



# **Uganda Red Cross Society**

## **Planning, Monitoring and Evaluation Department**

**Annual Progress Report – January to December 2008**

### **Over view**

During this year the department has continued to pursue its goal of Strengthening planning, monitoring and Evaluation to enhance better performance so as to improve the reach, quality and impact of programs.

### **Summary of the achievements over the period**

This year the department has made tremendous achievements. We participated in the Regional Watsan assessment for viability options, participated in several programme reviews and assessments, reviewed and developed monitoring & data recording tools have developed to trace progress, the department has supported programs in proposal development, participated learning reviews, maintained a stable LAN at headquarters and the warehouse, supported departments in ICT, training BDR staff in the use of PDAs and participated in the development of VCA mapping. We also oriented the branch staff and volunteers on the M&E tools, reviewed and developed more monitoring & data recording tools, Conducted Monitoring & Evaluation training for the central region. The department successfully coordinated the planning process for 2009. To ensure uniformity in the planning process, a template for the planning guidelines was developed and shared with different departments, regions and Branches.

<b>a) Statement of affairs</b>		Ug.shs
PME The year 2008		
<b>Accumulated fund</b>		
Opening balance at 01/10/08 <b>(A)</b>		(7,418,532)
Total receipts <b>(B) +</b>		(98,655,287)
Total payments <b>(C)</b>		99,084,583
-		
Closing balance at 31/12/08 <b>(A+B) - C</b>		<b>(6,989,236)</b>
<b>Represented by</b>		
Cash at bank		16,310,988
Cash at hand		(191,260)
-		
Working advances		(307,211)
+		
Other		(8,823,281)
<b>Total</b>		<b>6,989,236</b>

<b>b) Cash request</b>		Ug.shs
1 <sup>st</sup> quarter 2009		
Forecast expenditure 1st quarter		2,495,185
Forecast expenditure for first month of following quarter +		1,247,593
Cash at bank	-	16,310,988
Cash request	=	0
Requested transfer in USD (1 USD = 1,800 Ug.shs) =		
Annual programme budget	=	9,980,738
Expenditure to date	=	0
Expenditure to date as a % of budget	+	

## Summary of Achievements over the Year

### **1.0 Strengthen organizational capacity in planning, M&E and reporting for effective service delivery and accountability**

In an attempt to address the challenges arising from a lack of uniformity to planning, Monitoring and Evaluation (PM&E), during the year the department developed PME policy and guidelines as a first step to initiate and foster an organizational culture that recognizes and values the significance of M&E and promotes the integration of M&E best practices in all aspects of URCS's programming.

Throughout the year the department has continued to provide technical support in project planning and management, developing ToRs, conducting assessments, baseline surveys and reporting i.e. collecting baseline information for VCA in all the regions. As a result, departments have started having focused surveys, hence making problem identification and targeting the most vulnerable easy.

The planning meeting for 2009 was successfully organized. All departments provided an overview of what they intend to do in 2009. The overviews were shared with different partners in the partnership meeting held in Nairobi in June, 2009. The department continued to use every opportunity available during the year to conduct monitoring and evaluation awareness sessions to volunteers and staff with the main objective of changing attitudes of the staff & volunteers towards M&E.

We participated in the year a planning; Monitoring, Evaluation and reporting meeting held at the Nairobi zonal office, during the meeting we shared progress and PMER experiences among National societies and agreed to form a zonal PMER network which will go a long way to build capacities of the National societies.

## **2.0 Build the capacity of branches and headquarters in Information and communication technology**

Support services to all Uganda Red Cross Society staff in the area of ICT both at the headquarters, regions and all branches were provided throughout the year. This is a continuous service that covers applications support, hardware and maintenance, network administration, Internet/Email, software installation and training, but it is still on low especially in the regions.

The ICT policy was reviewed and approved by the central governing board. The new policy is now disseminated and shared with staff in the toolkit. There was also training of PDA users for Blood Donor Recruitment programme in Mbarara, Kabale, Kabarole, Mbarara, Arua, Gulu and Kasese branches. The training aimed at helping the BDR counselors track donors at various sites.

During the period a new Internet service using satellite was installed by a new Internet Service provider (AFSAT) to eliminate challenges in online communication and reporting.

The ICT technical team (Ordina) from Netherlands was hosted, the team together with the ICT coordinator trained ICT super users in Microsoft Office Packages and basic network management. The super users provide help to other users in the absence of the technical person. In addition a file server was installed in Hoima Region; this helped to centralize data storage and management, thus reducing on the risks of information loss

The department also upgraded the file server at headquarters from Linux operating software to a windows operating environment. This was aimed at simplifying information sharing, centralized management of documents and automatic backing up of key files.

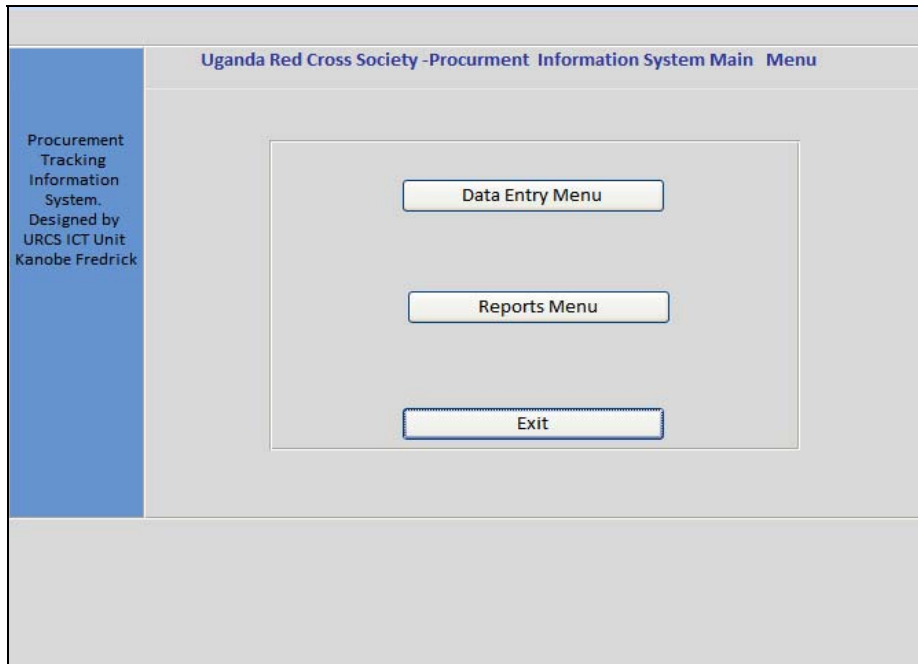
In order to enhance timely communication between the URCS headquarters and the branches four, (4) branches were connected on the mobile Internet system using the GPS. The branches connected were Arua, Luwero, Rukungiri and Pallisa. The main challenge regarding the Internet at the branch level is sustainability of the operational cost (monthly subscription) which most branches cannot afford. To facilitate office automation, the department also managed to provide one computer set to Kampala Central Branch.

### **3.0 Enhance and maintain a management information system to facilitate programming at all levels**

We conducted a training on Global Information's System intended to help programme staff map out and analyze data/ information in Uganda to facilitate decision making at all levels. Also the department has been advising all staff and volunteers to document all the activities done and make sure all the documented records are safely kept both in hard and soft copies and ensure the utilization of the data collection tools available to them at field level.

A procurement tracking system was developed for the National Society. It is believed that this will improve efficiency of the procurement system. The system

will be used by all staff in tracking the procurement process for their respective items requested.



*Procurement Tracking MIS' Main Menu*

**THE UGANDA RED CROSS SOCIETY**  
Procurement Tracking Information System

**Data Entry Menu**

DepartID: 1  
Department: Audit

Close

Order ID		LPO Status	Issued	To be filled by Logistics and procurement
Year	2009	LPO No	30245	
Quarter	I	LPO Date	21-Sep-08	
Form 8 No	18073	Company	Computer Point	
Form 8 date	19-Sep-08	Item delivererly status	Delivered	
Item description	Dell Latitude Notebook D630	Deliverly Date	24-Sep-08	
Department Unit	Audit	Actual delivery Date	25-Sep-08	
Unit price	250000	Payment status	Unpaid	
Quantity	2	Payment Order No		
		Payment Date		

To be filled by Accounts and Finance

Record: 1 of 2 | No Filter | Search

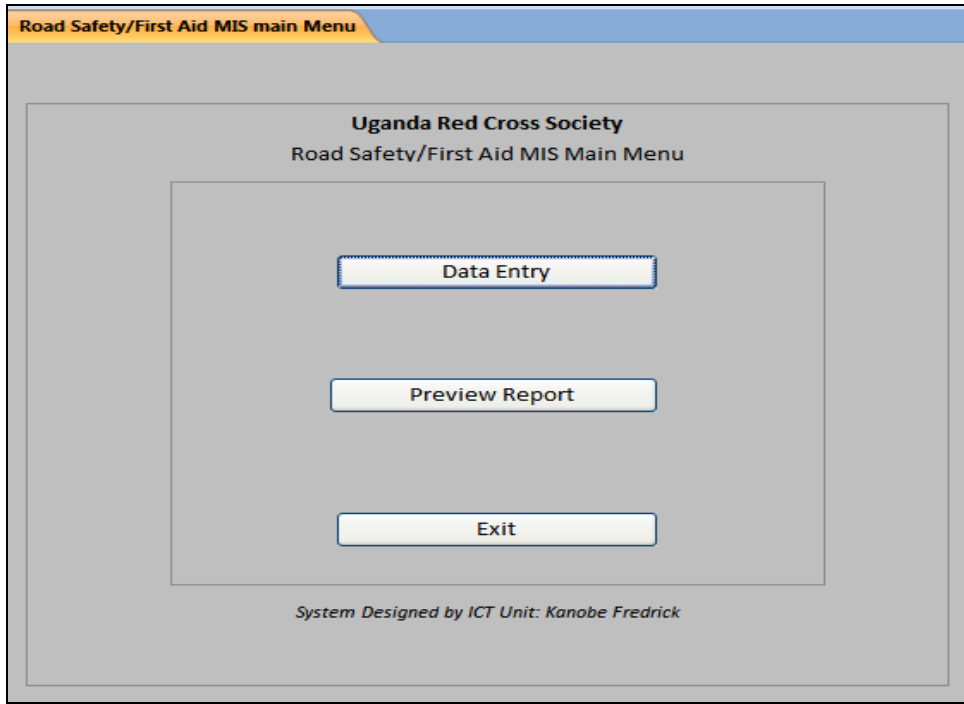
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Record: 1 of 9 | No Filter | Search

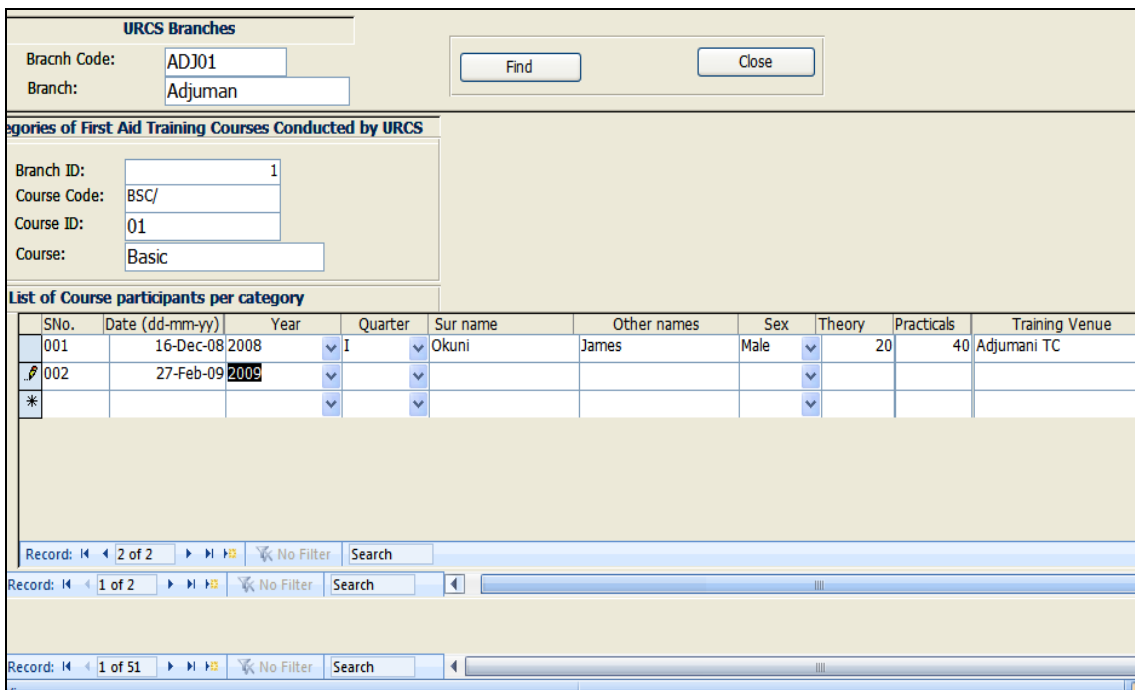
Form View

*Procurement Tracking MIS Data Entry Menu*

A first Aid management information system was also developed to assist trainers carry out assessments periodically. All these tools were shared by staff at all levels.



First Aid MIS main Menu



First Aid MIS Data Entry menu

Uganda Red Cross Society								
Health Department - First Aid and Road Safety Unit								
First Aid Training Report for the Year 2008			Quarter II	Kampala East		Branch		
Training Venue	Serial No.	Date	Course	Sur name	Other names	Theory	Practicals	Total
Uganda Brewries								
Female								
	BSC/ 007/ KLE22/ 2008	23-Apr-08	Basic First Aid	Bwana	Alice M.	23	58	81
Sub Total	Summary for gender Female (1 detail record)							
Male								
	BSC/ 001/ KLE22/ 2008	23-Apr-08	Basic First Aid	Wamulima	Geoffrey	29	65	94
	BSC/ 002/ KLE22/ 2008	23-Apr-08	Basic First Aid	Kokole	Ephram	25	60	85
	BSC/ 003/ KLE22/ 2008	23-Apr-08	Basic First Aid	Ocieo	Ojak Moses	25	60	85
	BSC/ 004/ KLE22/ 2008	23-Apr-08	Basic First Aid	Owilli	Richard pedy	25	60	85
	BSC/ 005/ KLE22/ 2008	23-Apr-08	Basic First Aid	Lumanyika	Nicholas	24	59	83
	BSC/ 006/ KLE22/ 2008	23-Apr-08	Basic First Aid	Omana	Peter	24	58	82
	BSC/ 008/ KLE22/ 2008	23-Apr-08	Basic First Aid	Mukume	Moses	23	58	81
	BSC/ 009/ KLE22/ 2008	23-Apr-08	Basic First Aid	Odongo	Tonny	22	55	77
	BSC/ 010/ KLE22/ 2008	23-Apr-08	Basic First Aid	Obwoti	Joseph	21	55	76
	BSC/ 011/ KLE22/ 2008	23-Apr-08	Basic First Aid	Esangu	Alfred	19	55	74
	BSC/ 012/ KLE22/ 2008	23-Apr-08	Basic First Aid	Tugume	Richard	19	55	74
	BSC/ 013/ KLE22/ 2008	23-Apr-08	Basic First Aid	Lwere	Charles	17	52	69
	BSC/ 014/ KLE22/ 2008	23-Apr-08	Basic First Aid	Belyegisaghe	Christopher	17	52	69
	BSC/ 015/ KLE22/ 2008	23-Apr-08	Basic First Aid	Ayo	Charles	17	52	69
	BSC/ 016/ KLE22/ 2008	23-Apr-08	Basic First Aid	Nsubuga	James	11	50	61
Sub Total	Summary for gender Male (15 detail records)							
Total No of [articipants for 'Venue' = Uganda Brewries (16 detail records)								
<b>Grand Total</b>								

Sample First Aid MIS Report

All the common office tools at all levels thus at headquarters, regions and branches were standardized. The tools that were standardized and customized to particular branches included the Branch letter heads, internal memo, Form 2, Form 4, Leave Form and power point presentation.

**3.0 Strengthen and utilize an effective M&E framework for all programmes at the headquarters**

**4.0**

Together with health and care department, Disaster Management department and Organization Development, learning and review meetings was carried out, also this avenue was used to provide feedback on the reports and data collection tools. Regional Watsan assessment was carried out to access viability options in the districts of Hoima, Masindi, Kasese, Kabarole and Bundibugyo. As part of assignment data collection tools were designed and supervisors trained.

Every opportunity available was utilized to conduct monitoring and evaluation awareness sessions to volunteers and staff with the main objective of changing attitudes towards M&E.

Indicators were reviewed for those projects that did not have M&E plans and were helped to reflect back on their projects to come up with key indicators that show impact and value addition to improve on programme reporting and feedback.



*The HOD PME Facilitating in one of the sessions during the PME training held in Jinja*

PME training for the central region was carried out, the participants of this training included BFCs, Project Officers and Project focal persons. Twenty members from the field attended and three from the headquarters attended the training. The training was timely and was tailored to meet needs of Uganda Red Cross Society.



*Home care facilitators in Kitgum (Pajule Camp) attending an orientation monitoring & reporting tool for Home based care session on*

Two monitoring visits were conducted in western Uganda and Eastern Uganda to monitor and verify information in the progress reports for the Lake Victoria Project and EU WatSan Project. Volunteers and (HIV home care facilitators) were oriented in the branches of Kitgum, Apac, Arua, Luwero, Kampala East and Luwero in the monitoring and evaluation tools in order to improve on the quality of reporting.



*M&E Officer orienting some of the volunteers in the use of monitoring & reporting tools in luwero*

## **PROGRESS IN IMPLEMENTING THE WORK PLAN**

Goal / objectives / activities (include activity codes cross referenced to financial report)	Performance indicator	Planned outcome for the year 2008	Actual outcome for the year 2008	Comments including explanation of an variance
<b>Goal:</b> To provide an environment that facilitates a results-based system for planning, performance measurement, learning and accountability such that programmes/projects are mission driven, outcome focused, to effectively and efficiently serve the most vulnerable.				
<b>Objective 1: Strengthen organizational capacity in planning, M&amp;E and reporting for effective service delivery and accountability.</b>				
<b>Activity code:3036</b> Dissemination of PME policy and guidelines.	Number of PME Policy copies distributed Number of dissemination sessions conducted	3 dissemination sessions conducted for the PME guidelines	1 dissemination session was done and soft copies have been shared to all staff	Policy developed but not fully disseminated due to limited resources.
<b>Activity code: 3043</b> Conduct reviews, assessments, surveys and evaluations.	Number studies participated in  The department takes a leading role in the activities	provide technical support for all reviews, surveys and evaluations organized by URCS	This year the department has participated in 2 baseline & Annual review for WatSan and 2 evaluation studies for HIV & AIDS Netherlands project.	This activity is budgeted for by other departments PME department provides technical inputs
<b>Activity code: 3044</b> Conduct planning, monitoring and evaluation awareness sessions	Number of sessions conducted Activity reports and Minutes of such meetings	Hold 5 awareness sessions	Held 5 awareness sessions	This activity is not budgeted for but it's done alongside other activities or whenever the department gets a chance
<b>Objective 2: Build the capacity of branches and headquarters in Information and communication technology</b>				
<b>Activity code: 3036</b> Review and Update ICT policy for URCS.	Updated and shared ICT policy	ICT policy updated and shared with key all the stakeholders	<ul style="list-style-type: none"> <li>o The policy was presented to the board and approved</li> <li>o The ICT policy was shared with all staff through the national society's toolkit</li> </ul>	The activity was done as planned.
<b>Activity code:3037</b> Providing ICT services Headquarters, branches and regions	Installed data communication systems at branches/regions	Improve on data communication between headquarters	<ul style="list-style-type: none"> <li>o 4 branches connected to Internet</li> <li>o Centralized file system</li> </ul>	This activity was done as planned. Due to limited financial resources not all

Goal / objectives / activities (include activity codes cross referenced to financial report)	Performance indicator	Planned outcome for the year 2008	Actual outcome for the year 2008	Comments including explanation of an variance
		and branches	installed <ul style="list-style-type: none"> <li>o Web-based financial system installed</li> <li>o Automated backup system implemented</li> <li>o File server was upgraded from Linux to Windows</li> </ul>	branches could be connected to the Internet. In addition to that, another challenge is that most of these branches cannot avoid monthly operational costs of \$50 and hence making communication between Headquarters and branches difficult
<b>Activity code: 3047</b> Maintenance of URCS ICT infrastructure	Well functioning ICT infrastructure	Provide user support, maintenance and administration of the local area network (LAN) and functional ICT equipments.	<ul style="list-style-type: none"> <li>o Technical support and user support has been provided.</li> <li>o Distributed three computers to branches</li> <li>o File server was upgraded to enhance on functionalities</li> </ul>	This is a continuous activity but limited to only the headquarters due to shortage of manpower. All branches and regions are not fully covered.
<b>Activity code: 3048</b> Provide user support to ICT users and ensure full office Automation	Installed and functioning Automation tools at all levels	All ICT equipment in operation status at all levels	<ul style="list-style-type: none"> <li>o Training of super users in office application was conducted</li> <li>o Office applications were upgraded from 2003 to 2007</li> <li>o Office automation tools were developed and shared with relevant staff</li> </ul>	Automation tools developed and implemented at all levels
<b>Objective 3: Enhance and maintain a management information system to facilitate programming at all levels</b>				
<b>Activity code: 3051</b> Develop and maintain an efficient management information system	Efficient databases management systems in place	Databases mgt systems in place to facilitate the reporting process	Implemented procurement tracking system Designed First Aid MIS Office Automation tools standardized	Rightful users have been introduced on the tools and therefore need to adopt and put them to full use.

Goal / objectives / activities (include activity codes cross referenced to financial report)	Performance indicator	Planned outcome for the year 2008	Actual outcome for the year 2008	Comments including explanation of an variance
			Carried out training in global information system to both headquarter and field staff Conducted training of PDA users in the blood collection regions of Gulu, Mbarara, Nakasaero and Fortpotal	
<b>Objective 4: Strengthen and utilize an effective M&amp;E framework for all programmes at the headquarters and regions.</b>				
<b>Activity code:3040</b> Train and orient staff and volunteers on the use of tools.	M&E processes aligned with project management	Orient the staff/ volunteers in all the tools developed	This quarter we oriented Staff of EU Watsan project	This is an going activity
<b>Activity code: 3041</b> Conduct field monitoring visits	Quality and timely feedback given to implementers Number of monitoring visits done	Monitoring and support supervision visits done	2 Monitoring visits were done in Eastern and EU Watsan projects	The activity was done as planned, but part of the funding came from health & OD department.
<b>Activity code: 3042</b> Programme Management	Staff are well remunerated and motivated Office well maintained and running smoothly	Remunerate staff	2 staff were fully remunerated	During the 4 <sup>th</sup> the salary of the ICT coordinator was expensed from D PME
<b>Activity code: 3046</b> Attend programme planning and review meetings	Minutes of the programme review meetings	Attend all departmental review and planning meetings	Attended 5 meetings 3 for Health and for 1 DM and 1 for OD	Some departments do not hold regular planning and review meetings
<b>Activity code:3052</b> Develop , review and disseminate data collection tools	Impact tracking tools available and used by the implementers.	Develop data tracking tools for the new projects	Tools were developed and used by the implementers	More tools for the New projects i.e. for Child survival projects funded by UNICEF Lango Sub region have been developed will be disseminated
<b>Activity code: 3054</b> Develop / revise monitoring plans for	M&E processes aligned with project management	Develop monitoring plans for the new	The department only reviewed indicators for the	The department has participated in development

Goal / objectives / activities (include activity codes cross referenced to financial report)	Performance indicator	Planned outcome for the year 2008	Actual outcome for the year 2008	Comments including explanation of a variance
existing and new projects		projects	existing programs	of several proposals such as Global Fund , influenza proposal, Child Survival

## **Challenges**

- The department is constrained with the Limited resources to enable the department roll out its activities to all regional and branch implementation level.
- Man power gaps, as the HOD resigned, M&E officer has been relocated and ag. HOD who is also ICT coordinator needs an assistant and MIS officer.
- Limited capacity by the branch to maintain Internet connectivity in their respective branches.

## **Solutions**

- Include PME activities in all URCS proposals. It's now a policy issue, this we have started addressing it by participating in proposal writing with other departments.
- There is need to recruit assistant ICT officer to reduce on the manpower gap in the department and also HOD for efficient programming and management.
- Data communication (Internet costs for branches) to be included in all URCS proposals in order to assist branches maintains Internet connectivity in their respective branches.

## **Conclusion**

Departments do now appreciate the role PME can play in order to achieve quality programming. The support got from the different the different URCS departments shows how PME is very important for a result based system, good planning, performance measurement, learning and accountability such that programs/projects are mission driven, outcome focused, to effectively and efficiently serve the most vulnerable.

Prepared by: **Kanobe Fredrick , HOD- Planning, Monitoring & Evaluation**

.....Date: .....

Approved by: **Baguma Bildad, SG/Head Programs and Operations**

.....Date: .....

Approved by: **Nataka Micheal, Secretary General URCS**

.....Date: .....