



FINAL INTERNAL PERFORMANCE REVIEW (FIPR)

Toolkit Introduction and FIPR Generalized Events



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Acronyms

BL	Baseline
CARM	Community Accountability Reporting Mechanism
DAP	Data Analysis Plan
EL	Endline
FIPR	Final Internal Performance Review
FIPR-POC	Point of Contact: The single Mercy Corps employee who is the Point of Contact for the FIPR (Usually the most senior MEL staff)
IPTT	Indicator Performance Tracking Table
MEL	Monitoring, Evaluation and Learning
PA	Performance Assessment
PDM	Post Distribution Monitoring
POC	Point of contact
PPOC	The Mercy Corps leader who is the Point of Contact for the program (usually the CoP: Chief of Party or PD/PM: Program Director or Manager)
PPOC	Program Point of Contact (typically the CoP or PD)
Q (1-4)	Quarter (one, two, three and four)
RF	Results Framework
SD	Supporting Documents
SRR	Summative Results Report
SOW	Scope of Work
TOC	Theory of Change
VfM	Value-for-Money

Introduction to the FIPR toolkit

A Final Internal Performance review (FIPR) must be conducted on each program to manage and preserve knowledge about program performance and quality in a way that is meaningful to Mercy Corps, in addition to ensuring that final evaluations maintain, as their primary objective, an assessment of performance based on the award's performance criteria. MEL Policy standard #2 states that this must be planned and budgeted for every program (see [MEL Policy minimum standard 2 guidance note](#)). FIPR will be conducted to assess the program's performance and consolidate the learning that happened throughout the program's life in a consistent and comprehensive way. Please refer to the [MEL policy minimum standard 14 guidance note](#) for more information on the considerations and adaptations, and roles and responsibilities for implementing FIPR.

This toolkit facilitates completion of the MEL minimum standard 14. It contains the following tools:

1. FIPR scope of work (SOW) template:

The SOW prepares you – the Mercy Corps FIPR Point of Contact (FIPR-PoC) to conduct the FIPR. If you are hiring an external consultant or firm (or even requesting HQ/Regional/Country technical assistance), the SOW helps them accurately determine the cost and LOE needed to help the FIPR-PoC lead the FIPR. The SOW should be completed collaboratively by the program leads, MEL staff (or, for smaller programs without dedicated MEL staff, the staff member filling the MEL role), and key technical staff in the program at least two months before the FIPR is expected to end for small program, 3 months for medium, and at least 4 months for large programs¹.

2. FIPR Inception report template

There is always an inception period for the FIPR even if no external assistance is obtained. Completing the inception report will make conducting the FIPR and writing the FIPR report easier. The template assures consistency and comparability across programs and improves readability and interpretation by targeted readers.

3. FIPR report template:

Defining the report structure and content assures consistency and comparability across programs and improves readability and interpretation by targeted readers. This template not only assures this consistency and comparability but also helps guide the FIPR-POC with the analysis and summary of the results.

4. FIPR Filing structure model

It helps the program team organize the files need for the FIPR by suggesting the folders and relevant content. Having a consistent structure for all FIPRs also makes it easier to locate files after the program has ended and improve version control.

5. Other Templates and Examples:

5.1 Supporting Documents (SD01- SD04)

5.1.1 SD01 Example_Inventory_Deliverables_Manuals and tools

5.1.2 SD02 Example using actuals_vs_targets_template

5.1.3 SD03 Actuals vs Targets Template for Short-Term Programs, Reporting by Quarters

¹ Ideally, section A of this SOW should be completed shortly after the program BEGINS and then updated regularly. This not only reduces the LOE at the end of the program but also can serve to help deliver a consistent message by all team members for communication and reporting during program implementation.

- 5.1.4 SD04 Actuals vs Targets Template for Multi-Year Programs, Reporting by Year
- 5.1.5 SD05 Example of Events_Shock Inventory Tracking

5.2 FIPR Example: [USAID funded WIT program: Jordan](#)

5.3 FIPR Example: [FCDO funded NU-TEC program: Uganda](#)

- 6. **Value for Money (VfM) is optional:** If feasible and you want to add VfM, resources are [here](#).

When using the templates,

Hints are in blue font.

Instructions and definitions are in red font.

Examples are in yellow highlight.

Don't forget to delete all of these in the final versions of your SOW, Inception report and FIPR report.

Also, **words and phases in green** signal that there is pop-up guidance. Place your cursor over the word or phrases and a pop-up window will appear with guidance.

Lastly, these templates are designed for programs for which Mercy Corps is the Prime contractor.

If Mercy Corps is a subcontractor, this template must be adapted and completed only for the intervention components for which Mercy Corps is responsible.

A general outline of events when conducting the FIPR:

Phase 1: Preparation for the FIPR

1. Become familiar with all of the tools in the Toolkit (0: *FIPR Introduction*, 1: *SOW*, 2: *Inception report template*, 3: *FIPR report template*, 4: *General FIPR events*).
2. Identify the PPoC & FIPR-PoC.
3. Decide if you want/need external assistance.
4. Organize your documents/files.
5. Verify that TolaData is complete, accurate, and up to date.
6. Develop your SOW → (Use tool #1: *SOW template*)

Phase 2: Inception of the FIPR

1. Assure your files/documents are final versions and available to those who need them.
2. Document the quality & completeness of your data, documents, and files.
3. Begin reading and marking up the documents, IPTT, etc. used for the FIPR.
4. Assess the feasibility of achieving the FIPR objectives.
5. Develop your DAP.
6. Revise the FIPR work plan and begin setting times for group and individual interviews (FIPR-POC with the PPOC).
7. Complete your inception report ² → (Use tool #2: *Inception report template*)

Phase 3: Conducting the FIPR

1. Continue reading and mark-up of documents.
2. Assess progress via work plan completion (PA step 1).
3. Assess performance from your IPTT (PA step 2).
4. Assemble your context variables and/or internal performance indicators and other information³ (PA step 3).
5. Develop the agenda (discussion outline) for group and individual interviews and have it approved by the PPOC.
6. Begin Conducting individual and group interviews⁴ (PA step 4).

² If FIPR is done without any external assistance, the FIPR-POC submits the report to the PPOC. If external assistance is used, that consultant/advisor/firm submits the report to the FIPR-POC who reviews and makes final revisions before sending to PPOC.

³ "Other information" could include baseline/mid-term/endline reports, CARM, PDM reports, formative studies.

⁴ The PPOC must be present for all group interviews. The FIPR-POC can conduct the individual interviews alone or with the PPOC.

7. (optional) Conduct secondary analysis of existing data.⁵
8. Follow your DAP to synthesize result of PA steps 1-4.
9. Start writing the FIPR reports →(Use tool #3: FIPR report template)
10. (Version 1 for MC audiences and the redacted version 2 for external audiences)
11. Hold workshop(s) to discuss preliminary results (PA step 5 – led by the PPOC with assistance from FIPR-POC).
12. FIPR-POC Completes FIPR report(s).⁶
13. PPOC organizes discussions within Mercy Corps around of version 1 report.
14. PPOC verifies redacted version 2 and disseminates it.
15. (optional) Produce SRRs from content of the SOW and FIPR Report.

CONTACT

To request support, please visit the PaQ [Support Request Tool](#).



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⁵ If doing secondary analysis (optional), do NOT wait until this is completed to start your individual and group interviews. You will have the chance to introduce the results of the secondary analysis in the workshop (step 5).

⁶ PPOC approves version 2 (redacted – for public reading). Version 2 (only) is put on the Mercy Corps digital library. A copy of version 1 must always be sent to the HQ MEL Director, the PaQ VP as well as country and regional directors.