monitoring template

long-term and emergency operations

This guideline outlines suggested monitoring questions for country/crises responsible during field visits of long-term and emergency Operations. Use section 2.1, 2.2 or 2.3 as relevant depending on if the Operation is multilateral, bilateral or a disaster response.

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Operational area:

Operation:

Date: [Välj datum]

# monitoring: [Operation]

1. Results

Make a selection of suitable results and indicators from the Operation to follow up from HQ, to branch and community level. Look at the results and indicators of the Operation in PUFF as a starting point, or refer to the funding proposal or emergency appeal/Emergency Plan of Action as applicable.

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| **Results to follow up** | **Indicators to follow up** |
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## Operation monitoring questions

### 2.1 Multilateral

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| **Level** | **PMER** | **Finance/admin/anti-corruption** |
| HQ | 1. Are there any outstanding issues from the Planning Analysis Memo (PAM) or Results Assessment Memo (RAM) to follow up? 2. Is there a filled out [**Monitoring and Evaluation Plan**](https://fednet.ifrc.org/en/resources/policy-strategy-and-knowledge/PMER/pmer-guidance/)? (For every indicator and assumption the following should be filled in: Indicator Definition (& unit of measurement), Data Collection Methods/Sources, Frequency & Schedule, Responsibilities, Information Use/Audience.) 3. Is there an [**Indicator Tracking Table**](https://fednet.ifrc.org/en/resources/policy-strategy-and-knowledge/PMER/pmer-guidance/) that is used (with baseline and targets set, actuals reported on and % of target calculated)? 4. Are there filled in monitoring reports made in consistent format? 5. Can NS/IFRC explain how the monitoring reports feed into the operation activities (have adjustments of the programme been made as a result of monitoring?)? 6. How does the action ensure that both targeted/affected women and men of different ages (adolescents, youth, elderly), including disabled, are able to actively participate and influence the implementation? 7. Are gender and age disaggregated data collected? How are the specific needs and vulnerabilities of women and men addressed in the implementation? 8. Are there specific safety/protection/risks/negative effects for the different gender and age groups related to the implementation (could be created by the context or the action itself)? | 1. Can the delegation provide a clear description of how SRC support is channelled to the NS via the Federation (working advance or cash transfer)? 2. Can the delegation provide an updated organisational chart of the NS? 3. Can the delegation provide a list of the employees that are paid with SRC funding? 4. Does the NS have an anti-fraud/anti-corruption policy? 5. Briefly explain how the NS works against fraud/corruption. 6. Have the employees received training on anti-fraud/anti-corruption? |
| **Level** | **PMER** | **Finance/admin/anti-corruption** |
| Branch | 1. Is there a filled out monitoring template for volunteers? 2. What do the volunteers think about the monitoring template? 3. Can the branch explain how the results of the monitoring template are used (directly in the branch for project adjustment or sent on to HQ etc.)? 4. Can the targeted affected women and men identify what support they are receiving/ have received from RC (randomly select from the target group/affected population list) 5. Can the targeted/affected women and men explain how the support has affected their situation? Have it addressed their needs? 6. How can the targeted/affected women and men of different ages (adolescents, youth, elderly), including disabled influence the implementation? 7. Do the targeted/affected women and men think the provided support adequately address the different needs and vulnerabilities of women and men of different ages (including, children, adolescents, youth and elderly), including disabled? 8. Is there a safe and confidential feedback and complaints mechanism on-site? How are the complaints followed-up? 9. Can the branch manager explain how the target/affected women and men of different ages (adolescents, youth, elderly) are involved in the project planning and monitoring? 10. Can the branch manager explain how specific risks/negative effects for the different gender and age groups related to the implementation are mitigated (could be created by the context or the action itself)? 11. Can project staff highlight instances where the project adjusted programmatic activities on the basis of feedback from the affected population? | 1. Is there an updated organisational chart for the local branch structure? 2. Does the NS have a clear routine for approval for SRC local project costs? 3. Can the branch manager provide a budget over SRC supported projects alternatively activities? 4. Can the branch manager provide a list of employees that are paid with SRC funding? 5. Is there a budget for monitoring, what is it used for? |
| IFRC capacity to support NS | Comments: | Comments: |

### 2.2 Bilateral/Consortia

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| **Level** | **PMER** | **Finance/admin/anti-corruption** |
| HQ | 1. Are there any outstanding issues from the Planning Analysis Memo (PAM) or Results Assessment Memo (RAM) to follow up? 2. Is there a filled out [**Monitoring and Evaluation Plan**](https://fednet.ifrc.org/en/resources/policy-strategy-and-knowledge/PMER/pmer-guidance/)? (For every indicator and assumption the following should be filled in: Indicator Definition (& unit of measurement), Data Collection Methods/Sources, Frequency & Schedule, Responsibilities, Information Use/Audience.) 3. Is there an [**Indicator Tracking Table**](https://fednet.ifrc.org/en/resources/policy-strategy-and-knowledge/PMER/pmer-guidance/) that is used (with baseline and targets set, actuals reported on and % of target calculated)? 4. Are there filled in monitoring reports made in a consistent format? 5. Can NS/IFRC explain how the monitoring reports feed into the operation activities (have adjustments of the programme been made as a result of monitoring?) 6. Have a gender and diversity analysis been conducted? Is sex- and age disaggregated data collected? | 1. Are there any outstanding issues from the financial capacity assessment and action plan to follow up? 2. Is there an updated organisational description of the NS? 3. Does the NS have a clear routine for approval and cost allocations regarding SRC project costs? 4. For bilateral collaborations, can the NS provide a financial report from the latest quarter/six-month period regarding SRC programme related costs (project monitoring)? 5. Can the NS provide a current budget for SRC funded projects alternatively activities? 6. Can the NS provide an updated balance from SRC’s bank account as well as a list of all transfers from SRC during the year? 7. Can the NS provide account records from the last quarter for the SRC account? 8. Can the NS provide all verifications from the last quarter regarding SRC-supported projects? 9. Can the NS provide a list of employees that are paid with SRC funding? |
| **Level** | **PMER** | **Finance/admin/anti-corruption** |
| Branch | 1. Is there a filled out monitoring template for volunteers? 2. What do the volunteers think about the monitoring template? 3. Can the branch explain how the results of the monitoring template are used (directly in the branch for project adjustment, sent on to HQ, etc.)? 4. Can the target/affected women and men identify what support they are receiving/ have received from RC (randomly select from the beneficiary list) 5. Can the target /affected women and men explain how the support has affected their situation? Have it addressed their needs? 6. Can the branch manager explain how the target/affected women and men of different ages (adolescents, youth, elderly) are involved in the project planning and monitoring? 7. Can the branch manager explain how specific risks/negative effects for the different gender and age groups related to the implementation are mitigated (could be created by the context or the action itself)? 8. Can project staff highlight instances where the project adjusted programmatic activities on the basis of feedback from the affected population? | 1. Is there an updated organisational chart for the local branch structure? 2. Does the NS have a clear routine for approval for SRC local project costs? 3. Can the branch manager provide a budget over SRC supported projects alternatively activities? 4. Can the NS provide all verifications from the month regarding SRC-supported projects? 5. Can the NS provide a list of employees that are paid with SRC funding? 6. Can the NS provide a cash reconciliation from the latest month signed by a local board treasurer or other person responsible? |
| Bilateral/ consortia capacity to support NS | Comments: | Comments: |

### 2.3 Disaster Response

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| **Level** | **PMER** | **Finance/admin/anti-corruption** |
| HQ | 1. Are there any outstanding issues from the Initial Assessment of Emergency Appeal or the Results Assessment Memo (RAM) to follow up? 2. Is there an Emergency Plan of Action? 3. Is there a filled out [**Monitoring and Evaluation Plan**](https://fednet.ifrc.org/en/resources/policy-strategy-and-knowledge/PMER/pmer-guidance/)? 4. Are the indicators being systematically monitored? 5. Are there filled in monitoring reports made in a consistent format? 6. Can NS/IFRC explain how the monitoring reports feed into the operation activities (have adjustments of the response been made as a result of monitoring?) 7. Is there a system in place for affected people to speak to and influence programme activities? 8. Are gender and age disaggregated data collected? How are the specific needs and vulnerabilities of women and men addressed in the implementation? 9. General description and analysis of how the operation is going. Have any specific risks/negative effects impacted the implementation? 10. Coordination – with who; how does it work; who is in charge of the coordination work; and do they keep a meeting protocol? 11. What is the NS mandate during response in the country? 12. How do the different departments within the NS relate to each other? 13. How is the operation progressing regarding SRC earmarked areas? 14. HR-staffing of the operation, including paid personnel and volunteers. 15. Do they have all the expert personnel as specified in the appeal? E.g. NDRTs and RDRTs 16. Procurement: what are the routines for procurement (how long is it taking; have there been any unpredictable complications)? | 1. What is the speed of implementation/spending rate? 2. If SRC has earmarked funds in the appeal, how has it been used? If unspent, is there a need to move the earmarking into other areas? 3. What type of fund transfer system is used by IFRC to the NS (cash transfer or working advance)? 4. How are funds transferred from HQ to branches? 5. How are funds reported on/declared from branch to HQ to IFRC? |
| **Level** | **PMER** | **Finance/admin/anti-corruption** |
| Branch | 1. Is there a filled out monitoring template for volunteers? 2. What do the volunteers think about the monitoring template? 3. Can the branch explain how the results of the monitoring template are used? (Directly by the branch for project adjustment, sent on to HQ, etc.) 4. Can the target/affected women and men identify what support they are receiving/ have received from RC (randomly select from the target group list) 5. Can the target /affected women and men explain how the support has affected their situation? Have it addressed their needs? 6. Can the branch manager explain how the target/affected women and men of different ages (adolescents, youth, elderly) are involved in the project planning and monitoring? 7. Does the appeal raise any questions that needs to be addressed during the visit? 8. Sector specific questions according to what is written in the appeal. 9. Work process/relation between HQ and branches? 10. Any need for delegate support in the operation? 11. How is the health situation in the area? 12. Has the operation shown any gaps? 13. Have any specific risks/negative effects impacted the implementation? |  |
| IFRC capacity to support NS | Comments: | Comments: |

For more information please find in PUFF Gender, Diversity and SGBV related examples, checklist and tools (Operation: Gender and Diversity Global, Documents, Gender sensitive project management)