

Appeal 2001-2002



International Federation
of Red Cross and Red Crescent Societies

EVALUATION AND ORGANIZATIONAL LEARNING (Appeal 01.79/2001)

Click on figures to go to budget

	<i>In CHF</i>
Evaluation and organizational learning	1,353,818
Total	1,353,818

Background and progress to date

Strategy 2010 identifies a number of strengths and priorities for the International Federation to respond to the shifting challenges of the years ahead. In particular, it highlights the global National Society network as the most important asset to build on. Playing to this strength more consistently and to greater effect, however, is identified as a major internal challenge.

As the humanitarian agenda has become more demanding, improved performance on the ground and accountability for results is becoming essential to institutional credibility. The changes that the Federation has introduced over the past two years to its planning processes represent a move towards greater alignment and accountability. These include the introduction of country and regional assistance strategies linked to an integrated plan and budget, and moving from a project to a programme approach in its annual appeal preparation. These initiatives are all, however, at an initial stage and further development and training are required to advance and make maximum use of this opportunity.

The year 2000 has seen good progress in carrying out several of the activities foreseen in the first phase of this programme. These covered the promotion of Strategy 2010, including facilitating the translation of the Strategy into more than 25 languages, developing and distributing Strategy 2010-related training modules for use by national societies and introducing this material into Federation delegations. Work to promote information about the capacities, needs and activities of national societies was achieved through the publication of the new edition of Partnerships in Profile. Guidelines for partnership meetings and cooperation agreements have been produced after consultations with national societies in order to facilitate better development cooperation practices within the Federation.

The focus of this programme is now shifting towards a greater emphasis on evaluation and knowledge sharing systems, together with enhanced coordination and cooperation within the Movement in order to improve operational effectiveness.

Strategy 2010 called for “a Federation-wide evaluation system that measures progress in each of the four core areas as well as in the process of achieving the characteristics of a well functioning National Society”. As part of the current organizational change process, an evaluation department has been established during 2000. The four features that have been taken into account for establishing this department have been:

- the total resources spent by the Federation on humanitarian assistance;
- the need for Federation governance, with the support of the Secretariat, to monitor the performance and integrity of National Societies;
- the need to promote shared accountability in achievement of Secretariat/Federation goals;
- the need to improve Federation policy and programmes by identifying and disseminating lessons learnt from experience.

One key aspect of the Federation’s new role is the development of a process to define overall assistance strategies for individual countries and regions (CAS/RAS). This initiative was started in 1999 to provide a clear link between Strategy 2010 and the required external assistance to support National Society programmes. A total of 55 CAS and 16 RAS have been produced so far. Feedback received on the value of this new approach has generally been positive. However, a number of concerns and weaknesses were also identified by different stakeholders. It has consequently been decided that the next generation of CAS/RAS should better capture and develop the comparative advantage of the Federation and take greater account of other international players within a given context. Therefore the intention is to make them fully inclusive and to bring together Federation programmes, bilateral PNS and ICRC assistance and influence and advocacy components in a coordinated framework.

Effective knowledge management systems are essential if the Federation is to make the most of being a global network, in terms of efficient accessing and sharing of knowledge with and between national societies and other organizations. In particular, continued efforts must be made to develop a modern approach to information management throughout the organization that builds on what has been started under this programme in 2000 in terms of establishing a basic infrastructure and the carrying out of feasibility studies. In order for the Federation to be an effective and competitive organization in the next decade, it is crucial that these areas be developed further to establish customized databases and an enhanced use of Internet tools for communication, information exchange and reporting.

The Learning from the Nineties evaluation identified the too-often competitive relationship between the Federation and ICRC as high on the list of mistakes/missed opportunities during the decade and as having had a negative effect on the reputation of the whole Movement. It noted however that the Seville Agreement offered an opportunity for the greater cooperation that should prevail. Following the 1999 Council of Delegates resolution, the Standing Commission set up a special group composed of National Society, ICRC and Federation representatives to work on developing an overall strategy for the Movement. This is designed to achieve the goals identified in the preamble to the Seville Agreement, with a sub-group charged with looking more specifically at international relief operations. This aspect of this global programme seeks to reinforce the Federation’s contribution to the building of this strategy for the Movement by building on the work carried out by the senior management of the ICRC and Federation aimed at enhancing cooperation and operational synergy with the ICRC and National Societies.

Goal This global programme is intended to lead to a more accountable and cohesive Red Cross/Red Crescent response to the humanitarian challenges of the coming decade by helping develop Federation monitoring and evaluation processes, improving coordination of external assistance and strengthening knowledge management systems.

Objectives and Activities planned

Objective 1 To develop a Federation-wide system to monitor the integrity and performance of national societies and learn systematically from our collective experience. Activities to develop a Federation-wide system to monitor the integrity and performance of national societies are:

- Develop a self-assessment system as an institutional tool to actively monitor all 176 member Societies' overall performance against Strategy 2010 and prepare individual Society reports and an annual report for the Governing Board. A self assessment system is being designed to enable sharing of knowledge and experience between Societies, identify improvements needed in governance and programmes, and serve as an early warning system to ensure the Federation's credibility and public image.
- Establish a peer review mechanism to validate and give credibility to the self-assessment exercise and promote accountability, and above all to create an environment of learning from one another. Once established the system will be capable to provide an objective assessment of the Federation as a whole, support national societies to focus and realign their programmes to Strategy 2010 and define issues which will compromise the integrity of the National Society and the Federation.

Objective 2 To develop and implement an evaluation system to support Secretariat efforts to improve the effectiveness of its humanitarian work and strengthen shared accountability and learning from the outcomes. Activities to develop and implement an evaluation system to support Secretariat efforts to improve the effectiveness of its humanitarian work are:

- Produce an annual report card on the Federation Secretariat to record and performance in the implementation of Strategy 2010.
- Prepare an annual "review of evaluation findings" to distill lessons and best practices that are of operational relevance, assess the effectiveness of current policies in key areas, and propose new initiatives to strengthen the monitoring and evaluation system.
- Support Secretariat departments to develop performance monitoring indicators and targets for their work through training workshops, provide a help desk facility and prepare a results based report for the Secretariat management.
- Review evaluation findings in the core areas of the Strategy 2010 to produce an analysis of evaluation experience. The three areas to be covered in the coming year are disaster response, community health and volunteers. The intention of these studies is to outline a number of practical and theoretical issues for appropriate policy and programme design.

Objective 3 To produce high quality inclusive country and regional assistance strategies (CAS/RAS) with national societies receiving assistance from external partners, with the full participation of all stakeholders (participating National Societies, ICRC and the Federation). Activities to produce high quality inclusive country and regional assistance strategies are:

- Develop with key stakeholders an approach and methodology for achieving eventual full CAS coverage for all national societies receiving assistance from external partners. This will build on the experience gained by the Federation from the first iteration of developing CAS in 1999/2000, and the experience of other agencies.
- Develop tools and training materials to support the development of an inclusive CAS/RAS approach throughout the Federation.
- Deliver cross-regional training to key facilitators in Federation delegations, so they in turn can provide training and support to those involved in the development of the CAS - National Society staff (including PNS staff), ICRC, and other partners.
- Develop materials to support and promote adherence of the CAS/RAS approach, and advocate to key stakeholders the added value of taking an active role in the process.
- Develop a learning network through regional and country delegations to share approaches and best practice in developing inclusive CAS/RAS with all stake holders.

Objective 4 To provide the needed IT infrastructure and develop knowledge management systems to make the most of being a global network, in terms of sharing of knowledge and learning to improve programme quality within the Federation. Activities to develop the IT infrastructure and basic knowledge management systems are:

- Extend the work undertaken in 2000 on the Lotus Notes architecture required to support knowledge management systems support. This system is currently being rolled out in the Secretariat and work will be done to establish best practices for providing reliable and compatible e-mail for field use in selected locations in 2001.

- Explore and develop better uses of Internet-based and modern telecommunications technologies across the Federation in order to facilitate better sharing of common experience and knowledge. This includes carrying out research into the viability for the Federation and national societies of Internet-based audio and video conferencing, new satellite technologies, and other forms of wireless communications links.
- Ensure that all national societies are connected to (and able to effectively use) electronic mail and, where possible, the Internet. Research and training will be required in order to complete this objective for some national societies who face particular telecommunications and other technical infrastructure challenges.
- Implement knowledge sharing databases in selected areas. The databases will be developed to facilitate knowledge sharing and effective programme coordination within the Federation. Prototype databases on specific applications will be field tested in 2001.

Objective 5 To mobilize the Federation's input into the building of a common strategy for the Movement through a process that builds on lessons from the field and leads to improved operational performance. Activities to mobilize the Federation's input into the building of a common strategy for the Movement are:

- Establish a consultation process that allows national societies fully to engage in the formulation of the strategy and discuss emerging issues and opportunities for future Movement intervention.
- Intensify and extend the dialogue already underway at senior management levels of the Federation and ICRC in order to give guidance and direction to the process of harmonizing systems and looking at a more efficient use of resources in the area of National Society development, operational cooperation and planning and evaluation.

Expected results

- Federation plans and programmes define expected results in measurable targets against which achievements are monitored and evaluated. Policy and programme development incorporate lessons from sector and programme evaluations. The learning and accountability element of the evaluation produces measurable results on the ground.
- A system has been put in place to measure the Secretariat performance against Strategy 2010.
- A system to actively monitor the integrity and performance of national societies is implemented.
- Increased impact of National Society programmes based on improved coherence of external assistance being provided by PNS, ICRC and the Federation Secretariat.
- Improved Federation technical capacity to share knowledge, tools and infrastructure and thereby leverage capacity across the network of National Societies.
- A strategy for the Movement that ensures a more cohesive and cost-effective Movement operational performance.

Indicators

For objective 1:

- Self-assessment carried out for thirty national societies and a report is submitted to the Federation Governing Board.
- Important lessons learnt from programmes are documented and disseminated widely across the Federation.
- Areas for governance and programme improvement are clearly identified and the implementation of the recommendations is actively followed up.

For objective 2:

- The annual report card on the Federation performance in the implementation of Strategy 2010 is able to support the management with key programme and policy decision on critical problem areas.
- The departments at the Secretariat have a result based performance plan and system to monitor the indicators and targets.
- Documentation and dissemination of important lessons learnt for policy and programme design will have a clear impact on the Federations work in the areas of disaster response, community health and volunteers.

For objective 3:

- Key Federation facilitators (from both NS and delegations) trained and actively involved in developing National Society expertise in negotiating CAS.
- Increased numbers of national societies have fully inclusive CAS, covering all assistance received from partners.
- The process of negotiating the CAS has fully involved all interested stakeholders, with signed memoranda of understanding in place.
- Each CAS has a set of agreed impact indicators in place together with a monitoring framework.

For objective 4:

- Lotus Notes will have been implemented within the Secretariat and most delegations will interface with this system through a compatible e-mail client.
- The Secretariat and most delegations will be using an “Intranet” to share information, documents and data.
- All national societies will have a choice to host a limited number of e-mail accounts on the common infrastructure provided by the Secretariat. This should result in all Societies having access to e-mail.
- A Federation-wide “Extranet” will be extended to facilitate information sharing with and among National Societies, and with donors. Development of a prototype database and field-testing will be well underway.

For objective 5

- Proposal for a strategy for the Movement presented to the Council of Delegates in October 2001.
- national societies in all regions will have had the opportunity to contribute to the formulation of the strategy.
- New, more collaborative working methods have been established in at least three sectoral areas of work.

Monitoring and Evaluation arrangements

Monitoring of this programme will be through half-year reviews carried out by senior Federation management. Evaluation will be carried out as part of the mid-term evaluation of the Federation Secretariat’s implementation of Strategy 2010.

Critical assumptions

- That National Societies, the Federation and the ICRC will be committed to looking for new ways to work together more effectively.
- That Federation and National Society programming will actively seek to identify and use knowledge management and institutional learning more effectively when designing new programmes.
- That responsive procedures and work processes will be put in place to ensure that maximum advantage is taken of new information technologies.
- That this project will get funding from external donors and the Secretariat will be able to adjust to new methods of functioning in relation to accountability and lessons learnt.

[return to top](#)

GLOBAL PROGRAMMES									
PROGRAMME	Disaster response	Disaster Preparedness	Health & care in the community	Fundamental principles & Humanitarian values	Human Resources & Organisational Development	Evaluation & Org. Learning	Finance & reporting systems	Advocacy, communications & Partnerships	TOTAL
Computers & telecom	134,500					30,000	100,000	166,000	430,500
Sub total capital	134,500					30,000	100,000	166,000	430,500
Programme management	247,857	50,129	174,640	25,360	151,400	91,219	73,429	123,391	937,425
Technical services	73,997	14,966	52,138	7,571	45,200	27,233	21,922	36,838	279,865
Professional services	82,510	16,687	58,136	8,442	50,400	30,366	24,444	41,076	312,061
Sub total programme support	404,364	81,782	284,914	41,373	247,000	148,818	119,795	201,305	1,529,351
Personnel (delegates & expatriates)	300,000	193,200	180,000		888,000	45,000	288,000	315,000	2,209,200
Personnel (local staff)								86,000	86,000
Sub total personnel	300,000	193,200	180,000		888,000	45,000	288,000	401,000	2,295,200
Travel & related expenses	237,900	60,000	350,000	35,000	250,000	145,000		30,500	1,108,400
Information expenses	420,045	45,000	591,000	105,000	364,000	90,000		230,200	1,845,245
Expert fees	875,000	204,000	395,000	80,000	85,000	585,000	220,000	217,300	2,661,300
Admin. - general expenses	106,160	40,000	186,000	30,000	63,000	90,000	10,000		525,160
Training workshops / seminars	1,200,600	120,000	605,000	85,000	950,000	220,000	352,000	585,000	4,117,600
Sub total travel, training, general exp.	2,839,705	469,000	2,127,000	335,000	1,712,000	1,130,000	582,000	1,063,000	10,257,705
Total budget	3,678,569	743,982	2,591,914	376,373	2,847,000	1,353,818	1,089,795	1,831,305	14,512,756