

## **Evaluation and Organisational Learning**

**CHF 1,000,000**

**Programme No. 01.76/2000**

### ***Programme Context***

The Federation's global network of National Societies was singled out by the evaluation study *Learning from the Nineties* as the organisation's most important asset – but, as the study also pointed out, exploiting this asset more consistently and to greater effect presents a major internal challenge.

Performance quality and accountability for results have become key issues in today's humanitarian environment and are essential to institutional credibility. The capacity of each member Society is crucial to the operational ability of the entire organisation. The Federation has initiated moves to respond to these issues, reflected in its Strategy 2010 and recent changes in its planning process, and recognises the importance of consistently capturing learning and using it to improve performance.

### ***Programme Strategy***

This global programme aims at building a quality assurance system for Red Cross/Red Crescent programmes. The results, greater effectiveness and efficiency, will benefit the vulnerable targeted by these programmes and will contribute to increasing donor confidence.

The programme will also promote an effective approach to knowledge management within the Federation by assembling information on Societies' capacities and needs, making it readily accessible for use in promoting more effective co-operation and shared learning.

### ***Programme Objectives***

The programme has three interrelated objectives.

First, it will develop a Federation-wide system that helps National Societies monitor and improve their performance through more systematic learning from collective experience. This will be achieved through training related to *Strategy 2010*, assistance to those setting quality criteria and the establishment of an evaluation system that promotes evaluation and organisational learning. The evaluation function will involve a participatory self-evaluation element in every programme (contributing to generating a 'learning culture') combined with peer reviews and independent evaluations.

Secondly, it will promote knowledge about the capacities and needs of National Societies. To achieve this objective it will collect and share up-to-date information on the work and capacities of member National Societies, help identify ways of working more effectively as a Federation and encourage better co-ordination of donor strategies to strengthen National Societies.

Finally, the programme will provide input into the Federation's contribution to the building of a common strategy for the Movement through a process that builds on lessons from the field and the experience of the Federation's *Strategy 2010* and the ICRC's *l'Avenir* study. The *Learning from the Nineties* evaluation identified the too-often competitive relationship between the Federation and the ICRC as one of the missed opportunities during the decade. It noted however that the 1997 Seville Agreement offered an opportunity for greater co-operation and had led to a desire, within the Federation and ICRC, and also shared by many National Societies, to identify ways to make significant progress in this area.

To achieve this, the global programme will establish a consultation process with National Societies to identify priority areas for action; intensify the ongoing dialogue between the Federation and the ICRC; identify thematic or sectoral areas for joint working groups; and build on opportunities for joint programmes offered by governance decisions.