

# Red Xeen KiND

## Program Cycle

September 2015





### 3.12.2 Sequential Flow of Activities in PMEL

The following paragraph provides the sequential flow of activities in PMEL during a programme cycle. For more detailed information on the full programme cycle of activities, we refer to [annex 26 Description Program Cycle Management](#).

#### *Context Analysis*

The format for a context analysis is described in the SPP format and manual. Red een Kind requires a holistic context analysis, with attention to social-emotional, cognitive, physical, spiritual and environmental components. The context analysis pays attention to macro, meso and micro level factors.

The context analysis should result in an identification of the development barriers of the target group and a thorough analysis of the root causes for these barriers. This will then enable them to formulate which development barriers and root causes the program will address.

The SPP manual concisely describes the requirements for a context analysis. Additional elaborations on the context are encouraged to be included as well. Red een Kind acknowledges the fact that thorough context analysis is needed as a solid basis for programming.

Tools to be used are the [SPP manual \(see annex 2 - Manual Strategic Program Plan\)](#) and [SPP format \(see annex 1 - Format Strategic Program Plan\)](#). This process of writing a multi-annual strategic plan requires a solid context analysis where an applicable Child Status Index, secondary data, interviews, field visits and other researches can be used as input.

#### *Participatory Assessments*

The vulnerable target groups, including children, people living with disabilities, women and other relevant groups, identified in the context analysis will be consulted as part of the program needs assessments. This is done among a representative sample of the target group. Relevant stakeholders such as local governments and other NGOs are also consulted with regards to the identified needs and priorities in the target area (see participatory toolbox manual).

#### *Assessment Report*

Before Red een Kind proceeds with considering a proposal the partner organization submits, a brief assessment report should be given, which describes the geographical focus and is based on a solid assessments that justify the involvement in the programming in that particular area (see format assessment report).

#### *Strategic Program Plans (SPP)*

Programs will only be implemented after partners have described their logic towards their envisioned change and get approval for this from a Red een Kind donor. When a SPP is approved for multi-annual years, an annual contract will be the basis for the actual funding.

The SPP is completely focused on the development of a Theory of Change for the respective program, containing the problem that is being addressed, the way intended to bring about change and how the program is going to be managed (see [format and manual](#)



[SPP in annex 1 & 2](#)). This SPP will also include an estimation of the budget for the multiple years. The SPP can describe 3-4 key thematic issues (implemented as projects in the program) that the partner will address. In addition, a description will be given on how other issues will be addressed (later or by other stakeholders).

#### *Tailor-made PMEL framework*

After developing a ToC for the SPP format, each program needs to develop its own tailor-made PMEL framework, taking the Red een Kind requirements, and possible other donor requirements into account. From the ToC, the most essential elements the program's logic will be selected and indicators will be selected for this. Indicators will be selected on all the levels (paths of change) of the Theory of Change. Eventually, all indicators will be entered in one database in Excel, which forms the PMEL framework of the program. It contains the PMEL requirements (non-negotiable) as well as extra additional indicators (negotiable).

The database will be assessed by Red een Kind PMEL staff and together with the partner, the PMEL framework is agreed upon for the duration of the SPP.

#### *Baseline*

After the SPP has been completed and a tailor-made PMEL framework is agreed upon, a baseline study needs to be conducted. Possibly, some baseline data is already collected at context analysis. The baseline is a first measurement of all indicators of the PMEL framework and is executed in the first months of (or before) the program. The results of the baseline need to be reported to Red een Kind PMEL staff.

#### *Annual Plans and Budgets*

Annually, new plans are submitted, which are drafted based on lessons learned over the past years and changes that took place in the context ([see annex 7 Annual Plan - Format](#)). The annual budget is drafted accordingly. Annual plans form the basis for contracting and funding.

In the annual plans, the ongoing monitoring of the program will be presented; lessons learned from previous years are presented as well.

#### *Bi-annual and annual Reports*

Twice a year (January-June and July-December), a report is drafted in which the key achievements are reported against the program plans for the year. Besides the regular reporting, case studies and personal testimonies will be added where possible. On request, Red een Kind can also ask for a bi-annual PMEL report (the updated PMEL database). In the annual report, the ongoing monitoring of the program and lessons learned are presented and actively discussed (reflection & sense making).

There is a format available for bi-annual reporting and annual reporting (see [annex 8 -Bi-Annual Reporting](#) & [annex 9 - Annual Reporting](#)).

#### *Outcome studies*

Outcome studies serve as input for the mid-term and end-term evaluation and collect data on higher level outcomes of the ToC. The outcome studies collect the data of non-annual indicators, like the Child Status Index, the empowerment scorecard and other multi-annual outcome indicators of the PMEL framework of the partner (like education, AED, JBS



or TVET scorecard or other). The partner can perform those studies by itself with assistance of Red een Kind. The budget must be reserved by the partner for outcome studies. Outcome studies will feed data into the mid-term or end-term evaluations where this data is analysed.

Initiative for outcome studies is at the partner. Partners will get support from Red een Kind in writing a ToR and selecting a consultant who can perform the outcome studies and support the partner in collection, analysis, and reflection on the outcomes.

### *Mid-term Evaluation*

Halfway into the programme life cycle (after about 2 and half years into a five years project) an evaluation of the programme must take place to determine the contribution of the programme towards the 5 DAC criteria (efficiency, effectiveness, impact, relevance and sustainability), using the ToC and the tailor-made PMEL framework of the partner (its database) as well as additional research during the mid-term evaluation to get a better understanding of the collected output and outcome data. Outcome studies serve as input for the mid-term and collect data on higher level outcomes of the ToC.

The main objective of mid-term evaluations is organizational learning of the implementing partner, so it must provide realistic recommendations for further quality improvement of the programme. Accountability is important, but the focus is on learning, since a mid-term evaluation can still serve the program for the years to come. For an end-term evaluation, learning is less relevant if a programme is phased out.

The mid-term evaluation will include analysis and reflection of the data collected in the database for use by the various donor(s), by annual reporting or outcome studies. For Red een Kind donor these are the minimum requirements, including the Child Status index, the empowerment scorecard (if applicable) and the tailor-made outcome indicators selected. Initiative for mid-term or end-term evaluation is at the partner. Partners will get support from Red een Kind in writing a ToR and selecting a consultant who can perform additional research and the analysis, do a reflection with the partner and write a report with relevant recommendations.

Budget for mid-term: A specific budget is set aside by ReK for evaluations, which can be used to do two smaller evaluations (mid-term and end-term to be exact) or only one more thorough end-term evaluation. Partners initiate and decide together with ReK when to use these funds in the program cycle.

After the mid-term evaluation is submitted to Red een Kind, a joint analysis and reflection of the mid-term's results must be planned. The partner is responsible for this and must actively try to follow up results of the analysis and reflection of the report into its decision-making process for continuation of the program.

### *5 Year Evaluation*

A second evaluation will determine if programme objectives have been achieved and whether a phase-out can be planned. The end-term evaluation of the programme takes place to determine the contribution of the programme towards the 5 DAC criteria, using the ToC and the tailor-made PMEL framework of the partner (its database) and possible additional research.

The end-term evaluation will include analysis and reflection of the data collected in the database for use by the various donors. For Red een Kind donors, these are the minimum



requirements, including the Child Status index, the empowerment scorecard and the outcome indicators selected. These are collected via outcome studies, which take place before or as part of the final evaluation, so they can feed analysis and reflection. Additional research and more in-depth data are required to be done by an external evaluator. Together with Red een Kind a ToR will be drafted and agreed upon. The external evaluator will perform the additional research and take into account what the ToC planned to do and what has been done using the collected data in the database of the tailor-made PMEL framework. The additional research can be agreed upon; Red een Kind has experience with doing a client satisfaction research and assessing the DAC criteria via interviews. The most appropriate type of research will be agreed upon between partner and Red een Kind PMEL staff.

**Budget for end-term:** A specific budget is set aside by ReK for evaluations, which can be used to do two smaller evaluations (so mid-term and end-term) or one more thorough end-term evaluation only. Partners decide together with ReK when to use these funds in the program cycle.

After the end-term evaluation is submitted to Red een Kind, a joint analysis and reflection of the mid-term's results must be planned. The partner is responsible for this and must actively try to follow up results of the analysis and reflection of the report into its decision-making process for possible continuation or phase-out of the program.

#### *Phase-Out Plan*

Based on the 5 year evaluation report a phase out plan will be prepared. The maximum duration of a phase out plan is 3 years. Please check [annex 27 Guidelines for program Phase out](#) for further details on phasing out your programme.

#### *End of Project Evaluation*

If the programme duration has been 8 years or longer and a significant amount of time has been detected between the end-term evaluation (see 5 year evaluation) an additional evaluation can be conducted (negotiable) which has a similar approach as the 5-year evaluation.