

# **Framework for Monitoring and Evaluation of the Implementation of the Strategy for the International Red Cross and Red Crescent Movement**

Adopted by the Standing Commission July 1st, 2002

## **1. Purpose**

The purpose of this Framework is to present a coherent approach to monitoring and evaluation that is appropriate and can be embraced by all stakeholders committed to achieving the strategic objectives of the Movement.

The overall orientation of monitoring and evaluation will be towards 'learning' which emphasizes continuous improvement, identifying best practices, highlighting opportunities and enhancing competencies. This in turn is derived from the principle of the Strategy being an on-going process involving all components in how to best work together. Each and every component of the Movement is responsible for the implementation of the Strategy.

## **2. Accountability**

- The International Federation Secretariat and the ICRC have specific tasks to report on.
- The National Societies have, individually and collectively, tasks to perform and report on.
- The Expert Group on Monitoring and Evaluation of the Movement Strategy is responsible for the design and co-ordination of the process associated with the monitoring and evaluation of the Strategy. The Expert Group will analyse an initial implementation report prepared jointly by the ICRC, the International Federation Secretariat and the Standing Commission Secretariat, on the basis of the reports received from all components of the Movement
- The Expert Group reports on the monitoring process once a year to the Standing Commission

## **3. Monitoring**

The monitoring will focus on collecting data regarding:

- Actions launched or intensified and progress regarding the implementation of the Strategy by the National Societies (e.g. fully implemented, in progress, not realized - why);
- Actions 1, 3, 5, 7, 11 and 15 in the Strategy will be given priority focus and will be the base for analysing progress towards the three strategic objectives.

Action 1:	Movement approach to capacity building
Action 3:	Integrity and compliance with fundamental principles
Action 5:	Enhanced dialogue and consultations within the Movement
Action 7:	Better Movement response and coordination in emergencies
Action 11:	Building consistent and coherent image
Action 15:	Relations with key military and political players

#### 4. Evaluation

In the beginning of 2003, the evaluation will build on the information gathered during the monitoring process.

The evaluation will have as key objectives the overall rationale, relevance and appropriateness of the Strategy in terms of commitments to its objectives, actions and expected results. It will assess the nature and extent to which it has made a difference.

Priority focus will be on actions 1, 3, 5, 7, 11 and 15 from the perspective of

- Success stories
- Weaknesses and constraints in implementation
- Improvement of cooperation between the components and
- Learning opportunities.

The results of the evaluation will be included in the consolidated report and will guide the Standing Commission to possibly propose pertinent changes to the 2003 Council of Delegates.

Alignment of the two processes are described in the table below presenting the methodology, the teams for the work and the timeframes:

<b>Evaluation Methodology</b>	<b>Monitoring Methodology</b>
<p>Data collection techniques will rely primarily on interviews and focus groups with the ICRC and the Federation Secretariat and field staff and with NS. Representatives of other actors in the field of humanitarian action will be interviewed in order to assess the extent of change in the outside perceptions of the Movement that can be attributed to the Strategy. The evaluation will be supplemented with the content analysis of existing secondary documents produced since the adoption of the Strategy, with an aim to gauge the degree to which they reflect the objectives and actions outlined. Data collection will principally take place in Geneva. If possible, focus groups with field-based staff will be organised, the nature and extent of field visits will be decided during the planning phase of the evaluation. The Federation and the ICRC will have compiled the necessary documentation and key information in advance. The report will be produced by the evaluation team, selected jointly by the Federation and ICRC Evaluation Units and approved by the Expert Group.</p>	<p>Methodology to be used in the monitoring of the knowledge, acceptance and implementation of the Strategy by the National Societies (NS) includes a self-report questionnaire to be filled by the management of all NS, supplemented with the structured interviews of selected NS. The questionnaire and the interviews will be designed to compliment each other. While the questionnaire is expected to provide a systemic way to gather indicators of the overall level of acceptance of the Strategy and the degree of its implementation, the interviews will offer qualitative information by allowing individual experiences with the implementation to emerge.</p> <p>The Questionnaire itself will be prepared on the basis of the analysis of the Strategy as it pertains to the NS. Actions required by the Strategy will be classified according to the depth of analysis deemed necessary for each issue. As the qualitative part of monitoring is to be provided by the interviews, the questionnaire will primarily include closed questions. The initial interviewing sample will consist of 25 NS (approximately 15% of the</p>

	<p>total number of NSs), randomly selected with regard to regional representation. The sample will be enlarged if the answers obtained by the primary sample are discovered not to be representative. The target interview issues will be identified prior to the dispatch of the questionnaire; however, the final structure of the interviews will be decided upon after at least 10% of the responses have come in, so as to ensure the relevance of the questions to be asked and to provide the potential for clarification of any issues raised by the questionnaire</p>
<p><b>Evaluation Team</b></p> <p>With the aim of achieving maximum credibility and acceptance of the evaluation's conclusions and recommendations, the selection of the appropriate evaluation team is critical. Therefore, the evaluation team should be a mix of internal and external expertise. Evaluation team will consist of one person from the Movement itself with competencies and skills in the evaluation area (especially in the context of field studies), and one person with knowledge and understanding of strategic management policy analysis and evaluation. One additional person may be assigned to the Evaluation Team if deemed necessary. The goal is to maximise objectivity of the evaluation while maintaining a good knowledge of the structure and aims of the Movement.</p>	<p><b>Monitoring Team</b></p> <p>Throughout the duration of the project, e.g. from December 15<sup>th</sup>, 2002 until May 15<sup>th</sup>, 2003, one member of the federation Secretariat Evaluation Department team is expected to be full time working on the coordination of the monitoring process. In addition, due to the time constraints discussed above, two persons should be employed on one-month contracts during the month of April to work primarily on data input and the transcription of the interviews.</p>
<p><b>Time frame</b></p> <p>The formal launch of the evaluation process is planned to take place by the first week of January 2003. The evaluation report is expected to be finalised by May 15<sup>th</sup>, 2003. The detailed time frame is annexed.</p>	<p><b>Time frame</b></p> <p>The monitoring process operates on a very tight time schedule. A period of time should pass to allow the National Societies room for implementation. The report should be up to date when presented to the Council of Delegates. The monitoring process should be exhaustive to provide a comprehensive overview of the acceptance and implementation and to give guidance for the future direction of the Strategy. The summary report should be done by May 15<sup>th</sup>, 2003. The monitoring will take place over a four month period. For details, see annex.</p>

## 5. Overall timeframes

### 2002

- 13-14 May First meeting of the Expert Group;
- May-June Concept papers on process and identification of needed resources;
- 1-2 July Standing Commission's Meeting. Approval of the mandate of the Expert Group and of the framework for the monitoring and evaluation of the implementation of the Strategy for the Movement;
- Mid-July Information on the monitoring and evaluation process to be sent to all National Societies as an annex to the Standing Commission's Newsletter. It will also contain examples of implementation charts and a list of focal points within the Federation Secretariat and the ICRC on the actions in the Strategy;

### 2003

- February Standing Commission's Meeting (tentative): Progress report on the work of the Expert Group;
- June Standing Commission's Meeting: 1st draft of the consolidated report on the implementation of the Movement Strategy;
- September Standing Commission's Meeting: Approval of the consolidated report to be submitted to the Council of Delegates.