to hire 2 new staff related to M&E in Africa, both funded outside of this plan. Recruitment for the MENA Zone is ongoing, following the relocation of this office.

In 2012, funding will continue from under this plan only for 1.5 staff members in the Europe Zone and 1 staff member in Asia Pacific (based in Delhi).

### Constraints and Challenges

Building and resourcing M&E capacities in the Zones has been a challenging issue this year as described in the [mid-year report](#), with recruitment proving difficult in some areas, especially in MENA and Africa due to the relocation of the Zone office. The staff hired in the Americas, Asia Pacific and Europe Zones remained stable, but in most Zones the PMER teams remain very small compared with the number of tasks to be completed, and the long-standing problem of PMER resources being focused on report management rather than capacity building remains an issue in many zones.

The development and roll out of the online training took significantly longer than expected due issues with the technical development of the online modules. However this additional time it was necessary and useful to allocate sufficient time to develop, test and refine the product until it was of a high quality.

The translation of these modules also took significant time to complete, correct and validate, as did the translation of the M&E guide and related training materials. Experience has shown that the complexity and specificity of PMER terms requires additional time and validation to ensure good quality translations.

**Outcome 2: Support a culture and practice of quality and reliable monitoring and reporting.**  
**Output 2.1 (for which funding is sought): Federation-wide monitoring system is piloted and implemented.**

Following the adoption in principle of the Federation-Wide Reporting System (FWRS) by the General Assembly at its November 2009 meeting in Nairobi, the following progress have been made in 2011:

#### **Pilot Run**

By the end of the year, 30 per cent (72 National Societies) have participated in either one of these exercises: Federation-Wide Reporting system (FWRS) and Federation Databank (FDB). The level of participation varied from one zone to another, with about half of all European National Societies and about 25 per cent of all National Societies in Africa and in the Middle East and North Africa (MENA) providing data and feedback on the system.

#### **Merging of FWRS and FDB**

The two closely-related initiatives, the FWRS and the Federation Databank (FDB), aim both at collecting information and data from National Societies. To ease the use of the platform, a decision was taken to merge these two initiatives by the end of 2011. The qualitative information collected by the Federation Databank will complement the quantitative information from the FWRS key indicators, thereby providing a complete picture of National Societies' trends and status. The Federation Databank is web-based and allows National Societies to update their own profiles covering: *who we are; how to get in touch with us; what we do; who are our partners; what are our*

*financial resources; what are our key documents e.g. founding law, statutes, annual reports and audited accounts; and how we learn and share knowledge.*

### **Federation-Wide Indicators aggregated figures as of 31 December 2011**

The current data collection is presented here for information. However, it should be noted that the limited number (57) of National Societies currently providing data on the Key Performance Indicators (KPIs) during this pilot phase means that extrapolation to global (Federation-wide) estimates is not yet possible. Further analysis will be possible when the response in data provided increases.

Federation-Wide Indicators	Aggregated figures as of 31 December, 2011	Number of NSs who responded
1.1 People reached by Disaster response and Early Recovery Programmes	7,119,473	39
1.2 People reached by Long Term Services and Development Programmes	112,351,940	46
1.3 People covered by Preparedness and Risk Reduction Programmes	64,082,117	30
2. No. of people volunteering time	3,021,662	54
3. # of paid staff	77,261	57
4. # of people donating blood	10,245,709	39
5. # of local units/branches	34,463	52
6. Total income received (CHF)	5,580,575,803	47
7. Total expenditure (CHF)	5,318,446,713	47

### **Constraints or Challenges**

Unexpected difficulties in the development of the shared FWRS/FDB IT platform has caused delays in the development and rollout of the initiative. In addition to the issue of a number of National Societies struggling to access the IT platform, the challenge of collecting and collating information against the seven KPIs remains one of the key impediments. To overcome this, National Societies need to be provided with necessary support in the form of training and translating the guidelines into five working languages of the IFRC.

In the year ahead, performance development department (PDD) in Geneva will be working closely with planning and evaluation department and the information systems department to address gaps related to data collection, reporting and the digital divide, in order to facilitate the proactive use of the IT platform by all National Societies. Subject to availability of funds, PDD plans to assist the respective zones in organising follow-up training sessions with the focal points both in soliciting feedback from users and addressing challenges in the understanding and use of the FDRS

### **Working in partnership**

The planning and evaluation and performance development departments work in close collaboration with other secretariat departments Zonal offices, and with National Societies on PMER. The planning and evaluation department represented the IFRC as a full member of the

Active Learning Network for Accountability and Performance in Humanitarian (ALNAP) and is representing the Red Cross Red Crescent Movement during the steering committee meetings since January 2011 for a two-year period. Members of the department and global PMER team also regularly participate in international forums and working groups related to PMER, such as the IASC working group on real-time evaluations, the American and European Evaluation Association conferences.

### **Contributing to longer-term impact**

The department has made a considerable investment in laying a sound foundation of PMER guidelines and resources. It builds upon this towards its objective to support a culture and practice of quality and reliable PMER in the IFRC. The Department will continue to provide technical and capacity building support and advice to secretariat offices and National Societies on their strategic and operational plans, monitoring systems and processes, and evaluation and reviews.

Now that the tools are all developed and some of the local M&E staff are in place, the potential to capitalize on the progress made over the past two years is strong. Further monitoring and evaluation will be necessary to have a clearer idea of what difference has been made so far in the secretariat and in National Societies, and to identify the current needs for further capacity building.

The Federation-Wide Databank & Reporting System is thus a means for demonstrating our credibility, enhancing our reputation for trust and transparency, extending our influence and garnering increased support for all that we do.

The information on National Society capacities, services, and strengths at all levels, a consistent and up-to-date profile creates greater external and internal awareness on what individual National Societies do and their potential to do more.

A repository of capacities, resources, and technical expertise, made available to partners, facilitates capacity enhancement through peer exchange. In addition to upholding accountability and transparency at multiple levels, the benefits of having reporting as an integral component of the system includes enhanced programme management which contributes to informed policy decisions, and ultimately guides our mission to deliver improved services to those in need.

### **Looking ahead**

A number of activities have been identified for 2012 in order to reinforce our capacities at different levels. The online course in project/programme planning will be available in French and Spanish, and an online training in monitoring and evaluation will be further developed and made available in the second half of next year. A Training for Trainers in project/programme and monitoring and evaluation with attendance from the different Zone offices and National Societies is expected to take place in June, and a minimum of 10 trainings worldwide are planned for 2012. A new training on "Managing an Evaluation" is planned for June, and a PMER module is being incorporated into the new IFRC Manager's Refreshers Course. A "PMER Pocket Guide" is planned to be developed, consolidating key messages and resources already published in a concise, user-friendly format.

The department will continue to provide secretariat offices and National Societies with technical support in PMER. As mentioned, 2.5 Zonal staff members will be retained through the funding associated with this plan and the connected 2011-2014 Long Term Planning Framework.

In the year 2012, the FDRS is to be rolled out to all National Societies; the target set is for 100% compliance from all members of the network. The promotion of FDRS is to be carried out in close coordination and collaboration of the respective zone focal points and the National Societies, PDD in Geneva is to provide necessary support to the zones and the individual National Societies for their proactive participation in the initiative while ensuring that the information provided is substantive and do reflect the work carried out by the individual members of the network.

Also in 2012 we will promote and align the use of the platform with other on-going initiatives within the IFRC, namely monitoring of the IFRC-DFID partnership and PACT (African NSs Conference commitment), both these initiatives have a commonality with FDRS in respect to collecting information on the seven KPIs from the targeted NSs, to encourage active use of the FDRS platform for collating information for the seven indicators.

## How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on [www.ifrc.org](http://www.ifrc.org)

## Contact information

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