Evaluation of the Integration of Operational Thematic Workstreams

Evaluation report – FINAL

Commissioned by International Committee of the Red Cross (ICRC) Evaluation Office and the Operational Thematic Unit

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Executive Summary

The purpose of this evaluation of the Integration of the Thematic Workstreams, taking place one year after the creation of the Operational Thematic unit (OP/THEM Unit), is to generate evidence and understanding of the enabling factors and barriers to integration and shared ownership of six Operational Thematics (OTs) into field responses. Namely: Sexual Violence (SV), Health Care in Danger (HCiD), Access to Education (A2E), Internally Displaced Persons (IDPs), Migration and Child Protection (CP). Evaluation learning will feed into the International Committee of the Red Cross (ICRC) planning processes for 2023 and 2024.

Findings, recommendations and conclusions are based on a mixed methods evaluation with a realist approach. Evidence was generated from a desk review, 153 key informant interviews with ICRC staff at headquarters, regional and delegation levels, as well as an online survey for ICRC staff (220 responses). The analysis plan and evaluation questions are grounded in the evaluation terms of reference and evaluability assessment based on a participatory inception phase including briefings with members of the Operational Thematic Unit and consultations with the Head of the Evaluation Office and the Head of the Thematic Unit. The report was subject to review and approval from the ICRC Evaluation Office, the Operational Thematic Unit and feedback from members of the Evaluation Advisory Group. Recommendations were developed through a co-creation workshop with the Thematic Unit.

The main limitation was the absence of a definition of what successful integration should look like concretely, which prevented the evaluation team from providing a judgement on the level of integration in terms of breadth and depth of each of the thematics across contexts. In addition, the ICRC systems (PfR,[1] PROT6 and ASSIST databases) do not currently provide a basis for monitoring and analysing the extent to which these thematic files are addressed by the institution (per delegation). Finally, in light of the diverse nature of the six files looked at, the report is focusing on overall findings that may be applicable to varying degrees depending on each of the unique files.

The evaluation was commissioned by the ICRC Evaluation office and the Operational Thematic unit. This is the first strategic level evaluation commissioned since the establishment of the Evaluation Office in October 2021. It was carried out by a four-person evaluation team between mid-May 2022 to January 2023.

Main evaluation findings

ICRC strives to integrate thematic expertise in relation to the six operational thematic files to better meet the holistic needs of affected populations and ensure a multidisciplinary response and collaborative way of working.[2] Thus, the six OTs have in common that the ICRC needs to enable a transversal and collaborative way of working to ensure a holistic and multidisciplinary response to these specific vulnerabilities or key humanitarian concerns. These thematics, amongst many other ICRC "transversal files", have contents of specialized technical nature and entail a response that cuts across métiers and/or geographies. Each operational thematic has a unique history and evolution since the ICRC's inception. Until August 2021, IDPs, Migration and CP were situated in the Protection of Civilian Populations unit (as specific target populations within the civilian population), while SV, A2E and HCiD were situated in the Department of Operations (under the Director of Operations).

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[1] Planning for Results

[2] As explained in the Operational Thematic Unit Vision

What are the effective approaches to integration of thematic files?

The approach deemed most effective and conducive to long-term sustainability of integration is the overall transversal and multidisciplinary approach, i.e., when OTs are introduced and embedded in multidisciplinary/transversal operational planning and response across métiers that include holistic, multidisciplinary needs assessments.

In practice, there is no standard, documented approach to integration. The way OTs are integrated operationally depends on delegations' own approaches, which can be a métier-based, multidisciplinary/integrated approach, or a separate programme with a General Objective (GO) and dedicated staff. Field interviewees highlighted the prevalent lack of delegation-imposed mechanisms to create synergies between métiers and lack of available programmatic tools that enable multidisciplinarity.

Main characteristics of effective integration at delegation level include leadership/ coordination that encourages transversal work, contextualized tools (delegation strategies linking all programmes), multidisciplinary assessments and availability of OT technical expertise, whether at regional or delegation level. Interviewees largely agree that the presence of staff specifically responsible for an OT makes integration more effective though there were conflicting opinions about who should be responsible for this leadership. One trend that emerged from interviews is that operational staff with a Protection background consider that effective integration should entail a Protection lens from problem analysis and needs assessment to field delivery.

Understanding what is expected in terms of OTs' scope and focus is crucial as it dictates the extent to which staff can provide an OT lens at all stages of an operation. However, it emerges from interviews that what is expected in terms of breadth and depth of integration of each OT in operational responses (or minimum standard/scope of integration) is not clear enough for the field. Institutional documentation does not offer a formal definition of what successful integration of the different OTs means practically, which invites some misunderstanding regarding the scope of OT integration at all stages of an operation and, at the planning phase, whether it requires a GO and/or dedicated expertise.

Understanding of what integration should ideally entail, nevertheless converges across the idea that OTs are mainstreamed into all métiers and management roles in order to ensure a sustainable, holistic response of quality to affected people.

Does integration of the different thematic workstreams vary across contexts, for what reasons?

The primary driver of integration is the needs of affected people identified on the ground, as indicated by evidence from interviews, the evaluation survey and literature review. However, identification does not automatically lead to OT integration, as several factors come into play when setting integration priorities and determining the breadth of integration in the field.

The extent to which delegations will integrate each OT depends on a balance between their available resources (budget, human resources, including the presence of OT advisors in the Regional Resources Network-RRN for the delegations covered by the RRN), conduciveness of the operational context, staff knowledge (a pivotal factor in analysing contexts and needs) and a longstanding culture promoting integrated/multidisciplinary approach in a delegation.

Additional possible drivers of institutional prioritization of OTs mentioned by key informants include the prospect of influencing policies/other actors (specifically concerning diplomatic hubs) and attracting funding opportunities.

What level of coherence is found between the integration of the thematic workstreams and the delegations' priorities to respond to the needs of affected populations?

There is an overall alignment between selected delegation's priorities and inclusion of the OTs in their PfR. This is further confirmed by the survey results showing that, beyond the selected delegations, there is alignment between the identification of OT issues of concern, inclusion of OTs in delegations problem analysis and inclusion of OTs in operational priorities.

To what extent are the six thematic workstreams perceived as aligned with the mandate of the ICRC to protect and assist affected populations?

Across the institution, the six OTs are perceived as aligned with the ICRC's mandate. A small number of interviewees questioned the alignment of A2E, CP and Migration. This was primarily linked to a lack of understanding at delegation level of the scope and focus of these OTs.

There is a lack of common understanding on the scope of work and whether the ICRC has sufficient capacity and added value to implement responses which incorporate an OT. This is particularly the case in contexts where other actors with relevant expertise and resources are present. This finding may explain why some OTs can be perceived as more or less aligned than others.

To what extent are the thematic workstreams effectively coordinating together to share best practices, guidelines, lessons learned and delivery in the field?

Formal mechanisms are not yet in place between the six OTs for systematically sharing good practices, lessons learned or coordinating their service delivery in the field. This was specified by OT key informants at headquarters (HQ), regional and delegation level. The OP/THEM unit was created just over a year ago; developing coordination processes and lessons learning mechanisms takes time.

Coordination between OP/THEM and other relevant métiers/Units at HQ level is currently taking place on a bilateral basis to deliver technical guidance and support to the field. Some key informants at management and coordination levels at field and HQ levels indicated that this lack of coordination promotes the perception of OTs as additional "silos", each promoting its own agenda.

The extent to which each OT individually identifies and documents lessons learned and good practices varies. OTs with more human resource capacity (SV, HCiD) have more documented lessons learned and sharing of good practices.

Delegations find the abundance of written exchanges and literature difficult to digest (including guidelines and tools produced by OTs individually) and contextualize.

A good practice identified in coordinating service delivery in the field is when other HQ units have (a) dedicated focal point(s) for OTs, like in the Armed and Security Forces (FAS) unit and DP/POL as well as for EcoSec and WatHab. This facilitates connection with delegations, particularly for those who do not have dedicated OT staff or focal points.

Is the OT set up across HQ, the thematic unit, and regional and delegation levels conducive for approaches to integration? What works? Are there are any structural barriers that hinder the integration process?

OTs have different levels of financial and human resources. Set-ups that include appropriate human resources vis à vis intended outcomes/ambitions at HQ and regional levels are more conducive to integration. The limited set-up of CP and IDP at HQ and limited in the field is not conducive to integration.

The most enabling factors to integration of the OTs include adequate human resource capacity at global, regional and delegation levels, in particular OT advisors in RRNs covering a

reasonable number of countries/delegations; and active engagement of the delegation management and coordinators. Key set up factors conducive to integration include: the RRN supporting delegations and allowing for cross-departmental discussions and OT-dedicated staff reporting either directly to delegation management or to the Protection Coordinator.

The main structural barriers to integration of the six OTs include: the programme-focused structure of the PfR that is not conducive to cross-departmental, collaborative problem analysis, planning or monitoring; the absence of systematically including accountability for integration of the OTs within individual job descriptions and performance appraisals which results in a lack of ownership of the OTs at delegation level; and lack of sufficient breadth and depth of knowledge of each OT. Another challenge involves hiring and maintaining key positions in the right locations (Protection and operational management staff mandated with engaging in dialogue and making decisions).

There are also barriers specific to individual OTs (notably the lack of clarity in the use of the terminology "child protection" versus "Children" which causes confusion amongst staff who feel the focus is on programmes for Children); and factors enabling integration of individual OTs (for example SV Training helped to spotlight this OT and increase understanding of what each métier can do).

What further opportunities are there for the different workstreams (or approach to thematic issues) to improve on their effectiveness?

The ICRC has the ambition to overcome silos and further develop an Outcome-Based approach, as evidenced by document review. Key informants shared their suggestions for easing and improving effectiveness of integration and are in favour synergies between métiers.

Opportunities include:

- **Making information more digestible to the field** by means of short videos, one-page briefs, and blending PfR instructions from OP/THEM, Protection of Civilian Populations (PCP) and other relevant units into one document. A much more concrete vision about integration of OT, with a practical toolbox, is needed.

- **Creating "common denominators" on which basis all métiers could work** in the field: by integrating OTs into existing contextualized delegation strategies, including a chapter for each OT in the PfR.

- **Joint/multidisciplinary assessments** were mentioned by an overwhelming majority of key informants as a guarantee of joint/multidisciplinary planning and response. The creation of common tools would help overcome siloed assessments and planning.

- **Strengthening training and capacity building** is a crucial opportunity to ensure that staff working in contact with and managing programmes in favour of vulnerable people are equipped with the necessary knowledge and skills to do quality work, in compliance with the "do no harm" principle. This is not only relevant to effectiveness of integration, but also to the ICRC's institutional credibility in terms of professional standards.

Conclusion

There is no common and consolidated understanding at delegation, regional and headquarter levels of the breadth and depth of each OT, and what is expected concretely to be able to consider that they are integrated. In addition, there is not sufficient knowledge of each OT.

In the absence of a common understanding of "integration", the evaluation found that, overall, incorporation of OTs in field response is driven primarily by identification of related specific vulnerabilities (whether of children, migrants or IDPs) and concerns (A2E, HCiD, SV). There is a

general consensus across the organisation that successful integration entails a transversal and multidisciplinary approach, building on holistic needs assessments. Notably, when delegation leadership and coordination encourage transversal work, and are equipped with contextualized tools and access to OTW technical expertise, integration is more successful.

A number of enablers and structural barriers to integration were identified. Resources (financial and human) are considered a key enabling factor for OTs at HQ to support field delivery (including with up to date guiding frameworks) and are also a factor dictating the extent to which delegations can include OTs in their field responses.

Structural barriers include the lack of both mechanisms to create synergies between métiers and joint/cross-métier programmatic tools (the current PfR structure is considered as hindering collaborative problem analysis and planning), as well as the overwhelming amount of literature sent from HQ to the field.

There are concrete opportunities ahead, not only for OP/THEM but for also for the ICRC more widely to overcome structural barriers and build on existing strengths, not the least of which is its multidisciplinary and people-centric approach.

Recommendations

1. Understanding of OTs

To ensure common, adequate and consistent understanding and knowledge of the ICRC's engagement regarding the depth and breadth of each of the operational thematic files. The ET recommends to:

1.1. Clarify and widely communicate the extent, scope and boundaries of the ICRC's engagement on each of the OTs and clearly define what is expected in terms of integration/inclusion into operational responses and set success criteria/results indicators and clear roles and responsibilities (linked to recommendation 2.1)

   To: PES (with PES THEM leading) and OPS

1.2. Clarify and widely communicate ambitions for each of the OTs for the coming years and ensure appropriate inclusion of OTs in relevant strategies at institutional and operational levels (e.g., Institutional Strategy, RSF, delegation strategies, etc.); Consider developing a Theory of Change detailing the contribution of OTs ambitions to ICRC's Strategic Orientations (and relevant frameworks and other strategies), including clear outcomes and assumptions.

   To: PES and OPS leadership, regional leadership, presidency (in relation to inst. Strat) (PES_THEM for second part of the recommendation)

1.3. Support Regions and delegations' decision-making processes in relation to the inclusion (or not) of OTs in delegations' priority orientations and operational responses; Consider developing decision-making tools, such as guiding frameworks that include minimum requirements in terms of context/situation and needs assessments; guiding questions to help make operational choices; and how to address challenges related to limited resources at delegation level.

   To: PES_THEM, regional thematic advisers, OPS

1.4. Invest in capacity strengthening to enhance OT skillsets (including trainings, mentoring and coaching), including through aligning with ongoing institutional priorities to reinforce the organization's staffing pool. As a priority, include OTs in mandatory/voluntary

trainings to ensure sufficient knowledge on OTs amongst all ICRC staff. Continued development and delivery of standalone OT training (e-learning, videos, trainings etc.), including for management staff, is also important.

To: PES_THEM and PES métiers, PAC (LnD)

2. Accountability and ownership

To ensure/strengthen ownership of Operational Thematics at delegation level, leadership and coordinators must be accountable for the appropriate integration of OTs. The ET recommends to:

2.1. Consider including in relevant operational and management positions' job descriptions related work on OTs.

To: managers – clarify with AB who (OP_THEM/PES/PAC)

2.2. Ensure that staff are equipped with enough knowledge of standards and norms specific to each OT; pay particular attention to training management staff (red line) and coordinators by ensuring training on OTs and multidisciplinary approaches are included in career paths.

To: PES and OPS leadership (training pathway for field managers)

3. Integrated/multidisciplinary approach

The most effective approach to consider the specific vulnerabilities of children, IDPs and migrants, and to address SV, protection of healthcare, and protection of access to education in operational planning and response is through a multidisciplinary/ integrated approach. This starts at the level of defining operational priorities and intended outcomes, based on the needs analysis. To further consolidate multidisciplinarity across delegations, the ET recommends to:

3.1. Build stronger relations between initiatives that aim at contributing towards a more people-centric approach (i.e., initiatives linked to ICRC way of working such as OBA, AAP and other initiatives) and the Operational Thematics, in order to ensure that approaches, processes and tools/systems embed A2E, CP, HCiD, IDPs, Migrants and SV concerns and vulnerabilities where relevant.

To: AAP, OBA and PES_THEM and others as relevant

3.2. PES and OPS must ensure that needs and context/situation assessments are comprehensive.

3.3. Criteria, tools and templates must take into consideration OTs specific vulnerabilities and concerns in a multidisciplinary manner, across métiers.

To: PES métiers + OBA team

4. Resources versus ambitions

To fulfil ICRC's ambitions for each of the OT (linked to recommendation 3.2) and ensure sustained embedding of OTs into operational responses (and implementation of the above recommendations), it is critical to strategically invest the necessary resources. Special attention must be paid in terms of human resources. The ET recommends to:

4.1. Clarify what level of expertise is required to fulfil ambitions of each OT and where they should be positioned, i.e., at HQ, regional and delegation level.

To: PES +OPS

4.2. Ensure allocating the necessary resources to fulfil ambitions; Consider strategic investment for CP and IDPs that are currently under-resourced.

To: PES +OPS

4.3. Maximise existing resources by strengthening synergies and intersections across OTs and with other programmes and thematics where relevant.

To: PES_THEM

5. Coordination, lessons learning and sharing good practices

To facilitate contextualisation of expertise and guidance, and the absorption by delegations OP/THEM should develop coordination mechanisms and tools to enhance implementation by the field. The ET recommends to:

5.1. Identify areas where further coordination between OTs is needed, at HQ and field levels, and create mechanisms/processes to facilitate coordination; map out opportunities to make information more digestible to the field, within and among OTs as well as with other units.

To: PES_THEM

5.2. Collect, document and share examples and good practices on successful integration of OTs in operational responses and considered for replication or adaptation between delegations and partners.

To: PES_THEM in collaboration with OPS/PES métiers

5.3. Consider developing a lessons-learning agenda (i.e., learning questions and a learning plan of action) specifically on the integration aspects of OTWs.

To: PES_THEM

Furthermore, the evaluation team would suggest the following areas for further research/enquiry which were not within the scope of this evaluation, yet may further inform integration of the six OTs:

- Comparative analysis of the six OTs: Why is an OT more successfully integrated than others? emphasising specificities, value add, expertise, history, resources, sustainability, etc.
- Look further into how to address barriers that are specific to individual thematic files, such as the routes-based response to migration.
- Historical study of a few "former thematics" which are now integrated into *Programs*. In particular, the Missing file, Forensics, WEC
- How integration as well as impact and outcomes of the six OTs may be monitored and evaluated with the current PfR and MfR system? and what needs to be changed/developed?
- The pros and cons of having special appeals for integrating and sustaining the integration of OTs.

- How OT lens could be used as a catalyst to stronger people-centred (assessment) and response?

Acknowledgements

Acronyms and Abbreviations

A2E	Access to Education
AAP	Accountability to Affected Persons
CAR	Central African Republic
CP	Child Protection
DRC	Democratic Republic of the Congo
EM	Evaluation manager
EQ	Evaluation questions
ET	Evaluation team
FAS	Armed and Security Forces
GBV	Gender-based violence
GO	General Objective
HCiD	Health Care in Danger
HQ	Headquarter
HR	Human Resources
ICRC	International Committee of the Red Cross
IDP(s)	Internally Displaced Person(s)
KI(s)	Key Informant(s)
KII(s)	Key Informant Interview(s)
L&D	Learning & Development
MfR	Monitoring for Results
Movement	International Red Cross and Red Crescent Movement
OBA	Outcomes Based Approach
OECD/DAC	Organization for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC)
OP	Operation
OP/THEM Unit	Operational Thematics unit
OPS	Operations
OSV	Other Situations of Violence
OT(s)	Operational Thematic (s)
OUT	Operational Thematic Unit
PCP/PPC	Protection of Civilian Population
PES	Protection and Essential Services

PFL	Protection of Family Links
PfR	Planning for Results
PM&E	Planning, Monitoring & Evaluation
PPT	Power Point Presentation
RRN	Regional Resources Network
SO	Specific Objective
SV	Sexual Violence
ToC	Theory of Change
TOR	Terms of Reference
UNEG	United Nations Evaluation Group
WatHab	Water and Habitat

1.   Introduction and Background

1.1. INTRODUCTION

The evaluation of the Integration of the Thematic Workstreams was commissioned by the International Committee of the Red Cross (ICRC) Evaluation office and the Operational Thematic Unit. This evaluation served to develop a 'baseline' of the current status of integration for the recently created Operational Thematic Unit to generate learning that will feed into the ICRC planning process for 2023 and 2024. It is the first strategic level evaluation commissioned since the establishment of the Evaluation Office in October 2021. The evaluation was carried out by a four-person evaluation team between mid-May 2022 to January 2023.

This evaluation report presents the findings and conclusions of the evaluation for the ICRC to understand the enabling factors and barriers to integration and shared ownership of the six Operational Thematics into field responses (i.e., Sexual Violence, Health Care in Danger, Access to Education, Internally Displaced Persons, Migration and Child Protection). Recommendations will help strengthen the objectives and methodology(ies) of the integration process of the thematics.

The report is structured according to the ICRC Evaluation Office of the Director General, "Checklist (quality criteria) for Evaluation Reports" and based on UNEG guidance.[3] Findings, recommendations and conclusions are based on a mixed methods evaluation with a realist approach; evidence was generated from a desk review, online survey and key informant interviews with ICRC staff at headquarters, regional and delegation levels. The analysis plan and evaluation questions are grounded in the evaluation terms of reference (Appendix 1) and evaluability assessment[4] and based on a participatory inception phase.[5] The report is subject to review and approval from the ICRC Evaluation Office, the Operational Thematic Unit and feedback from members of the Evaluation Advisory Group.

1.2. BACKGROUND

ICRC strives to integrate thematic expertise in relation to the six operational thematic files to better meet the holistic needs of affected populations and ensure a multidisciplinary response and collaborative way of working.[6] To investigate ICRC's achievement of this objective, this evaluation assesses the status of ICRC's integration of six Operational Thematics (OTs) in operational responses. Namely: Sexual Violence (SV), Health Care in Danger (HCiD), Access to Education (A2E), Internally Displaced Persons (IDPs), Migration (MIG) and Child Protection (CP).[7]

The six OTs are not homogenous. They address different concerns and needs of affected populations. Furthermore, they each have a unique history and evolution since the ICRC's inception and their related approaches were institutionalized at different times. Until August 2021, IDPs, Migration and CP were in the Protection of Civilian Populations Unit, while SV, A2E, HCiD came from the Department of Operations. The key evolution milestones of each OT are summarized in Appendix 3.

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[3] United Nations Evaluation Group (UNEG) Quality Checklist for Evaluation Reports.2010.

[4] Diehl, Summary of key findings of the evaluability assessment for the integration of the Thematic Units, April 2022. See Appendix 9.

[5] The inception phase included document scanning, briefings with members of the Operational Thematic Unit and consultations with the Head of the Evaluation Office and the Head of the Thematic Unit

[6] As explained in the Operational Thematic Unit Vision

[7] For the purpose of this report, the ET will use these terms and related acronyms.

These thematics are "transversal files" that have content of specialized technical nature and entail a response to a wide spectrum of humanitarian needs that cut across métiers and/or geographies. The six OT share the overarching goal to strengthen humanitarian outcomes. Each OT goal can be synthetized as follows:[8]

A2E seeks to ensure the protection, resumption or continuity of education as an essential public service and introduces measures to prevent school closures and the dropout of children. Working towards this purpose requires a long-term, multidisciplinary approach, relying on the combined efforts of different expert teams and métiers at HQ and in the field to ensure an integrated response.

CP seeks to ensure that the specific needs, vulnerabilities and resilience of children affected by armed conflict and Other Situations Violence (OSV) are considered in ICRC's work. The strategy focuses on key protection concerns that the organization identifies as affecting children as well as promoting a multidisciplinary approach towards assessing, analysing and responding to children's needs in a contextualized manner across all programmes.

HCiD endeavours to reduce the frequency and impact of violence against health care personnel and facilities during conflicts and other emergencies. This entails an inclusiveness approach, articulated in the HCiD Strategy. HCiD was a project in 2009 that evolved into an initiative of the ICRC and the Movement in 2011. It is now regarded as an emblematic example of transversal work in the ICRC, where several departments/métiers work together to address a humanitarian problem, amounting efforts towards measurable outcomes.[9]

IDPs focuses on helping internally displaced people meet their specific needs, while addressing the negative consequences of their displacement on host communities and supporting those who are at risk of displacement. The issue is addressed through multidisciplinary responses combining Protection, Assistance, Prevention and Cooperation.

Migration aims at strengthening the protection of migrants, including refugees, in vulnerable situations along migratory routes, through a route-based transregional coordinated engagement and as part of a broader Movement-wide response. Pursuant to ICRC mandate, the focus is on seeking to prevent or reduce harm to migrants caught in armed conflict/OSV; those fleeing armed conflict/OSV and (at risk of) being denied access to international protection, deprived of liberty for immigration-related reasons and/or returned to unsafe circumstances; as well as separated, missing and deceased migrants and their families.

SV strives to ensure that victims of sexual violence have access to all necessary services; that communities and individuals are able to strengthen their resilience to its occurrence; and that actors of influence are engaged to ensure prevention of future instances. The ultimate goal being the elimination of sexual violence in armed conflict, OSV and detention settings. SV works with the different métiers to ensure multidisciplinary set up at delegation level.

Set up and Management structures

The setup at HQ and field level is outlined in Appendix 3.

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[8] Description based on document review, notably ToR– Profile of the six thematic workstreams, and available thematic documents on the ICRC shared library.

[9] Study on the Management and Operationalisation of HCiD as a Transversal File, Case Study Report July 2019

At HQ level: All OTs have a dedicated HQ team under the Operational Thematic (OP/THEM) unit. This unit was created with a view to promote peer learning as well as further integrate the six OTs into ICRC programmes.[10]

At Regional level: A2E has two regional coordinators, IDPs has one regional advisor with a second position under recruitment, Migration has five regional advisors (one per region) and SV has two regional advisors.

At Delegation level: According to interviewees engaged in this evaluation, the management model of each OT varies from standalone programmes to mainstreaming into other métiers and files, with or without coordination mechanisms. Based on key informant interviews and available document review, it is difficult to confirm the number of focal points for all operational thematics in all Delegations or sub delegations, nor the time allocated to each OT by the focal points. The set up and management structure for SV, HCiD and A2E is more distinct than CP, Migration and IDPs at delegation level as these OTs usually have focal points and/or dedicated staff. On the other hand, CP, Migration and IDPs are generally managed by the Protection Coordinators or Deputy Heads of Delegation who seem to be "natural" focal points. At sub-delegation level, it is more difficult to understand who contributes to each of these OT and to what extent there are focal points.

Budget

When it comes to budgeting, the contribution to each OT is not possible to estimate, except for SV that launches an annual special appeal. Because the six OTs require time, input and coordination with different métiers, resources sit under different budgets across several programmes. Métiers respectively decide how much time can feasibly be dedicated in contribution to each OT.[11]

Frameworks

The six OTs are, to different extents, equipped with frameworks and institutional strategies.

A2E, HCiD and SV are equipped with up-to-date global strategies and have objectives directly linked to integration aspects[12] (General Objective-GO, related Specific Objective-SO and indicators). These OTs were former Direction of Operations (OP/DIR) files and, as such, had benefited from increased institutional promotion and resourcing. In addition, HCiD uses the Theory of Change methodology to link actions to intended outcomes and impact and includes multiple formalized mechanisms to promote organizational learning such as repeated external evaluations and management responses including monitoring plans to implement ensuing recommendations. SV has Guidance on minimum accountability requirements for SV, and a Delegation Capacity Assessment Framework.

CP, Migration and IDPs have related frameworks/strategies at the global level, although the CP strategy is outdated. They do not yet have a common/transversal GO. The OTs share three target population files, commonly recognized as protected persons in conflict settings. IDPs is equipped with Protection Guidance Analysing and Responding to Internal Displacement (2022). For CP and Migration, the existing frameworks outline high ambitions, but fall short of guidance to delegations on minimum expectations in terms of integration/prioritization and collaborative processes.

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[10] OP/THEM "Vision, strategy, objectives and way of working"

[11] Our multidisciplinary approach through 23 of our transversal files, October 2019 draft

[12] OP/THEM GO and SO table

2.   Evaluation Features

Preamble

The ICRC mission is to protect the lives and dignity of victims of armed conflict and other situations of violence through a people-centric and impartial response that is framed around best possible outcomes for affected populations. To do so, the needs, vulnerabilities, priorities and concerns of all categories of affected populations need to be considered during ICRC's assessment, planning and implementation of response. Embedded in the operational thematics unit, the thematic files of child protection, internal displacement, migration (which can also be considered as "target populations") as well as sexual violence, protection of healthcare and protection of access to education, all have in common that the ICRC needs to enable a transversal and collaborative way of working to ensure a holistic and multidisciplinary response to these specific vulnerabilities or key humanitarian concerns.

This means that all "métiers" at operational level need to have a sense of ownership of the thematic files and that, at delegation level, a system is in place to ensure these concerns are included from the assessment to the design of a holistic and multidisciplinary response. They are not the responsibility of one unit/department and must be considered from the initial stages of action. The notion of integration, or ownership, therefore, emerged as a central aim when the OP/THEM Unit developed the unit's "Vision, strategy, objectives and way of working".[13] This vision is predicated on the assumption that the better the integration, or ownership, of these files across the ICRC, the more likely it is that ICRC's response to these concerns/target populations is of high quality.

This evaluation was commissioned to assess the progress on the integration objective as an institution, looking specifically at the extent to which these files are already well integrated in the operational response; the barriers and enablers of integration; degree of agreement across the organization on this issue; and identification of good practices to be shared.

2.1. PURPOSE, SCOPE AND OBJECTIVES

The purpose of this evaluation, taking place one year after the creation of the OP/THEM Unit, is to generate evidence and understanding of the enabling factors and barriers to integration and shared ownership of the six Operational Thematics (OT) into field responses (i.e., Sexual Violence, Health Care in Danger, Access to Education, Internally Displaced Persons, Migration and Child Protection).[14]

The primary audience for the evaluation is ICRC's management, the Thematic leads, the Head of the Operational Thematic Unit and the ICRC delegations' management and métiers coordinators. Secondary internal audiences include the ICRC units and offices with integration mandates. Secondary external audiences include humanitarian actors working on similar thematics directly and through mainstreaming.

In line with the evaluation purpose, the evaluation objectives are:

- To assess to what extent ICRC's modus operandi is conducive to the integration of the six thematic workstreams in its field responses across different geographic contexts.

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[13] Appendix 4

[14] Names of operational thematics are based on the Terms of Reference, page 1 (Appendix 8).

- To assess how integration is understood and organized at the delegation, regional and headquarter (HQ) levels.
- To understand how the OP/THEM Unit works with the delegation and regional offices (as a team and individual workstreams), by analysing effective ways of engagement which aim to ensure the appropriate operationalization of the workstreams in the field.
- To assess how cooperation amongst units can foster effective integration at the field level and at HQ.
- To assess lessons learned and best practices that could help strengthen the integration process of the thematic workstreams.

The evaluation focuses on the six operational thematics, approaches to integration, and the challenges and opportunities for integration - overall and thematic-specific. It does not assess progress against stated general objectives and specific objectives of each of the thematics of the OP/THEM Unit nor does it seek to test the assumption that integration is the best way to deliver a quality response.

The temporal scope primarily covers the period between January 2019 to June 2022. The geographical scope is global, it assesses the integration of the six operational thematics across geographies and types of contexts (H0, H1, H2, H3) and from the perspectives of both the field and headquarters, as well as the operational (*blue line*) and management (*red line*) perspectives.

The evaluation includes an in-depth exploration of the integration of the six thematics in six contexts (Armenia, Bangladesh, Central African Republic, Colombia, Sudan and Yemen) covering the five ICRC Regions. This in-depth analysis has allowed for further triangulation of gathered evidence.

2.2. EVALUATION QUESTIONS

The terms of reference included ten key evaluation questions (EQ) connected to the Organisation for Economic Co-operation and Development-Development Assistance Committee (OECD/DAC) evaluation criteria of effectiveness, sustainability, efficiency, relevance and coherence. Given the strategic nature of the evaluation, the selected OCDE/DAC criteria do not entirely align with the EQs. It was agreed during the inception phase that the evaluation matrix, analysis and subsequent reporting would be organized around the evaluation objectives and questions rather than the evaluation criteria.

A thorough review of the key EQs and the development of evaluation sub-questions during the inception phase highlighted the need for clarifications to ensure a common understanding of the main lines of enquiry and expectations. A thorough discussion with the evaluation commissioners led to additions, amendments and reformulation of the original evaluation questions. Details of changes to the EQs are provided in Appendix 10.

Table 1 below presents the complete list of evaluation questions and their related sub-questions developed during the inception phase:

Table 1 Revised evaluation questions and sub-questions

Evaluation Questions	Sub-Questions
EQ0 What are the key characteristics of the Operational Thematic Workstreams/files?	EQ0.1 What is the profile/key characteristics of each of the Operational Thematic Workstreams (OT)?

Effectiveness/Relevance/Sustainability **EQ1 What are the effective approaches to integration of thematic files?**	EQ1.1 How is "Integration" defined within the Operational Thematic Unit (OTU)? EQ1.2 How is "Integration" understood outside the OTU - at the delegation, regional and headquarter levels? EQ 1.3 What are the different approaches/processes to integration of each of the OT? EQ 1.4 Are there adaptations to integration approaches that are driven by delegations specifically? Are these adaptations appropriate? EQ1.5 Which approaches/processes to integration are considered effective and why? EQ1.6 To what extent are the current approaches to integration conducive to the long-term/longevity of integration of OT?
Effectiveness **EQ2 What further opportunities are there for the different workstreams (or approach to thematic issue) to improve on their effectiveness to integration?**	EQ2.1 What are the enabling factors and barriers to effective integration of the OT? EQ2.2 What opportunities are there to improve the effectiveness of integration approaches?
Effectiveness **EQ3 To what extent are the thematic workstreams effectively coordinating together to share best practices, guidelines, lessons learned and delivery in the field?**	EQ3.1 How do OT share best practices, guidelines, lessons learned and coordinate together, including their services/expertise delivery <u>to</u> the field? EQ3.2 How do OT advisors/focal points/dedicated staff share best practices, guidelines, lessons learned and coordinate together, including their services/expertise delivery <u>in</u> the field?
Efficiency **EQ4 (formerly EQ6) Is the OT set up across HQ, the thematic unit, and regional and delegation levels conducive for approaches to integration? What works? Are there any structural barriers that hinder the integration process?**	EQ4.1 What is the set-up, in terms of Human Resources, budgets and management structure of each OT? EQ4.2 Are Human Resources, budgets, management structure of the OTs perceived as conducive for approaches to integration of each OT? EQ4.3 What are the perceived structural barriers (within the OT/OTU) to the integration process?
Relevance	EQ5.1 To what extent are the six thematic workstreams perceived/understood as aligned

EQ5 (formerly Q7) To what extent the six thematic workstream are perceived as aligned with the mandate of the ICRC to protect and assist armed conflict/other situation of violence affected populations?	with the ICRC mandate to protect and assist affected population?
Relevance **EQ6 (formerly Q8) Does integration of the different thematic workstreams vary across contexts, for what reasons?**	EQ6.1 What is the level of integration of the six thematics across contexts? EQ6.2 What drives the integration of a thematic file?
Coherence **EQ7 (formerly Q9) What level of coherence is found between the integration of the thematic workstreams and the delegations' priorities to respond to the needs of affected populations?**	EQ7.1 Is the level of integration of thematic workstreams aligned with Delegations' priorities and the needs of their affected target populations? EQ7.2 Are the thematic workstreams integrated into planning, monitoring and evaluation at delegation level across geographies?
Coherence/Sustainability **EQ8 (formerly 10) What are the enabling factors and barriers across internal systems, protocols, procedures, funding and priorities set by the delegations/management when it comes to the integration of the thematic workstreams?**	EQ8.1 What are the enabling factors to the integration of the OT? EQ8.2 What are the barriers to the integration of the OT? EQ8.3 What factors/conditions facilitate or hinder the long-term/longevity of integration of OT?

The complete evaluation matrix can be found in Appendix 12. The matrix brings together the entire evaluation framework including indicators, data sources, data collection methods and data analysis focus and methods that were used to structure the findings for each evaluation question.

2.3. EVALUATION METHODOLOGY

In line with the terms of reference (TOR), this evaluation adopted a realist approach as the overall guiding framework to help answer the evaluation questions across the evaluation objectives. In the absence of a common/organizational framework or theory of change for integrating thematics at the ICRC, the realist approach helped to develop a richer understanding of the reality and experience of good practices across the different thematics and what factors are critical for the integration of the thematics.

As far as possible, evaluation findings were analysed and cross-analysed taking into consideration:

- The profile of each of the thematic (their own reality)
- The organizational levels: headquarters, regional, delegation levels, including mission, sub-delegation and office levels where relevant in the selected contexts (the organizational reality, i.e., enabling factors and barriers)

- The type of contexts in which the ICRC operates: active conflict, post-conflict, protracted conflict, other situation of violence (the contextual reality, i.e., positive and negative influence).

The evaluation used a mixed methods approach for data collection and analysis. While the evaluation primarily relied on qualitative data, the evaluation team (ET) sought to quantify some of the qualitative data where relevant and appropriate, for example to analyse trends in perceptions across organizational levels.

The evaluation ensured methodological rigor through:

- The collection of both primary and secondary data across the evaluation period
- The combination of evaluation tools (including interview guides adapted to key informant profile, interview data collation sheets by evaluation questions and indicators, document review findings collation sheets by evaluation questions and indicators and data disaggregation sheets)
- The use of multiple analytical methods (including, content analysis, qualitative comparative analysis and analysis of patterns and tendencies).

The evaluation team triangulated evidence to develop findings. Where feasible, this included source, evaluator and method triangulation. The ET used a structured approach to data management and collation (i.e., series of templates and fact sheets) which helped organize the data collected and structure data analysis to ensure systematic use of evidence. This, in turn, helped inform the findings, and ultimately the conclusions and recommendations.

Methods of data collection were through a formal document review, semi-structured key informant individual and group interviews, an online survey and thematic evidence summaries and analysis workshops. Six delegations were selected for more in-depth key informant interviews (KIIs), selected by ICRC based on a number of variables.[15] Further details on the methodological approach can be found in Appendix 11.

Sampling for key informants was based on purposeful sampling from an initial list of stakeholders provided by the ICRC. During the inception phase, a stakeholder mapping was produced to ensure that all relevant categories (headquarters, regional and field levels) and types (operational, management, strategic; and types of contexts) of stakeholders were consulted during this evaluation. Overall, the ET conducted KIIs with 153 persons of which 47% were female.

The online survey was available for internal field stakeholders. 220 stakeholders participated in the online survey of which at least 21% were female. Importantly, 52% of respondents chose not to identify their gender. Thus, the actual percent of females participating could be higher.

A summary of data collected is provided in Table 2 below.

Table 2 Primary data collection sampling

Data Source	HQ	Regional	Field	Total females	Total
Key informant interviews	43	27	83	72	153

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[15] These variables were: size of the response, maturity of the response, different conflict situations and consequences, specific population groups affected by conflict, range of prevention/protect/assistance activities and experience with thematic integration

Online survey	-	-	-	46	220
Total	43	27	83	118 (32%)[16]	373

The evaluation was conducted in a high-quality and ethical manner guided by professional standards and ethical and moral principles. The evaluation team complied with the United Nations Evaluation Group's (UNEG) *2020 Ethical Guidelines for Evaluations* and 2014 *Guidelines on Integrating Human Rights and Gender Equality in Evaluations* and adhered to Accountability to Affected Populations (AAP) commitments and humanitarian principles. Finally, the evaluation team adhered to the *ICRC Code of Conduct* and relevant policies on ethics and safeguarding. Additional details on quality assurance procedures are provided in Appendix 15.

2.4. LIMITATIONS

There were a number of limitations that altered the scope of the evaluation from its initial conceptualization in the TOR. These are outlined in Table 3 below.

Table 3 Limitations to evaluation scope

Limitation	Effect on the evaluation scope
There is no clear definition of what "integration" means and what it looks like concretely. Furthermore, there are different understandings of the operational thematics scope and focus. In the absence of an "Integration" Theory of Change (TOC), the ET attempted to reconstruct a TOC inferred from the OP/THEM vision and objectives and the OTs results frameworks. However, it proved impossible to reconstruct a relevant "Integration" TOC due to the limited integration-related objectives (only available for A2E, HCiD and SV) and the diverse OTs profile and nature of their conceptual frameworks.	The evaluation team was unable to provide a judgement on the level of integration in terms of breadth and depth of each of the thematic globally or within the selected contexts.
The PfR/MfR databases do not embed any typology/indicator to determine the type of context (according to ICRC typology of contexts H1, HX*)* and there was not sufficient time to assign each country (Organizational Unit) to a type of context. This is further discussed in section 3.2.	The extent to which the level of integration varies according to the type of context was not assessed.
Financial (planned budget and actual spendings) and set up data related to each OTs are not available.	The extent to which resourcing (to address thematic issues) corresponds to problem analysis (of affected population) of the selected delegations was not assessed.

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[16] Note that 115 of 220 survey respondents did not specify their gender. Thus, 32% represents the minimum number of females included in data collection. The actual number may be higher.

The MfR dataset contained data on the number of indicators only for Africa and Asia and Pacific regions.	The number of indicators related by OT could only be analysed in the selected contexts of these two regions, i.e., Bangladesh, CAR and Sudan which provides very limited analytical value. This analysis is available in Appendix 7. However, the integration of thematics into planning, monitoring and evaluation at delegation level across geographies was not assessed.
The ToR initially envisaged inclusion of external partner views. However, only in the selected context of Sudan was there any proposed interview with an external partner. This was not sufficient to draw conclusions from.	The evaluation represents only internal perceptions.

Finally, the evaluation design was based on a remote approach as indicated in the TOR. This limited ET opportunity to gain insights from observation and site visits. The ET used a robust process of triangulation to strengthen findings in the absence of direct observation.

3. Evaluation Findings

This section presents the evaluation findings with reference to the evaluation questions.[17] As agreed with the ICRC evaluation managers, this section does not follow the EQs sequentially as numbered in the evaluation matrix to avoid repetition and enhance flow. Sub-sections are included to address evaluation sub-questions.

HOW INTEGRATION OF THE SIX OTS IS UNDERSTOOD AND ORGANIZED

3.1. Understanding of integration and approaches

What are the effective approaches to integration of thematic files?

Key Findings:

1. The approach to integration deemed most effective and sustainable by interviewees and survey respondents is when OTs are introduced and embedded in a multidisciplinary/transversal operational planning and response across métiers that include holistic multidisciplinary needs assessments.

2. Characteristics of effective integration at delegation level include leadership/coordination that encourages transversal work, contextualized tools (delegation strategies linking all programmes), multidisciplinary assessments and availability of OT technical expertise, whether at regional or delegation level. While there is broad consensus that staff specifically responsible for leading OT integration are needed, there were conflicting opinions from interviewees about who should be responsible for this leadership.

3. Understanding of the scope and focus of the OT is crucial as it dictates the extent to which staff can provide an OT lens at all stages of an operation. The absence of a formal definition of what successful integration of the different OTs means practically invites some misunderstanding regarding the scope of OT integration at all stages of an operation and, at the planning phase, whether it requires a GO and/or dedicated expertise.

Approaches to integration

Institutional documentation offers very few principles specifically linked to or guiding approaches to OT operational integration. Literature mostly pertains to the transversal/cross-cutting nature of the six OTs requiring the conventional multidisciplinary/integrated approach. However, it lacks content specifying how "integration" should take place and its contextualized breadth and depth. While all OTs have institutional ambitions formulated in different strategic documents, there is no strategy describing the approach to integrating these OTs in delegations' operational response. For instance, the IDP Strategy 2016-2019 includes clear objectives to promote a multidisciplinary response which should be fed by a protection-centred response; but there are no practical integration objectives nor mechanisms to measure and monitor "successful" integration at delegation level.

Good practice: SV is an exception amongst the six OTs in that it has clarified what integration entails through the development of a Capacity Assessment tool. This tool

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[17] Given the strategic nature of the evaluation, the selected OCDE/DAC criteria do not entirely align with the EQs.

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aims to **define the detailed functions, activities and indicators to guide the ICRC to achieve sustainable integration** of SV at delegation-level – and to measure it.

In the absence of a documented formal approach to integration, each delegation has its own approach.[18] Interviews showed that there are no systematic efforts to integrate OTs, nor a systematic approach towards integration. Based on findings from primary and secondary data collection, current approaches to integration can be grouped into three main categories:

- **The conventional métiers-based approach**: Meaning that, across the four ICRC approaches (Protection, Assistance, Prevention and Cooperation), each métier will pay attention to thematic issues depending on its relevance to the specific métier, using their respective métier-specific guidance, assessment tools and reporting templates. Collaboration on OTs tends to be on a bilateral basis and relies on referrals from one department to another.
- **The conventional transversal and multidisciplinary approach**, whereby Assistance and Protection teams (and/or other teams such as Prevention, Cooperation, Armed and Security Forces (FAS), COM) work together at all stages of an operation (joint analysis, planning and response).
- **A separate programme with a separate GO and dedicated staff**. This model can take various forms, from a Delegation having dedicated human resources (HR) with a programme and a structure (for example A2E in Armenia, Azerbaijan and Ukraine), to an OT overseen by the Deputy Head of Programmes and implemented by means of a taskforce comprising all métier Coordinators (for example HCiD in Yemen). It can also be a standalone programme (for example HCiD in Pakistan).[19]

The two conventional approaches (métier-based or transversal and multidisciplinary) tend to be used either because they are the traditional/historical approaches in the delegations (for example, delegations like Colombia, Democratic Republic of the Congo-DRC and Central African Republic-CAR have a track record of taking a transversal and integrated/multidisciplinary approach); or because there are competing priorities and limited OT-dedicated resources.

Field interviewees highlighted the prevalent lack of delegation-imposed mechanisms to create synergies between métiers and lack of available programmatic tools. Often, Protection Coordinators are considered to be the ones "naturally" in charge of, as one interviewee phrased it, "taking the weight of integration on their shoulder". Practically, this includes actions such as promoting holistic assessments and engaging proactively with other métiers to encourage them to shed a Protection lens into their work.

Approaches perceived as effective

Qualitative data from interviews and the online survey showed that the approach deemed most effective and conducive to long-term sustainability of integration is the overall transversal and multidisciplinary approach i.e., when OTs are integrated into the operational response across métiers. According to key informants, there are several important characteristics to promote an effective transversal and multidisciplinary approach to integration.[20] These characteristics mainly concerned leadership and coordination that promote integration, the presence of contextualized

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[18] It should be noted that this challenge is not exclusive to the six thematics.

[19] The example of a standalone HCiD programme in Pakistan does not exclude that different métiers have contributed to the operationalisation of HCiD in this context.

[20] Factors specifically related to long-term integration are discussed in Section 3.6

strategy and guidance and assessment tools, and sufficient technical expertise about the OTs themselves.

Details on those characteristics that were widely considered as good practice are presented below:

Leadership and coordination promoting integration:

- Delegation management issuing clear directions and conveying clear priorities
- Management staff encouraging transversal work, ensuring space for transversal communication and operationalization (challenging the department-centric model)
- Integration is more "organic" in delegations where management has historically encouraged (or intentionally created) mechanisms for collaboration between métiers/departments or has adopted an integrated approach culture.

Country example: In Mozambique, management asked all departments to have a common analysis on target groups and a common reflection before writing their own department reflections for the PfR.

It was also brought to the attention of the ET during interviews that thematic file holders who are neither coordinators nor managers in delegations do not always feel they have enough "authority" to convene. Without the support from delegation management or coordination, integration is perceived as less effective.

Contextualized strategies and guidelines

- Having delegation strategies on the operational priorities instead of individual departmental strategies such as an EcoSec or a Protection strategy on OTs.

Country example: Sudan has recently started working towards this with the development of delegation discussion papers on a number of different issues including IDPs and Migration. These set out the delegation analysis and recommendations for engagement.

- A contextualized country strategy linking all programmes

Country example: In Nigeria, there is a contextualized country strategy as well as a "Protection plan" containing an analysis of the situation, revised quarterly, on which basis priorities are set and a plan of action is drafted. This tool is used by other coordinators and management.

- OT guidelines to help support integration into programmes

Good practice: A2E has guidelines on how to integrate the OT into Protection and into the conduct of hostilities analysis.

Assessments (baseline, needs assessments, monitoring):

- Comprehensive needs assessments in the field which take all OTs into account. To quote a key informant, if assessments are holistic, "then automatically OTs are integrated"[21]
- Joint/multidisciplinary assessments (especially between Assistance and Protection teams) are deemed critical to the engagement on thematics.

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[21] Quotes should be read in the context of the evaluation question(s). Although the focus of the questions asked during interviews focus on the six OTs, interviewees' answers may be relevant to other transversal topics, however the ET did not explore whether the same interviewees' answers would be true for other topics.

- Engagement of the communities and target beneficiaries in the process/participatory identification of problems. This was stressed by a number of field and HQ interviewees who feel that, in some circumstances, the ICRC tends to identify needs on behalf of affected persons. Survey data reaffirmed that one successful characteristic of integration is the appropriateness and relevance of the OT within the context and that decisions to intervene must come from, as one survey respondent phrased it, the "bottom up", not "top down".

Technical expertise/knowledge about OT:

- Availability of different technical support/expertise towards a common objective to help delegations with integration aspects. This was particularly mentioned regarding IDPs. Success was identified where relationships have been built between regional and delegation teams. Regional expertise is also deemed effective when OT focal points in delegations do not have the "authority" to convene other métiers or where there is no OT focal point. It transpired through field interviews that RRN[22]/regional expertise enables sharing of experience between delegations in a particular geographical area. Some key informants mentioned a preference for expertise inside their delegation, at least for enough time to instil integration.
- Understanding of the scope and focus of the OT is deemed crucial as it dictates the extent to which staff can provide an OT lens at all stages of an operation.
- Presence of an OT taskforce when the thematic is of particular importance for the delegation with the right expertise/métiers involved.

Finally, interviewees largely agreed that there needed to be **staff specifically responsible for leadership of OT integration** to be more effective. However, unlike the aforementioned characteristics where there was broad consensus on the details of these characteristics, there were conflicting opinions from interviewees about who should be responsible for OT leadership. Examples of suggested positioning included:

- Someone in delegation management, like a Deputy Head of Delegation, responsible for an OT and seen to be accountable reportedly improves chances of strong implementation and good results.
- A full-time OT/file holder/Coordinator reporting to management offers better chances of achieving positive team dynamics over delegations without full-time coordinating resource(s).

Interviews and survey data disaggregation (whether from an OT, field or HQ staff point of view) does not indicate significant differences in viewpoint. The only trend that emerged is that operational staff with a Protection background/hat consider that effective integration should entail a Protection lens, not only throughout the problem/needs assessment and analysis, but also in response/field delivery. This means that it is considered as an effective transversal/integrated

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[22] Regional Resources Networks

approach when Protection and Assistance jointly analyse the needs and responses through joint field trips.

Understanding of integration

There is no documented definition of "integration", what successful integration of OTs looks like, nor guidelines on integration itself, within the OP/THEM or beyond. In the absence of a documented definition, interviewees were asked to describe their own understanding of what integration means, or what ideal integration would look like.

Overall, viewpoints fundamentally converge around the following vocabulary: mainstreaming, transversality, multidisciplinary approach in order to address holistic needs of affected people. Notably, interviewees from the field were more likely to associate the definition of integration with an integrated/multidisciplinary approach.

Views across the organization (at HQ and field levels, including those directly responsible for OTs) converge around ideas associated with:

- **Mainstreaming:** OT work being mainstreamed into all métiers and management roles and included into all dialogues.

"Integration is about creating synergies and complementarities between different departments", "going beyond bilateral discussions", "combining all the departments' lenses", "OT don't stand alone", "collective effort to coordinate with the objective to be effective", "ownership by all concerned departments" -Selected quotes from KIIs

- **Sustainable and holistic:** Ensuring a sustainable, response of quality to holistic needs and specific vulnerabilities of target populations.

"All aspects of a humanitarian issue are answered from a programme point of view", "Integration means that these thematics need to be part of the response, of the strategy, it's not about thematics but it's about objectives, they are objectives of the institution", "Ensuring continuity, sustainability, including mobilization of other actors" "Anchored in the operations, part of the design of the response, and how we respond" -Selected quotes from KIIs

The absence of a definition of integration also invites questions and possible misunderstanding, specifically in relation to:

- **Breadth and depth of integration:** It transpires from interviews that what is expected in terms of breadth and depth of integration in operational responses (or minimum standard/scope of integration) is not clear enough for the field. A few interviewees explicitly mentioned contextual specificities/breadth and depth dimensions of integration and identified the need to tailor the scope of integration of the six OTs depending on contextual specificities.

"Good integration is that thematic approaches and methodologies find their right place in a context; it might be a small or big place."-Field Key Informant

"It all depends on the context while always staying on the radar, and it is part of the analysis at the minimum"- Field Key Informant

- **Required objectives linked to OTs in delegation' Planning for Results (PfR):** Whether integration means having an OT-related objective (GO or SO) in the delegations' PfR or whether OTs are integrated in the different programmes' work.[23]
- **Staffing requirements:** Whether the presence/number of OT dedicated staff in the field/in delegations is deemed a factor of successful integration or whether integration means strengthening staff capacity to address the OTs.[24]

The discussion around the understanding of integration raised a number of fundamental questions:

- **Does the focus on "integration" signify a gap?** At HQ (within and outside OP/THEM) and in the field, the word "integration" was sometimes perceived negatively by some key informants, either suggesting additional work or implying that the OTs are not already part of the problem/situation analysis.
- **What is the rationale for the creation of OP/THEM and grouping of these six OTs?** Many key informants wondered why these particular OTs were grouped as opposed to other transversal files. The OP/THEM has a documented vision (*Thematic expertise is systematically integrated into the ICRC's approach to better meet the needs of affected populations and ensure a holistic and collaborative way of working*) and objective of the regrouping of the six OT (to *promote peer learning as well as further integration of these important areas of work into [ICRC] programs).*[25] However, interviews suggest that this vision is not known or understood in the field to date.
- **What is a thematic?** Amongst HQ staff, including within and outside the OP/THEM, interviewees showed a degree of struggle with the wording and differentiation of what is and is not a thematic. This was especially the case when the work related to OTs was longstanding and embedded in Protection work. Notably, in the field, a number of interviewees were unaware that certain files had become thematics.
- **Are all thematics a priority in terms of institutional focus and resource allocation?** The ICRC's multidisciplinary approach paper[26] on transversal files indicates that the formulation of ICRC strategic orientations is quite broad and that potentially everything could be linked, in one way or another, to a strategic orientation (particularly strategic orientation 2 "Building relevant and sustainable humanitarian impact with people affected"). It is therefore difficult to deduce the level of priority of one file over another. Interviews with field staff indicate that the extent to which each OT is a HQ priority was not clear. While HQ highlights the files so they are integrated in operational responses, they also continue to add files without clarifying which ones remain a priority and which ones became less of a priority. Many key informants stressed the need for the institution to better manage its prioritization of all files, including the six OTs.
- **How should OTs be named to reflect what they entail?** OTs are specified differently in different occasions by key informants and by the ICRC in general, as confirmed by the

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[23] For example, A2E has a GO indicator: "Number of delegations who have included SOs and GOs in relation to A2E". SV also has HQ and field GOs and related indicators.

[24] Some indicators included in SV and A2E equate staffing with success. For example, one SV indicator (related to the GO) is the "number of delegations who have a dedicated focal person to coordinate a multidisciplinary approach towards sexual violence". Another example is the A2E indicator (related to the GO): "Number of delegations who have a dedicated human resource to coordinate a multidisciplinary approach towards A2E".

[25] OP_THEM – Vision, strategy, objectives and way of working

[26] Our multidisciplinary approach through 23 of our transversal files

ICRC's multidisciplinary approach paper:[27] "*The names given to these transversal files (a) do not always give an immediate hint on the file's objectives*" and favour a different understanding. This ambiguity specifically concerns Child Protection versus Children, IDPs versus Internal Displacement, and Migrants versus Migration. Additionally, during interviews conducted by the ET, A2E was referred to as both "Attacks" and "Access" to Education. With regards to HCiD, some key informants have questioned the difference between this OT and the protection of the medical mission. When key informants spoke about CP, Migration and/or IDPs being integrated in their delegation's operational response, they were often referring to target or sub target civilian populations within existing programmes such as Protection of Family Links (PFL). For example, many key informants considered CP integrated because Children are part of the affected population, not because the delegation has integrated the Protection of Children in its operations.

3.2. Inclusion of the six OTs in operational responses and drivers for integration

Does integration of the different thematic workstreams vary across contexts, for what reasons?

Key Findings:

4. The primary driver of integration is the needs of affected people/crises. When needs are identified, practical integration of OTs relies on availability of resources, conduciveness of the operational context, staff knowledge (which is a pivotal factor in analysing contexts and needs) and longstanding culture promoting an integrated/multidisciplinary approach in a delegation

5. The current ICRC systems do not provide an appropriate basis to monitor and assess the integration of the different thematics across contexts.

OT inclusion in operational responses

During the inception phase, PfR, PROT6 and ASSIST databases were identified as unique potential data sources to assess the variation in integration of the different OTs across contexts. However, the analysis of the two datasets made available by the PfR and PROT6 teams did not accurately demonstrate the level of integration of the different OTs across context. The interview with ASSIST databases team concluded that data from these databases where not relevant for the purpose of this evaluation. Thus, the evaluation team concluded that the current ICRC systems do not provide a basis for monitoring and assessing the extent to which the OTs are addressed or the appropriateness of OT inclusion across the institution and per delegation.

The analysis of the dataset extracted from the PfR database showed the quantity of SOs tagged by OTs, variations across regions and temporally over the past three years. While this may show the level of inclusion of OTs during the planning phase, it does not validate the level of integration of OTs in operational response as not all SOs may effectively be implemented. Furthermore, because the tagging system is not consistently applied across contexts (OT may be tagged in PfR but operationally not tackled or, on the contrary, not tagged but included in the operational

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response, see section 3.3), any analysis of the level of inclusion of OT through the PfR tagging system is to be taken with caution.[28]

Drivers of integration of OT

The majority of key informants interviewed at HQ and field level (with the exception of diplomatic hubs as discussed below) believe that the biggest driver for integration is the needs of affected people, identified on the basis of the context and problem analysis. Regarding Migration and SV, analysis also includes in-house research. Qualitative data from the survey also supports this finding, as well as the importance of communities' engagement in the analysis process. Answers to the survey question "what drives the integration of a thematic file" are in line with answers concerning "which approaches/processes to integration are considered effective and why" and point to the appropriateness and relevance of the thematic with the context as a driver of integration, and a characteristic of effective integration.

Importantly, needs identified on the ground do not automatically lead to OT integration, as several factors come into play when setting integration priorities and determining the breadth of integration in the field. These primarily concern availability of resources, conduciveness of the operational context, staff level of knowledge, culture in a delegation and opportunities for funding. Finally, regardless of needs, a number of field operational and management key informants expressed their view that the inclusion of some OTs in their PfR was imposed by the HQ without being based on a problem analysis and needs assessments.

The primary factors identified as influencing OT integration are described in further detail below.

Budget and available HR in delegations may be a critical influencing factor when it comes to setting operational priorities in the PfR. Available resources depend on the budgetary envelopes that are decided at Regional/HQ level. Earmarked funding can boost integration in the field. For example, when the first SV field positions were created, integration was reportedly boosted. However, it should also be noted that when the fund is spent, it can affect the sustainability of positions. The presence of OT advisors in RRN was mentioned as an important driver for integration in the delegations covered by the RRN, provided that experts tailor their support to the needs and particularities of the contexts and are able to convince delegations of the contextual relevance of the OT.

The **operational context** may be an obstacle in deciding to address an OT. For instance, integration may be limited if the authorities of a given country lack acceptance of ICRC's work in certain domains. For example, the delegation may have to limit OT integration across Protection activities when ICRC's Protection work is not readily accepted. Work on specific topics such as SV is not accepted everywhere and/or staff may be uncomfortable with the SV topic. For example, while SV is deemed culturally sensitive to raise and address in certain contexts such as Yemen and Sudan, such focus is welcomed in other countries such as DRC or across the Americas. Threats to the ICRC's operational independence also mean that it may be difficult or impossible to reach certain categories of affected people, and accordingly identify/confirm the needs.

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[28] The level of inclusion of the OTs in PfR was further compared with an analysis of the dataset provided by the PROT6 team. This dataset included 2020 and 2021 data on a series of indicators linked to events and activities that can be related to each of the six OTs. The ET found no convergence between the two analyses.

For HCiD, one driver for integration is the fact that, throughout the life of the campaign/project/initiative, all delegations were asked to contribute to national stakeholders systematically with statistics and dissemination/communication.

The element of **profile**[29] and level of **knowledge** and understanding on the nature of the OTs was also widely mentioned as a driver amongst field and HQ interviewees. There is more chance for integrating/championing OTs when the management and coordinators have relevant knowledge and/or experience with that OT and what it entails in terms of analysis and response. Importantly, the profile of ICRC field staff (mostly their knowledge of OT) directly involved in needs assessments and dialogue with affected people and authorities is also a critical factor relevant for ad hoc opportunities/entry points for OTs. Knowledge can be the pivotal factor in determining integration as collecting information and analysing contexts and the scope of needs requires this OT-specific knowledge.

A longstanding culture promoting an **integrated/multidisciplinary approach culture** in a delegation is said to be an important driver conducive to long-term integration of an OT.

> **Country example:** SV integration was said to be highly facilitated in CAR and DRC across métiers. These two delegations have long-standing multidisciplinary practices and work on SV is now considered embedded.

It was also mentioned by a number of key informants that the prospect of **influencing** policies/other actors or attracting **funding opportunities** may be additional drivers of institutional prioritization of OTs. HCiD, SV and A2E were mentioned as examples of files in which growth has coincided with momentum in terms of external funding opportunities.

Importantly, **diplomatic hubs are different from operational delegations**. The main driver of integration of an OT for diplomatic hubs is opportunities to influence policies, i.e., whether the issue is part of the institution's agenda (such as EU, NATO, UN). For example, Migration is a priority in the EU and Americas' agenda. Therefore, the Migration OT is high in the priorities of the European and US diplomatic hubs.

3.3 Coherence between the integration of the OTs and the delegations' priorities to respond to the needs of affected populations

What level of coherence is found between the integration of the thematic workstreams and the delegation's priorities to respond to the needs of affected populations?

Key Finding:

6. There is an overall alignment between selected delegation's priorities and inclusion of the OTs in their PfR. This is further confirmed by the survey results showing that, beyond the selected delegations, there is alignment between the OT issues of concern, inclusion of OT in delegations problem analysis and inclusion of OT in operational priorities.

To assess the level of coherence between the integration of the OTs and the delegations' priorities to respond to the needs of the affected populations, the ET examined the selected contexts' PfR

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[29] Profile includes previous experience with OTs at the ICRC and/or outside the ICRC, exposure to OT work and training. Some key informants also mentioned personality as an influencing factor.

2022 operational priorities and OT-related SO tags and triangulated the findings with the survey results.

The ET found an alignment between delegations' stated operational priorities and inclusion of OTs in their PfR SO tags. This alignment is further confirmed by the survey results. Importantly, available data does not allow for an assessment of the extent to which OTs are appropriately included in delegation's operational response to respond to the identified needs of affected populations.

The selected delegations' operational priorities as stated in PfR 2022 are listed in Table 4 below.

Table 4 OT specifically mentioned in selected delegations' PfR 2022 operational priorities

Selected contexts	A2E	CP	HCiD	IDP	MIG	SV
Armenia	X			X	X	
Bangladesh			X	X	X	X
Central African Rep.		X	X	X		X
Colombia	X		X	X	X	X
Sudan		X	X	X	x	x
Yemen			X	X	X	

Source: Selected contexts PfR 2022

Figure 1 below presents the number of tags for each of the OT for each of the selected countries based on the analysis of PfR SO tags related to OTs.[30] Bangladesh, Columbia and Yemen are the countries with the larger number of OT tags included in their PfR. SO tags in Armenia are dominated by A2E and has a larger frequency of A2E tags compared to the other countries reviewed; Bangladesh and Colombia tag Migration most frequently and Sudan and Yemen tag IDP most frequently.

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[30] As noted in section 3.2, SO tags only concern inclusion at the planning phase. There is no correlation between the number of SOs and the level of effort/work or beneficiaries reached.

Figure 1 PfR 2022 OTs-related SO tags by selected countries (2022)
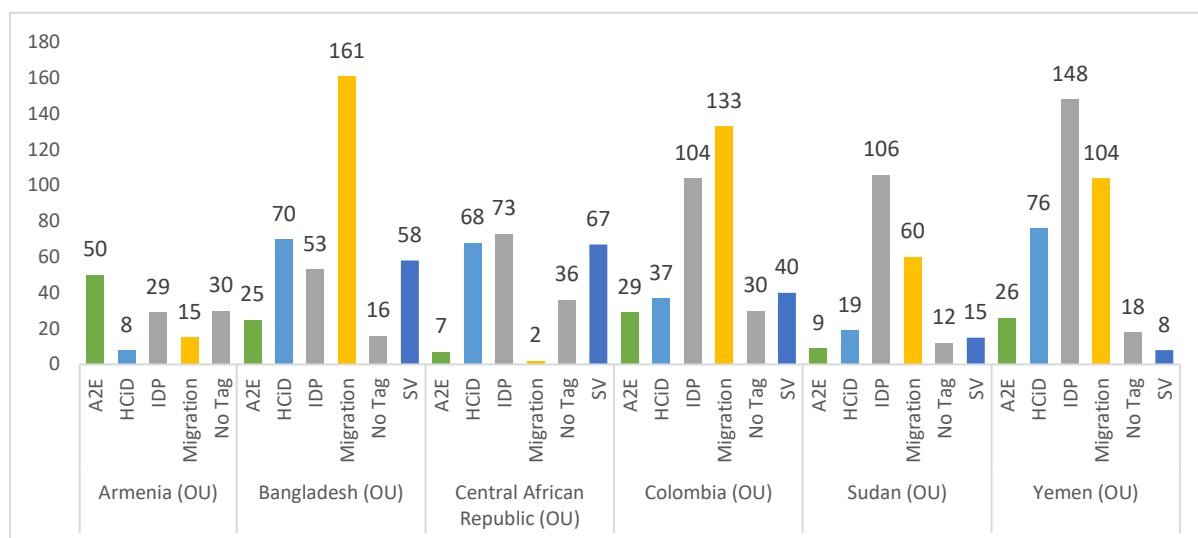
Source: PfR SO tag analyses

Comparing Table 4 and Figure 1 with qualitative data collected by the ET with OT leads and selected delegation's staff on the level of coherence between the integration of OT and delegation's priorities, there is often an alignment, with exceptions. For example, in one of the selected delegations' PfR there is a focus on Protection of Civilian Population (PPC)/conduct of hostilities with HCiD, IDPs and Migration but there is a noticeable discrepancy in alignment: A2E is tagged in their PfR but operationally not tackled. In another context, A2E and Migration were tagged but all key informants (KIs) indicated that these OT were not included in their operational response.

Qualitative data also shows that prioritization of OTs in operational response will depend on the delegation's context and problem analysis. When prioritized, they will be referenced in programmes PfRs, set ups and budgets.

According to the ET-conducted survey, quantitative data shows an alignment between:

- Respondents' views on OT issues of concern in their context (see Figure 2 below);
- Inclusion of OT in their delegation's problem analysis (see Figure 3 below);
- And OTs inclusion in the delegation's operational priorities (see Figure 4 below).

Figure 2 Issues of concern in the context of participant currently
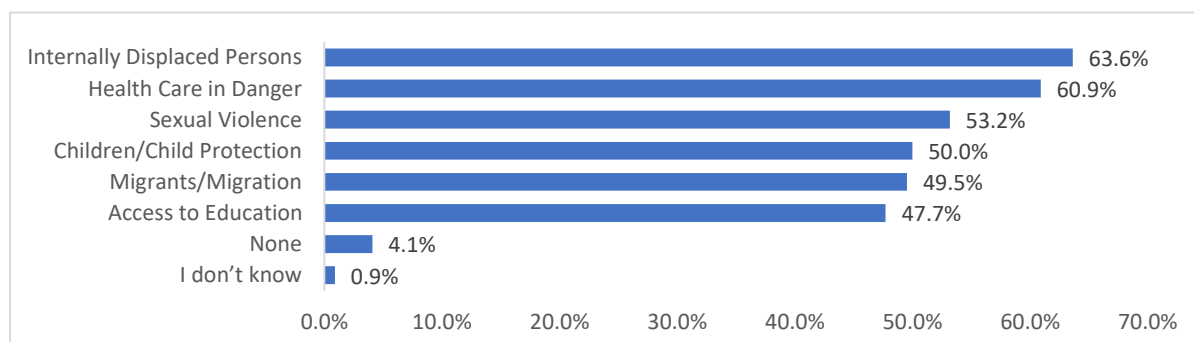
Source: Online survey conducted for this evaluation

Figure 3 Thematics included in 2022 PfR problem analysis

Internally Displaced Persons — 71.9%
Health Care in Danger — 70.1%
Migrants/Migration — 66.2%
Sexual Violence — 58.9%
Children/Child Protection — 43.0%
Access to Education — 41.9%

Source: Online survey conducted for this evaluation

Figure 4 Thematics included in 2022 PfR operational priorities and/or operational response

Internally Displaced Persons — 63.2%
Health Care in Danger — 59.6%
Migrants/Migration — 53.9%
Sexual Violence — 48.7%
Children/Child Protection — 34.3%
Access to Education — 27.2%
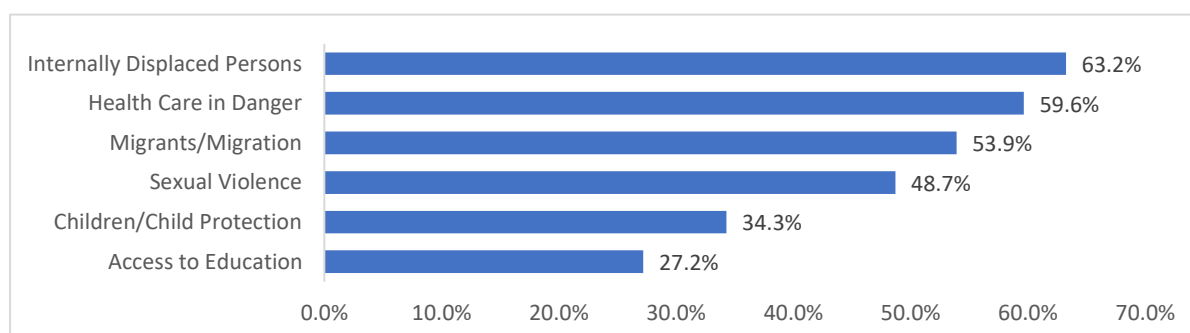
Source: Online survey conducted for this evaluation

3.4 Perceptions on the Alignment of the six OTs with the ICRC mandate to protect and assist affected populations

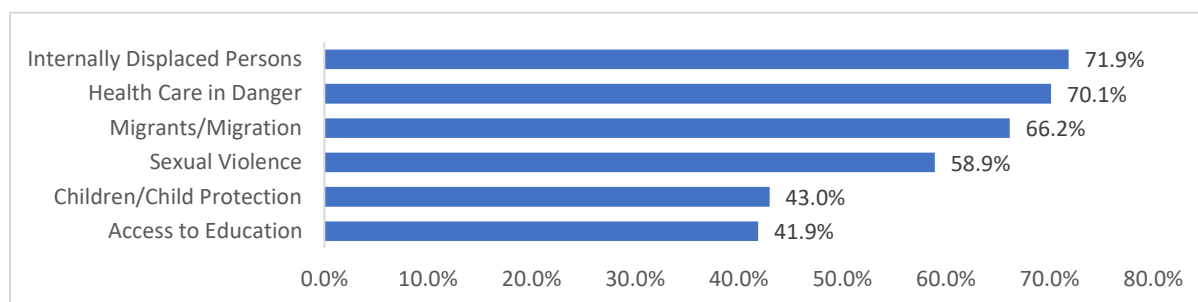**To what extent are the six thematic workstreams perceived as aligned with the mandate of the ICRC to protect and assist affected populations?**

Key Findings:

7. There is consensus across the institution that the six OTs are aligned with the ICRC's mandate.

8. However, there is a lack of common understanding on the scope of work and whether the ICRC has sufficient capacity and added value to implement responses which incorporate an OT. This is particularly the case in contexts where other actors with relevant expertise and resources are present.

The majority of interviewees, whether based in the HQ, regional or country level, and whether in operational or management positions, shared the opinion that all six of the OTs are aligned with the ICRC's mandate. However, some interviewees felt that not all OTs are relevant in every context. Furthermore, in contexts where several OTs may be relevant, the institution does not always have the capacity to implement operational responses to address identified needs.

In addition, in some contexts, interviewees, both at HQ and in the field, raised the additional question of whether the ICRC brings an added value in trying to address needs related to the OTs. Multiple key informants underlined the need to acknowledge that it is necessary to further analyse

the level of added value in ICRC's involvement in OTs when other organisations are present, active and have the capacity and expertise to respond.[31]

Finally, despite the general consensus that all the OTs are aligned with the institutional mandate, a small number of key informants stated that some of the OTs were more aligned than others. The OTs which were questioned in terms of alignment were A2E, CP and Migration. This was primarily linked to a lack of understanding at delegation and sub-structure levels concerning the necessary focus and scope of each OT depending on the operational context.

Concerning A2E, in some contexts, A2E was noted as being an operational priority for the ICRC, while in others, ensuring access to education was simply not considered to be the role of the ICRC. This was particularly the case in countries where the entire education system has been disrupted due to a combination of factors, not all linked to conflict.

Migration provides another example where some interviewees felt the OT was less aligned with the mandate. These interviewees perceived a blurring of lines between migration which is closely linked to conflict, and thus aligned with ICRC's mandate, and migration with other root causes such as climate change and economic hardship, which is less aligned.

Country example: The SWOT analysis included in the Africa Regional Migration Framework for 2021–2024 identifies institutional doubt regarding the link between migration and the ICRC's mandate; the lack of clarity of the ICRC's intended role towards states vis-à-vis missing migrants; and insufficient human resources to address migrant needs as barriers to integration.

A few KIs in diplomatic hubs also mentioned the lack of clarity of the ICRC's positioning within the Movement as another weakness regarding migration. Regardless of the root causes, the link between migration in detention and missing migrants was seen as clearly part of the ICRC's protection mandate and an area where the ICRC has an added value.

Child Protection was also mentioned by a small number of KIs as not being clearly aligned with the ICRC mandate. These KIs understood "child protection" as the application of the Convention on the Rights of the Child and aligned with UNICEF mandate, while providing assistance and protection to children in conflict situations remains within the ICRC's mandate.

Importantly, reference documents for all the OTs make their links with International Humanitarian Law (IHL) clear.[32] Many key informants noted that this clear and documented link between the OT and IHL (and thus the ICRC's mandate) was important and useful. However, with delegations being overwhelmed with documentation and guidance (not just from the OT but from across the institution), this critical information is often missed.

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[31]This point was raised for all thematics equally.

[32]For example: The A2E Strategy 2021-2026; Child Protection Strategy 2011-2014; HCiD Protecting Healthcare – Guidance for Armed Forces 2020; IDP Strategy 2016 – 2019; Sexual Violence Reference Framework 2013. For Migration the documentation is less clear but references can be found in and information note written by OP_DIR (OP_DIR/GVA-09E624 (BAI 2006 01962) and in the 2020 Chronology of the Migration File.

3.5. Coordination between the OTs, sharing of good practices and lessons learned

To what extent are the thematic workstreams effectively coordinating together to share best practices, guidelines, lessons learned and delivery in the field?

Key Findings:

9. A year after the creation of OP/THEM unit, there are no formal or informal mechanisms between the six OTs in place yet for sharing good practices, lessons learned or coordinating their service delivery in the field. This was specified by OT KIs whether at HQ, regional or delegation level.

10. The extent to which each OT individually identifies and documents good practices and lessons learned varies. OTs with more human resource capacity (SV, HCiD) have more documented lessons learned and sharing of good practices.

11. The absence of coordinated service delivery to the field, coupled with more challenging connection with delegations (where there are no dedicated OT staff or focal point), results in a profusion of written exchanges and literature (including guidelines, tools, etc.) produced by OTs individually that delegations find difficult to absorb and contextualize.

The OP/THEM unit was created in August 2021, bringing together six workstreams having in common the very transversal nature of their files but with different profiles that previously sat in two different HQ structures. The OTs had different focuses, ambitions and resources. Though they now sit together at the OP/THEM, they all continued to work towards achieving objectives set in their former structure, with their own way of working, as separate workstreams. While OP/THEM has developed a clear vision and objectives, this document is largely strategic and does not contain clear coordination objectives, learning agenda or practical processes/mechanisms to identify and agree on areas where coordination and learning should take place, and how.

At OP/THEM level, the evaluation team found no evidence of documented mechanisms for joint sharing of lessons learned or coordination between the six OTs of their service delivery to the field. This finding was supported by the fact that OT key informants reported that, except for weekly meetings, there are no formal or informal mechanisms or practices for lessons learning or coordination in place. According to some informants, this issue is not specific to OP/THEM, but symptomatic of larger ICRC coordination and information challenges that are beyond the scope of this evaluation.

The fact that there is currently no coordination of their service delivery between the six OTs at OP/THEM level may explain the lack of awareness in the field of the very existence of the unit. This is illustrated by the fact that many operational staff interviewed at the delegate and field officer level did not know of the OP/THEM unit. Additionally, some key informants at management and coordination levels at field and HQ levels indicated that this lack of coordination promotes the perception of OTs as additional "silos", each promoting its own agenda. It must be stressed again that OP/THEM was created just over a year ago. Developing and implementing coordination processes and lessons learning mechanisms takes time.

The extent to which each OT individually identifies, and documents good practices and lessons learned varies. Document review shows that the OTs with more human resource capacity (notably SV and HCiD) have more documented lessons learned and sharing of good practices.

Good practice: HCiD has a good practice in terms of **sharing lessons learned through evaluation exercises**. These include a 2017 external evaluation which prompted a shift away from advocacy towards development and implementation of a new Theory of Change. The 2018 follow-up evaluation analysed the operationalization of the ToC and advised on the development of a HCiD strategy 2020-2022. In 2020, reflections on a long-term model for HCiD in the organization was carried out with broad participation. This was complemented by a field Implementation study in 2021, and a midterm review of the HCiD 2020-2022 strategy, including a survey of field outcomes. The **clarity of strategic objectives** from 2020 onwards, and **how different parts of the organization have been working towards those in a structured way**, appears to be the defining success of the HCiD initiative.

Coordination between OP/THEM and other relevant métiers/Units at HQ level is taking place on a bilateral basis to deliver technical guidance and support to the field. Key informant interviews at HQ-level highlighted that coordination with other HQ units is facilitated when the unit has a dedicated focal point(s) for OTs, like in the case in the FAS[33] unit and DP/POL[34] as well as for EcoSec and WatHab.

Good practice: The FAS unit has a dedicated Focal Point for four of the OTs: A2E, CP, HCiD and SV. The focal point promotes these OTs to FAS delegates based in the field through **internal staff training** on these topics. In addition, **OTs are included in trainings and dissemination sessions** for FAS target audiences. FAS has developed short videos for the field (SV, HCiD) in line with the request for **more visual, animated, and user-friendly tools**. DP/POL unit has developed a bi-annual **briefing document which highlights developments and key messages with regards to thematics** (including with regards to OTs) addressed to all diplomatic hubs.

OT (HQ level) connection with the field has become more challenging, particularly with delegations where there is no dedicated OT delegate or focal point.[35] The three OTs previously sitting at OP/DIR (A2E, HCiD and SV) benefitted from their proximity to the Direction of Operations and the Regions[36] as well as their inclusion in the PfR with respective GO and SOs. This provided them a space in the formal ICRC planning process. Now that they are sitting in the OP/THEM Unit, the link with Operations at HQ level is further away.

The entry point to delegations for the three OTs that were previously sitting in the Protection of Civilian Population (PCP) unit (CP, IDP and MIG) were the Protection Coordinators who must report back to Protection heads of sectors. With the creation of OP/THEM, there is a feeling that these

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[33] Armed and Security Forces

[34] Department of Law and Diplomacy/Policy unit

[35] There is no and has never been dedicated delegation focal points for two of the thematic files (IDP and CP) with the exception of Nigeria and most recently Budapest in relation to child protection.

[36] The Director of Operation also provided senior leadership, direction, decision making and demanded accountability from delegations/regions.

OTs have been moved a step away from where the daily interactions with the field takes place,[37] losing proximity to the Protection heads of sectors.

The absence of coordinated service delivery to the field, coupled with more challenging connection with delegations, contributes to a profusion of written exchanges and literature (including guidelines, tools, etc.) produced by OTs individually that delegations find difficult to absorb and contextualize.

Finally, regarding regional or delegation levels, as at OP/THEM level, the evaluation team found no evidence of documented or reported mechanisms or processes in place for sharing good practices, lessons learned or coordination of service delivery between OTs.[38]

Notably, a few good practices or initiatives concerning sharing lessons learning and coordination of service delivery by OT regional advisors have been reported by field key informants:

- In the RRN Nairobi, regional advisors coordinate their field visits to a delegation and provide joint reports as much as possible.
- In Asia & Pacific Region, SV and MIG coordinate frequently because their work intersects (human trafficking being a driver of migration in the region); In Americas Region, coordination between these two OTs was also highlighted.
- In North and West Africa, the transregional platform on separated migrants and missing migrants is considered as a success.

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[37] The link between IDP OT and Protection Coordinators having "IDPs" in their job description is maintained. However, Protection Coordinators do not report to IDP OT

[38] Not all six OTs are present in the field

3.6. Enabling and hindering factors to integration of OTs

Is the OT set up across HQ, the thematic unit, and regional and delegation levels conducive for approaches to integration? What works? Are there are any structural barriers that hinder the integration process?

Key Findings:

12. OTs have different levels of financial and human resources. Set-ups that include appropriate (vis à vis intended outcomes/ambitions) human resources at HQ and regional levels are more conducive to integration. The limited set-up at HQ and limited presence of CP and IDP dedicated staff in the field is not conducive to integration.

13. The most enabling factors to integration of the OTs include: adequate and appropriate human resource capacity at global, regional and delegation levels, in particular OT advisors in RRNs covering a reasonable number of countries/delegations; and active engagement of the delegation management and coordinators.

14. The most hindering factors to integration of OTs include: the programme-focused structure of the PfR that is not conducive to cross-departmental collaborative problem analysis, planning or monitoring; the absence of systematically including accountability for integration of the OTs in individual job descriptions and performance appraisals that results in a lack of ownership of the OTs at delegation level; and lack of sufficient knowledge of the breadth and depth of each OTs.

Key issues which are crucial to the integration of the OTs are linked to human and financial resources and capacity. Another critical issue identified is the approach taken to planning and monitoring, including where, whether and how the OTs are reflected in the PfR and MfR.

"The mentioned thematic focuses are often the "ugly ducks" amongst the operational priorities as they are highly transversal and don't represent the core activity of the established departments (Prot, EcoSec, Wathab, Health, Coop, Com). Hence, they go somehow against the DNA of the ICRC and require a high level of coordination and continuity. Normally, they are multi-year engagements and advance on small steps. Therefore, working on them is often seen as a "nice to have but not essential". Given the often crushing bureaucratic workload managers in the field have to absorb, it [sic] is illusionary to find easily field managers who would push these files ahead. Rather the contrary. Hence, it needs commitment and clear instructions from the senior management to define these issues as key to the delegation's operational success, to define clear indicators and keep coordinators and heads of sub-structure accountable of following-up on these matters."-Survey respondent

Human resources, budgets and management structure

Human resource capacity was considered to be a critical factor in terms of facilitating integration of the OTs. Table 5 below provides an overview of the HR set-up for each OT at HQ, regional and delegation levels. The HR structure is different for each OT with some having only regional positions (Migration) while others have a mix of regional and delegation staff (A2E, IDPs, HCiD). Child protection currently has a limited presence outside HQ.

Table 5 Overview of the HR set-up for each OT at HQ, regional and delegation levels[39]

OT	Set up HQ	Set up field
A2E	1 Head of A2E 1 A2E Advisor (externally funded until 12/23, Norcross) 1 Project Officer (Externally funded until 12/23, Norcross)	2 Regional coordinators: 1 Africa / 1 MENA Full time coordinators in South Sudan, Armenia, Az, NK, Ukraine, Syria
CP	1 Global CP Advisor (1 core budget post) 1 CP Advisor (Focus FFF file, externally funded (Swiss), still tbc for the coming year (Norwegian MFA). 1 Associate (externally funded (NorCross).	2 full time delegation posts: one delegate for Ukraine's neighbouring countries response based in Budapest, one delegate in Nigeria 1 Regional PCP Adviser for Africa in Dakar, with a focus on child protection and PCP (formal blue line to CIV in GVA)
HCiD	1 Head of HCiD 1 specialist (community Engagement), 50 %. 1 HCiD advisor (externally funded, Norcross) 1 specialist (Data and Research)	Around 9 full time delegation officers globally 1 international staff in Afghanistan (No regional positions)
IDPs	1 Global IDP Advisor 1 Associate	1 Regional post in Nairobi 1 Regional IDP/Migration Advisor in Mexico Regional Delegation 1 second regional IDP adviser currently being recruited (based in Dakar)
Migration	1 Global Migration Advisor 1 Migration Advisor (temporary position) 1 Associate	5 Regional Migration Advisors (1 per region) 3 migration researcher positions (NAME, Eurasia, Libya)
SV	1 Head of SV 2 SV Advisors (Externally funded (Norwegian MFA)) 1 project manager (project-based, externally funded, Irène Stählin foundation) 1 Associate	16 full time SV advisors in the field SV regional posts Nairobi and Panama

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[39]This overview was provided by OP/THEM and updated in February 2023.

Enabling factors

There are a number of factors related to the HR set-up of the OT at HQ, regional and delegation levels which were reported to be beneficial in terms of facilitating the integration of the OT. However, interviewees were not always consistent in promoting the same ideas across stakeholder groups.

A number of key informants stated that **reporting lines are an enabler for integration at delegation level**. However, there were slightly differing views regarding which structure of reporting lines were most conducive to integration. Some key informants felt that having OT staff reporting directly to delegation management i.e. Heads of Delegations and Deputy Heads of Delegations would ensure prioritisation. Others perceived that integration is better facilitated when the OT reports to the Protection Coordinator.

There were also **mixed perceptions regarding the advantages of having dedicated OT staff at field level**. While some felt this created silos, others felt having dedicated field staff ensured increased understanding, leading to higher levels of integration. In addition, some felt that the presence of dedicated field staff helps to ensure both internal coordination across métiers and external coordination with other stakeholders such as clusters and government ministries, as well as monitoring and follow-up of outcomes and impact. Among those that preferred dedicated staff at field-level, there was consensus that resident staff managing an OT was considered to be helpful for integration in terms of ensuring in-depth cultural understanding of how to best operationalise the OT whilst also providing increased opportunity for more sustainable integration.

A number of delegations have appointed **focal points for OTs that are relevant to their context**. This approach is considered to be an enabler for integration. However, focal points at sub-delegation level have existing responsibilities, often as part of the protection team. Therefore, the amount of time they can dedicate to OTs is variable.

Country example: A positive example for enabling integration can be seen with the establishment of the HCiD Task Force–as seen in Yemen and Bangladesh, for example. The establishment of this group has ensured regular cross-departmental inputs and discussion in relation to this OT.

At regional level, **the RRN is seen as conducive to integration**, including over the longer-term, as it ensures strong links between all regional advisors and can facilitate awareness-raising and cross-departmental discussions. This benefit applies to all advisors within the RRN, not just OT regional advisors. However, because there are a limited number of regional advisors, those that do exist are extremely stretched and frequently unable to respond to delegation requests for support in a timely manner. Notably, there is not a regional advisor for all thematics in all regions leading the delegations in those regions to rely on the HQ advisors.

Barriers to integration

Factors which are perceived to hinder integration of the OT include the current zero growth policy. Stakeholders report that this policy has had a negative impact on the HR set-up of the OT at all levels. A key example of the impact of the zero-growth policy was the initial refusal of the request for a second IDP advisor in Africa, a continent accounting for the largest share of internal displacement globally. Although this second advisor position was ultimately approved, the denial of such requests hinders integration progress of the OTs moving forward. Similarly, the existence of only two regional A2E advisors is considered to be insufficient to ensure the integration of this

OT. HQ staff highlighted that the limited available human resources hampers the further promotion and assurance of integration. This was supported by a number of regional advisors. Some key informants felt that limits in available staffing is further compounded by the apparent institutional approach of approving regional advisors on the basis of demand from delegations which risks missing the opportunity to build understanding and capacity around the OTs globally.

The recruitment challenges faced by Human Resources in terms of ensuring that sufficiently experienced staff are hired and sent to the right locations (many of which are complex operating environments) is a hinderance to integration. There are difficulties in hiring protection and operational management staff who are mandated with engaging in dialogue and making decisions which are critical to the understanding and integration of the OT. This is a significant issue hindering integration.

Notably, at HQ, limited budgets are not consistently seen as a barrier for integration. However, there is an important link between budgets and human resources that should be considered. For example, A2E has funding from the Norwegian Red Cross for two positions for periods of six months in HQ. The existence of these short-term contracts requires constant discussion regarding contract renewal to maintain the posts.

Perceived structural barriers to integration process (including transversal ownership)

At delegation and HQ, *where* an OT "sits" has an impact on how its integration is perceived by staff. Additionally, prior experience, knowledge and personal interest in the OT was seen to be a key factor influencing the extent to which they are integrated.

There is a perceived change in the broader institutional approach to human resources which has seen the creation of teams of both generalists and experts. Generalists are perceived to not be systematically knowledgeable of OTs and some feel that the experts "push" for addressing "their" thematic in an unrealistic way. At the same time, some experts feel constantly questioned as to their role and position. These three perceptions create tension.

The absence of accountability for the integration of OTs is perceived as a barrier to integration. Evaluation discussions revealed that the integration of OTs is included in only in a small number of performance reviews of management at delegation, sub-structure or regional level.

At headquarters level (outside OP/THEM) there is a perception that no one has an overview of the OTs. The recent splitting of the Operations department, which, for some, has blurred roles and responsibilities of the different units now within Protection and Essential Services (PES), has not helped.

In addition, systematic inclusion of OTs in staff training is needed. Insufficient inclusion has reduced understanding of the OTs, which in turn limits their ability to ensure integration.

A number of interviewees, primarily from HQ but also at management and coordination levels within delegations, stated that there is a disconnect between the ICRC's strategic priorities (including the OTs) and the resources the institution puts behind them. This includes a discrepancy between the ICRC engaging externally at a high level while OT leads have limited access to information and/or limited voice in external meetings. There is a perception of pressure to deliver on priorities but without the required resources.

Another barrier to integration and to attempts to have the OTs viewed holistically is the budget and resource allocation process within the PfR, which is structured by programme.

> "All these thematics are mentioned in the PfR in both analysis and response, but just as key words we know we have to include due to AAP. We actually never analyse them separately or fully like some other topics (e.g. health or detention). So the delegation will "pretend" those themes are given due consideration, but this remains just on paper and not in operational response. Management is actually not interested to engage in files they perceive as "new" or "imposed by Geneva"-Survey respondent

Some delegations have adopted an approach which takes the target population as a starting point which mitigates the challenge of resource allocation within the PfR, to an extent. There are still limits to this approach as programmes own the budget and resources, but it is reported that this has allowed for a more integrated perspective to planning and ultimate responses.

Country examples: In the planning process for 2023, the Sudan delegation's Etat-Major held discussions by target population (as opposed to each department individually presenting their plans for the coming year). Similarly, it is understood that the Mexico Reginal Delegation has created coordinator positions for target populations which different departmental coordinators feed into.

From a budgeting perspective, budgeting is formulated at General Objective and Specific Objective levels, but financial tracking, at least at field level, is only done at General Objective level making it difficult to know where there has been expenditure under OT Specific Objectives (unless there is a dedicated OT General Objective or when the OT is subject of a Special Appeal such as SV). A clear picture of expenditure at Specific Objective level would facilitate monitoring of the OT implementation rate.

Country example: In Azerbaijan, A2E has tried to overcome this by creating a system through which internal Allocations of Expenditure (AoE) are created, so that if an activity is billed to A2E the AoE code is used. This allows the Finance department to provide actual expenditure.

Additional enabling and hindering factors

A number of additional enabling and hindering factors to integration were identified through this evaluation. Interviewees shared that identifying barriers to integration was easier than identifying enabling factors. However, the enablers and barriers are often simply an inverse of each other. The key enablers and barriers are summarised in Table 6 below.

Table 6 Key enablers and barrier to integration

Topic	Barriers	Enablers
Human resources and capacity	Insufficient availability of OT expertise at all levels - limited OT human resources at HQ and in the Regions, with some discrepancy on whether OT support is needed at delegation level.[40]	The existence of dedicated OT advisors at all levels is helpful in ensuring that field personnel have someone to connect with for advice and guidance.

	Lack of knowledge about the OT by field-level staff combined with OT advisors limited understanding of the contextual environment hinders the ability to integrate and operationalise them.	OT advisor field visits help to understand the environment in which the OT can be operationalized.
	The recruitment of specialists who are only knowledgeable about their specific sectors.	At HQ, having focal points for OTs within other departments.
	Lack of OT focal points at delegation level and lack of clarity in their job descriptions with regard to the time they should spend on the OT.	Delegations with geographical proximity to regional advisors benefit more from support for integration.
	High staff turnover combined with limited experience of new and existing staff.	
	Critical information is being missed given the amount of literature sent to the field.	OT champions at programme coordinator and HoD level pushing for the coherent and systematic inclusion and monitoring of OTs across programmes.
	Lack of accountability for ensuring integration of the OTs.	
Financial resources		When OT budgets match ambitions, this is conducive to integration
Reporting lines and structure		The role of Protection Coordinator is key to integration due to the fact that OT links with ICRC's protection work and the role that the Coordinator plays in terms of assessing needs and coaching staff (bearing in mind that the role of other coordinators e.g., Health and FAS are critical operational entry points).
		OT delegation working group/task force e.g. as seen with HCiD in Bangladesh and Yemen support integration through fostering cross-departmental inputs and discussion in relation to this OT.

Operationalising OT	Factoring different OT (and additional thematics) into an operational response can be challenging on top of existing duties and obligations.	
	ICRC's tendency to repeat programmes year after year, with limited mid-long-term vision. If an OT has not been integrated from the outset there is a risk that in repetitive programme it will remain unintegrated.	
Competing priorities and decision making	Tension between OT experts advocating for inclusion in operational responses and the managerial operational line which is accountable for prioritization and decision-making.	Sponsorship and promotion from the Directorate to ensure that OTs are seen as a priority by HODs, DHODs, and Coordinators.
	Delegations do not have the resources to integrate all OTs and therefore must prioritize. This can lead to competition between the OTs.	
Support for and understanding of integration	Absence of broad multidisciplinary analysis on how different métiers can work together to holistically meet the needs of conflict-affected communities.	
	The absence of tools or guidelines on how to practically integrate the OTs.	
Strategic guidance		OT strategies help to ensure that the vision is clear, and lines are maintained - particularly with high levels of staff turnover.
Planning and monitoring processes	PfR instructions which lack the contextualization and practical applicability of how to integrate and prioritize multiple OTs	Inclusion of the OT in PfR guidelines and instructions.

	Different approaches to monitoring limits the ability of HQ to fully understand the extent to which an OT is being integrated.	The advance planning process including an Etat Major, PfR and MfR provides the opportunity to anticipate resources and response capacity. Comment from Kristin: Maybe we want to add the "different planning style" here – in the sense not by programmes but by target population or operational priority?
		Inclusion of OT in PfR problem analysis and needs assessments.
	Access to Prot6 is restricted meaning that joint entries cannot always be followed up on.	
	The absence of multidisciplinary assessment tools to ensure collecting planning, undertaking, reporting and analysis.	
Cultural appropriateness	In some contexts, some of the themes covered by the OT are taboo (e.g., sexual violence and HCiD).	
External engagement		ICRC access to and engagement with a range of stakeholders, including governmental and other authorities in order to hold dialogue and discussion on the OT e.g. HCiD and A2E.
Policy level issues		The existence of institutional OT strategies to help guide the insertion of ICRC language in policy resolutions and compacts.

Stakeholders highlighted some OT-specific factors facilitating and hindering integration. These are detailed below.

Child protection:

- Differentiation of terminology regarding "child protection" versus "children" lacks clarity. Use of "children" is causing confusion as some staff feel the focus is on programmes for children while the issue is actually child protection.

- There is limited ICRC documentation on child protection which is a barrier to ensuring systemic integration of this OT.

Health Care in Danger:

- The multidisciplinary nature of HCiD with the involvement of Health, Protection and Communication ensures that it is not siloed within any one department. Its clear focus on an identified humanitarian need has ensured individual and group motivation to integrate this OT.
- Reaffirmation by the Directorate of the continued institutional commitment to HCiD has ensured human and budgetary resources at HQ.

Migration:

- Migration Researchers are able to document cross border developments.
- Four enablers recognised in the Middle East Regional Framework for Action are:
  - Multi-stakeholder engagement
  - Capitalisation of ICRC staff
  - Evidence-based responses, purposeful data collection and data protection
  - Working in complementarity with others while asserting the ICRC's unique voice on migration.

Sexual Violence:

- Training is a key starting point to ensure integration at delegation level. Training helps to spotlight this OT and increase understanding of what each métier can do to facilitate its integration. However, the effectiveness of training is hindered by high staff turnover and the size of the sexual violence team, challenging the feasibility of providing this training.

Survey findings largely support evidence from interviewees regarding the barriers and enablers to integration. Survey participants were asked "Contextually, in your opinion, what are the three (3) main factors/drivers that help integration/embedding of the thematic(s) in your delegation's response to affected populations?" with an open-ended response. Figure 5 below provides the ET analysis of this data based on frequency of identified as enablers; responses largely align with the key enablers identified through key informant interviews.

Figure 5: Number of times enablers are mentioned by participants in the survey
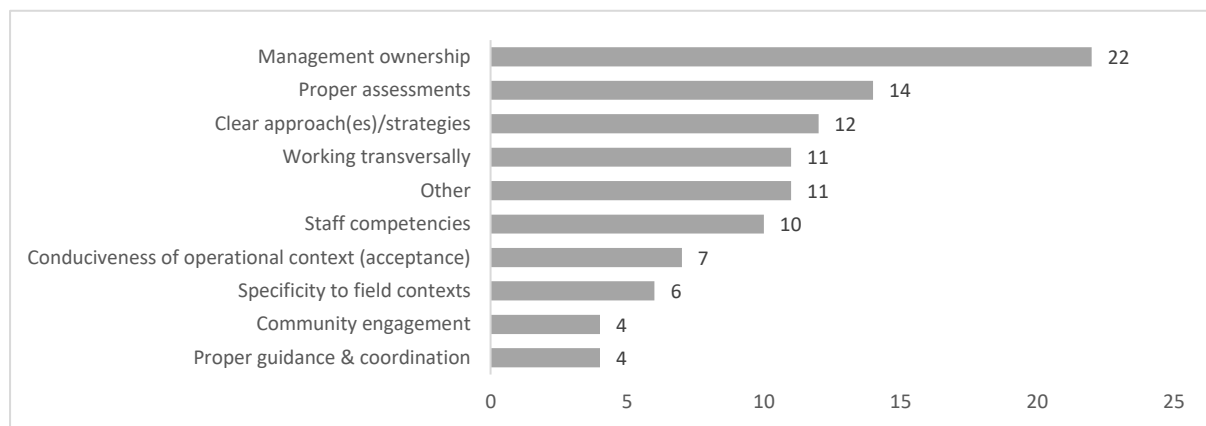
Note: 86 out of 220 participants responded to the question related to main enablers. The participants mentioned a total of 101 enablers; some respondents provided more than one response. The 'Other' category includes staff commitment, staff presence, internal communication, capacity building, partnering and contextual relevance.

Source: ET-administered online survey

Survey respondents were also asked to identify the three main barriers that have hindered integration/embedding of the specific thematic(s) in their delegation's operational response. Frequency of identification is provided in Figure 6 below; responses largely align with the key barriers identified through key informant interviews.

Figure 6: Number of times barriers are mentioned by participants in the survey
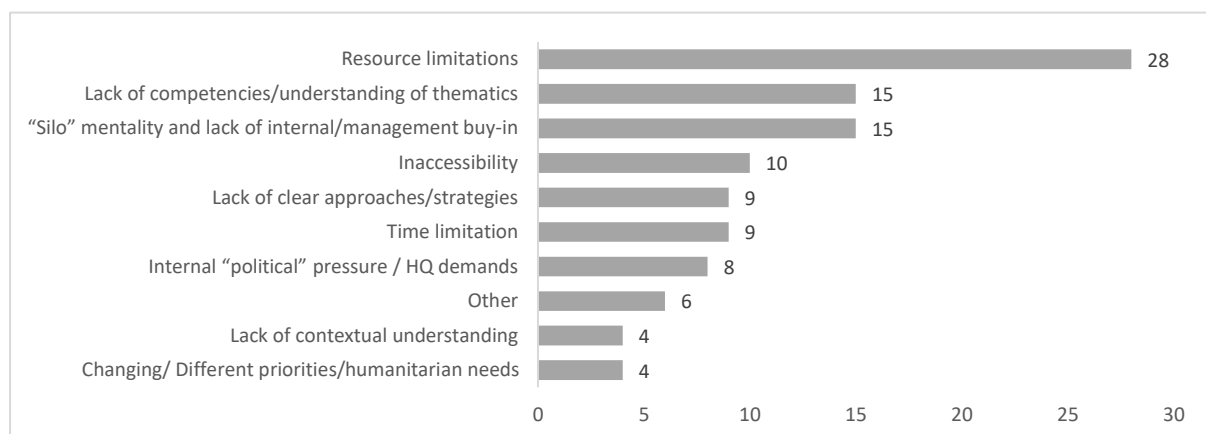
Note: 90 out of 220 participants responded to the question related to main barriers. The participants mentioned a total of 108 barriers; some participants mentioned more than one barrier.

Source: ET-administered online survey

Factors/conditions facilitating or hindering the long-term/longevity of integration of OT

Many of the enabling and hindering factors already identified are relevant to OT integration in both the long and short-term. An additional issue identified specifically for longer-term integration was the lack of understanding of the time it can take to develop, plan and ultimately ensure integration outside of the OT leads. To be successful, there must be continuity in budgetary resources and attention by decision-makers at HQ. In the current situation, either of these factors can change quickly, dismantling progress.

"Without the will of the management these issues are difficult to integrate ….those who arrive can easily cancel years of work in a few weeks."-Survey respondent

Some stakeholders felt that having a specific General Objective for each OT would facilitate long-term integration. However, others saw this as a reinforcement of siloed working – something which was consistently identified as a barrier.

Having multi-year objectives that go beyond one year in the PfR was seen as an additional factor to facilitate long-term integration. Linked to this, the existence of multi-year strategies for the OT is seen to be conducive to integration. However, some of the existing strategies (on internal displacement and child protection for example) are currently out of date.

From the perspective of the ICRC's diplomatic hubs, key factors which support the longevity of integration include the relevance of the OT for their target audience including the existence of strategies (both global and regionally contextualized).

3.7. Opportunities to improve OTS effectiveness

What further opportunities are there for the different workstreams (or approach to thematic issue) to improve on their effectiveness?

Key findings

15. The ICRC's ambition to overcome silos, consolidate integrated/multidisciplinary approach and develop an Outcome-Based approach are important opportunities to integrate OTs in operational response.

16. There are opportunities to make information more digestible to the field; for example, short videos, one-page briefs, and blending PfR instructions from OP/THEM, PCP and other relevant units into one document.

17. Other opportunities include integrating OTs in existing contextualized delegation strategies so all métiers can work on the basis of a common denominator; including a chapter for each OT in the PfR; joint assessments and common planning tools; training and capacity building and improving information management to provide a more concrete vision about integration.

What is reported as 'work still needed' in the Progress Report on the ICRC Strategy on Internal Displacement (2016-2019) could be said of any of the other OT:

'The first continuing challenge is about **overcoming silos and developing integrated, multidisciplinary field responses** to IDP situations based on a shared analysis and effective coordination and synergies between the different programs.' – p.4

From the literature review, ICRC clearly has the ambition to overcome this siloed approach, consolidate an integrated multidisciplinary approach and develop an Outcome-Based approach. Key informants shared a number of opportunities to improve the effectiveness of integration of OTs.

Tools and processes

With the caution against continually developing new tools and relying on tools alone to improve effectiveness of integration of OT, several key informants mentioned opportunities for existing tools to further support integration:

- **Joint assessments:** An overwhelming majority of key informants discussed the opportunity of joint assessments, multidisciplinary assessments, holistic assessments and joint field trips to guarantee multidisciplinary planning and response. Combining

assessments would help in breaking silos. One example of this was in the joint assessment and planning between migrants in detention and missing migrants.

- **Joint planning:** Joint planning through creation of a common tool for planning was also mentioned as an opportunity to increase effective integration. The perception of the ET based on data collection is that, for delegations, multidisciplinary action primarily means working across métiers rather than encompassing aspects of integrated assessment, planning and monitoring.
- **Develop a chapter in the PfR for each OT:** each year, delegations would have to complete this chapter to say what they are doing in relation to the OTs. Some felt that combining this with a GO and SO for each OT to help measure and see what human and financial resources are being deployed to integrate the OT would be helpful. However, others felt this would replicate the siloes in OTs. Therefore, the proposed chapters could not be the only place where OTs are mentioned but be an opportunity to further explain the work on OTs.
- **Create more user-friendly media for briefings:** There is an overwhelming quantity of information and guidance material about each OT produced by the HQ being shared with the field. Some key informants requested more user-friendly media such as two-minute videos, one-page briefs, checklists, etc. Making information more digestible and practical for the field also includes blending PfR instructions from OP/THEM, PCP and other relevant units into one framework.
- **Improve information management:** Based on the literature review and interviews with key informants, there is a critical need to improve information management. Despite the plethora of documents produced by HQ, a much more concrete vision about integration of OTs, with a practical toolbox with tangible actions, is needed. Several interviewees mentioned that the AAP/A&E were developing accountability-based tools that, in their view, could be explored as possible future opportunities.
- **Including OTs in existing contextualized delegation strategies** so all métiers can work on the basis of a common denominator, together with OT-related indicators could be more effective than multiple, different strategies. Some interviewees mentioned integrated strategies at regional level instead of each OT addressing it bilaterally with delegations, although others suggested working more on the framework approach currently developed on IDP and Migration (and soon on CP). For example, regional Migration strategies exist in all the regions, and they make sense due to the need of working across delegations from a route-based perspective.
- **Regular review of OT issues** could be done instead of fragmented reviews at the delegation level as well as at the regional and global level.

On training and capacity building

- **Inclusion of OTs in training** like the Staff Integration Programme and/or E-learning (such as the CP training currently developed) was mentioned as an opportunity. The ET understands that there is a backlog of staff who have not completed the Staff Integration Programme. This opportunity to invest in/strengthen training is of particular importance when it comes to the ICRC's institutional credibility as staff working in the field directly in contact with vulnerable people must be equipped with the necessary knowledge and skills to enable them to do quality work, in compliance with the "do no harm" principle. This is also relevant to all OTs. For example, concerning CP, children represent a significant proportion of the affected people that ICRC staff are in daily contact with. Therefore, it is crucial that staff have access to (at least basic) CP training.

- **Management courses** could include a topic on integration of OTs (and other thematics) to enable managers to have a mindset to think transversally. This should also be reflected in their job description.

4.   Conclusions

The objective of integrating the six Operational Thematics is geared towards including the specific vulnerabilities of children, IDPs and migrants and the risk of – and response to – sexual violence, protection of healthcare, and access to education concerns into field responses. The extent to which OTs are integrated is not possible to assess as there is no institutional definition of what it means for an OT to be considered "integrated" and what successful integration should look like. The absence of definition leaves room for a diversity of understandings on whether an OT is integrated or not.

Identified needs of the affected population are the primary drivers for delegations to integrating OTs. This evaluation has shown that, overall, when related specific vulnerabilities and concerns are identified by delegations, these OTs are, in one way or the other, included in field responses. Furthermore, in the contexts selected for in-depth review (Armenia, Bangladesh, CAR, Columbia, Sudan and Yemen), and more widely across ICRC delegations, it appears that the inclusion of OTs in delegations' PfR 2022 is aligned with the delegations' stated priorities to respond to the needs of affected populations.

However, "inclusion" in field responses does not automatically mean "integration". The identification of vulnerabilities and concerns depends on needs assessments and context/problem analysis which should systematically include CP, IDPs, MIG, SV, HCiD and A2E specificities holistically. Currently, available needs assessment and analysis tools do not consistently include OTs specificities and concerns, hindering appropriate identification.

When needs are identified, there are practical considerations which dictate the extent to which delegations integrate each OT. Most notably, delegations must consider the available budget and human resources and the operational context (particularly the acceptance of ICRC work and political and cultural sensitivity of certain issues). Other considerations include whether the delegation has a culture promoting an integrated/multidisciplinary approach and the level of staff knowledge about the six OTs, which are pivotal factors in ensuring a holistic analysis of contexts and needs, and thus identifying needs in the first place.

The evaluation identified convergence around the idea that effective integration to respond to the holistic needs of affected people, and effectively addressing humanitarian concerns, requires an approach whereby OTs are introduced and embedded in a multidisciplinary/transversal operational planning and response across métiers that includes holistic multidisciplinary needs assessments. This approach is deemed the most effective way to facilitate the operationalization of the OTs in the field, and ensure long-term sustainability of integration, when the following characteristics are fulfilled: delegation leadership and coordination encouraging transversal work, availability of contextualized tools (delegation strategies linking all programmes) and multidisciplinary assessments, and availability of OT technical expertise, whether at regional or delegation level.

Not all of the aforementioned characteristics of effective integration are consistently present in the field, where every structure uses their own (often conventional) operational approach. These approaches range from the métier-based approach to the multidisciplinary/integrated approach, to a separate programme with a GO and dedicated staff. However, interviewees highlighted that delegations are not systematically equipped with mechanisms to create synergies between métiers, and do not always have joint/cross-métier programmatic tools, notably to facilitate the needs assessments identified as crucial for effective integration.

Furthermore, the evaluation found that, while there is consensus across the institution that the six OTs are aligned with the ICRC's mandate, there is a lack of common understanding on the

scope of work and whether the ICRC has sufficient capacity and added value contextually (vis a vis possible other actors) to implement responses which incorporate an OT. The fact that there is no common understanding in terms of breadth and depth of each OT generates widespread questioning (and misunderstandings) about what is expected in terms of operationalization of OTs integration (Including: whether integration requires a dedicated GO and/or dedicated expertise at the planning phase and to what extent each OT is an institutional priority in terms of resource allocation).

Linked to the lack of common understanding in terms of breadth and depth of each OT, the evaluation found the lack of sufficient knowledge of each OT as a critical barrier to integration. Insufficient knowledge of each OT also leads to individual interpretation of what a multidisciplinary response to holistic needs should be. When relevant staff do not possess enough knowledge about, and/or are not fully aware of applicable standards and norms in the domains that concern their work, combined with a lack of access to expertise, there is a risk that the staff will stay in their respective "comfort zone", the response may not be as holistic as needed and the ICRC action across contexts may not be consistent. Taking the example of CP, knowing that children represent a very significant proportion of ICRC beneficiaries, it is key that staff are equipped with enough knowledge of Child Protection and Safeguarding standards to be able to assess needs in a holistic way, in compliance with the "do no harm" approach.

The ICRC needs to build a consolidated understanding of the scope and breadth of the six OTs, as well as clearly defining what "integration" of an OT means concretely and ensure this definition is widely known across the organization. This is a crucial prerequisite for staff to be able to shed an OT lens at all stages of an operation and adequate integration of OTs in field response.

Frameworks clearly detailing the scope and breadth of each OT together with a theory of change regarding their integration would also help the OP/THEM unit and the Institution to set realistic ambitions and allocate the necessary resources to engage with and support delegations in the operationalization of OTs integration across the organization. The ICRC information management systems (including PfR, MfR, PROT6 and ASSIST databases) could then be adjusted to ensure they provide relevant data to monitor progress towards OTs integration ambitions.

These frameworks and theory of change would also help in identifying areas where coordination and lessons learning between OTs is necessary and enable the set up coordination and lessons learning mechanisms, which are not in place yet. Two coordination and lessons learning areas identified by the evaluation are, respectively, service delivery to the field and connection between OTs at HQ level and the delegations. Currently, OTs have different levels of financial and human resources; the limited set-up (at HQ and field levels) of CP and IDPs is not conducive to integration. Human resource capacity at global, regional and delegation levels (in particular OT advisors in RRNs covering a reasonable number of countries/delegations) is considered to be the most enabling factor to integration, together with active engagement of delegation management and coordinators.

OTs with more human resource capacity (SV, HCiD) have more documented lessons learned, as well as ways of engagement with the field and sharing of good practices. Whereas files with less HR capacity, notably Child Protection which currently has the least dedicated staff, are not in a position to provide expertise and technical support across regions in the same way as other files (including guidelines and training). Files with fewer human resources also struggle to keep institutional guiding frameworks (such as strategies) up to date, as illustrated by the CP strategy, which is the most out of date.

At the time of the evaluation, the absence of coordinated service delivery to the field, in addition to challenging connection with the delegations where there are no dedicated OT staff or focal points, contributes to what field interviewees described as an abundance of written exchanges and literature (including guidelines, tools, etc.) produced by OTs individually. A more streamlined and organized approach to information management would enable absorption and contextualization and enhance the chances that guiding frameworks/strategies and tools will be effectively implemented.

The evaluation has identified structural barriers that are not conducive to the integration of the six OTs. The programme-focused PfR structure is one of the most hindering factors to cross-departmental and collaborative problem analysis and planning. It is also not conducive to a people-centric approach.

Further key barriers to integration include the absence of systematically including accountability for integration of the OTWs in individual job descriptions and performance appraisals. This is not conducive to ownership of the OTWs at delegation level.

It should be stressed that some key informants believe that most structural barriers mentioned in this report are not exclusively symptomatic to the six thematics. For example, the PfR structure and system not facilitating cross-métier outcome monitoring, issues pertaining to information management and lack of consistent mechanisms for sharing good practices and lessons learned or coordinating service delivery in the field.

Despite the barriers identified, there are pragmatic opportunities that would strengthen or facilitate operationalization of the OTW into field response. Key informants highlighted opportunities related to improving accessibility of information and improving OT-integration in existing frameworks, processes and tools as well as strengthening capacities and knowledge about OTs through staff training.

Finally, an important opportunity is the fact that the ICRC strives to consolidate its integrated, multidisciplinary approach, overcome silos and develop an outcome-based approach. This should facilitate further integration of OTs and, ultimately, reinforce the people-centric approach and the best possible outcomes for affected populations.

5.   Recommendations

1. Understanding of OTs

To ensure common, adequate and consistent understanding and knowledge of the ICRC's engagement regarding the depth and breadth of each of the operational thematic files. The ET recommends to:

1.1. Clarify and widely communicate the extent, scope and boundaries of the ICRC's engagement on each of the OTs and clearly define what is expected in terms of integration/inclusion into operational responses and set success criteria/results indicators and clear roles and responsibilities (linked to recommendation 2.1)

   To: PES (with PES THEM leading) and OPS

1.2. Clarify and widely communicate ambitions for each of the OTs for the coming years and ensure appropriate inclusion of OTs in relevant strategies at institutional and operational levels (e.g., Institutional Strategy, RSF, delegation strategies, etc.); Consider developing a Theory of Change detailing the contribution of OTs ambitions to ICRC's Strategic Orientations (and relevant frameworks and other strategies), including clear outcomes and assumptions.

   To: PES and OPS leadership, regional leadership, presidency (in relation to inst. Strat) (PES_THEM for second part of the recommendation)

1.3. Support Regions and delegations' decision-making processes in relation to the inclusion (or not) of OTs in delegations' priority orientations and operational responses; Consider developing decision-making tools, such as guiding frameworks that include minimum requirements in terms of context/situation and needs assessments; guiding questions to help make operational choices; and how to address challenges related to limited resources at delegation level.

   To: PES_THEM, regional thematic advisers, OPS

1.4. Invest in capacity strengthening to enhance OT skillsets (including trainings, mentoring and coaching), including through aligning with ongoing institutional priorities to reinforce the organization's staffing pool. As a priority, include OTs in mandatory/voluntary trainings to ensure sufficient knowledge on OTs amongst all ICRC staff. Continued development and delivery of standalone OT training (e-learning, videos, trainings etc.), including for management staff, is also important.

   To: PES_THEM and PES métiers, PAC (LnD)

2. Accountability and ownership

To ensure/strengthen ownership of Operational Thematics at delegation level, leadership and coordinators must be accountable for the appropriate integration of OTs. The ET recommends to:

2.1. Consider including in relevant operational and management positions' job descriptions related work on OTs.

   To: managers – clarify with AB who (OP_THEM/PES/PAC)

2.2. Ensure that staff are equipped with enough knowledge of standards and norms specific to each OT; pay particular attention to training management staff (red line) and coordinators by ensuring training on OTs and multidisciplinary approaches are included in career paths.

   To: PES and OPS leadership (training pathway for field managers)

3. Integrated/multidisciplinary approach

The most effective approach to consider the specific vulnerabilities of children, IDPs and migrants, and to address SV, protection of healthcare, and protection of access to education in operational planning and response is through a multidisciplinary/ integrated approach. This starts at the level of defining operational priorities and intended outcomes, based on the needs analysis. To further consolidate multidisciplinarity across delegations, the ET recommends to:

3.1. Build stronger relations between initiatives that aim at contributing towards a more people-centric approach (i.e., initiatives linked to ICRC way of working such as OBA, AAP and other initiatives) and the Operational Thematics, in order to ensure that approaches, processes and tools/systems embed A2E, CP, HCiD, IDPs, Migrants and SV concerns and vulnerabilities where relevant.

To: AAP, OBA and PES_THEM and others as relevant

3.2. PES and OPS must ensure that needs and context/situation assessments are comprehensive.

3.3. Criteria, tools and templates must take into consideration OTs specific vulnerabilities and concerns in a multidisciplinary manner, across métiers.

To: PES métiers + OBA team

4. Resources versus ambitions

To fulfil ICRC's ambitions for each of the OT (linked to recommendation 3.2) and ensure sustained embedding of OTs into operational responses (and implementation of the above recommendations), it is critical to strategically invest the necessary resources. Special attention must be paid in terms of human resources. The ET recommends to:

4.1. Clarify what level of expertise is required to fulfil ambitions of each OT and where they should be positioned, i.e., at HQ, regional and delegation level.

To: PES +OPS

4.2. Ensure allocating the necessary resources to fulfil ambitions; Consider strategic investment for CP and IDPs that are currently under-resourced.

To: PES +OPS

4.3. Maximise existing resources by strengthening synergies and intersections across OTs and with other programmes and thematics where relevant.

To: PES_THEM

5. Coordination, lessons learning and sharing good practices

To facilitate contextualisation of expertise and guidance, and the absorption by delegations OP/THEM should develop coordination mechanisms and tools to enhance implementation by the field. The ET recommends to:

5.1. Identify areas where further coordination between OTs is needed, at HQ and field levels, and create mechanisms/processes to facilitate coordination; map out opportunities to make information more digestible to the field, within and among OTs as well as with other units.

To: PES_THEM

5.2. Collect, document and share examples and good practices on successful integration of OTs in operational responses and considered for replication or adaptation between delegations and partners.

   To: PES_THEM in collaboration with OPS/PES métiers

5.3. Consider developing a lessons-learning agenda (i.e., learning questions and a learning plan of action) specifically on the integration aspects of OTWs.

   To: PES_THEM

Furthermore, the evaluation team would suggest the following areas for further research/enquiry which were not within the scope of this evaluation, yet may further inform integration of the six OTs:

- Comparative analysis of the six OTs: Why is an OT more successfully integrated than others? emphasising specificities, value add, expertise, history, resources, sustainability, etc.
- Look further into how to address barriers that are specific to individual thematic files, such as the routes-based response to migration.
- Historical study of a few "former thematics" which are now integrated into *Programs*. In particular, the Missing file, Forensics, WEC
- How integration as well as impact and outcomes of the six OTs may be monitored and evaluated with the current PfR and MfR system? and what needs to be changed/developed?
- The pros and cons of having special appeals for integrating and sustaining the integration of OTs.
- How OT lens could be used as a catalyst to stronger people-centred (assessment) and response?

Appendix

Defining practical approaches to integration good practice: SV is an exception amongst the six OTs in that it has clarified what integration entails through the development of a Capacity Assessment tool. This tool aims to **define the detailed functions, activities and indicators to guide the ICRC to achieve sustainable integration** of SV at delegation-level – and to measure it.

Country example of management staff encouraging transversal work: In Mozambique, management asked all departments to have a common analysis on target groups and a common reflection before writing their own department reflections for the PfR

Country example of delegation strategies instead of individual department strategies: Sudan has recently started working towards this with the development of delegation discussion papers on a number of different issues including IDPs and Migration. These set out the delegation analysis and recommendations for engagement

Country example of a contextualized country strategy linking all programmes: In Nigeria, there is a contextualized country strategy as well as a "Protection plan" containing an analysis of the situation, revised quarterly, on which basis priorities are set and a plan of action is drafted. This is a tool used by other coordinators as well as management

Good practice for developing OT guidelines to support integration: A2E has guidelines on how to integrate the OT into Protection and into the conduct of hostilities analysis.

Country example of joint/multidisciplinary action: To have the needs and rights of IDPs reflected in operational analysis and response, Sudan and Burkina Faso use a common analysis where Heads of Operations or Deputy Heads of Delegation bring everyone around the table to have a common delegation thinking.

Country example of a longstanding integrated/multidisciplinary approach culture: SV integration was said to be highly facilitated in CAR and DRC across métiers. These two delegations have long-standing multidisciplinary practices and work on SV is now considered embedded.

Lesson learned: Exploring the perceptions on the alignment of the six OTs with the ICRC mandate highlighted the different understandings of the scope of each OT. What is critical for all stakeholders is to **have an understanding of the scope of the work and the ICRC's role (and added value) in relation to each of the OTs**. Once this is clear, the next issue is how to operationalize responses which incorporate the OTs and whether there are sufficient human and financial resources to do so

Good practice on sharing lessons learned: HCiD has a good practice in terms of **sharing lessons learned through evaluation exercises**. These include a 2017 external evaluation which prompted a shift away from advocacy towards development and implementation of a new Theory of Change. The 2018 follow-up evaluation analysed the operationalization of the ToC and advised on the development of a HCiD strategy 2020-2022. In 2020, reflections on a long-term model for HCiD in the organization was carried out with broad participation. This was complemented by a field Implementation study in 2021, and a midterm review of the HCiD 2020-2022 strategy,

including a survey of field outcomes. Of the above-mentioned learning, it is the **clarity of strategic objectives** from 2020 onwards, and **how different parts of the organization have been working towards those in a structured way**, that appear to be the defining success of the HCiD initiative rather than its operationalization as a thematic area

Good practice for coordination: The FAS unit has a dedicated Focal Point for four of the OTs: A2E, CP, HCiD and SV. The focal point promotes these OTs to FAS delegates based in the field through **internal staff training** on these topics. In addition, **OTs are included in trainings and dissemination sessions** for FAS target audiences. FAS has developed short videos for the field (SV, HCiD) in line with the request for **more visual, animated, and user-friendly tools**. DP/POL unit has developed a bi-annual **briefing document which highlight developments and key messages with regards to thematics** (including with regards to OTs) addressed to all diplomatic hubs

A few good practices or initiatives concerning lessons learning and coordination of service delivery by OT regional advisors have been reported by field key informants:

- In the RRN Nairobi, regional advisors coordinate their field visits to a delegation and provide joint reports as much as possible.

- In Asia & Pacific Region, SV and MIG coordinate frequently because their work intersects (human trafficking being a driver of migration in the region); In Americas Region, coordination between these two OTs was also highlighted.

- In North and West Africa, the transregional platform on separated migrants and missing migrants is considered as a success.

Country example of focal points for OTS at delegation level: A positive example for enabling integration can be seen with the establishment of the HCiD Task Force – as seen in Yemen and Bangladesh, for example. The establishment of this group has ensured regular cross-departmental inputs and discussion in relation to this OT

Country examples pf taking the target population as the starting point for resource allocation: In the planning process for 2023, the Sudan delegation's Etat-Major held discussions by target population (as opposed to each department individually presenting their plans for the coming year). Similarly, it is understood that the Mexico Reginal Delegation has created coordinator positions for target populations which different departmental coordinators feed into

Country example of tracking OT expenditures: In Azerbaijan, A2E has tried to overcome this by creating a system through which internal Allocations of Expenditure (AoE) are created, so that if an activity is billed to A2E the AoE code is used. This allows the Finance department to provide actual expenditure.

APPENDIX 2. LINKS BETWEEN EQS, FINDINGS AND RECOMMENDATIONS

EQ	Section	Key Findings	Conclusions	Recommendations
EQ1 What are the effective approaches to integration of thematic files?	**3.1**	**KF 1** The approach deemed most effective and sustainable by interviewees and survey respondents is when OTs are introduced and embedded in a multidisciplinary/ transversal operational planning and response across métiers that include holistic multidisciplinary needs assessments.	√	**R3.** The ICRC should continue further consolidating its implementation across delegations. **R3.2** PES and OPS must ensure that needs and context/situation assessments are comprehensive. **R3.3** Criteria, tools and templates must take into consideration OTs specific vulnerabilities and concerns in a multidisciplinary manner, across métiers.
		KF 2 Characteristics of effective integration at delegation level include leadership/ coordination that encourages transversal work, contextualized tools (delegation strategies linking all programmes), multidisciplinary assessments and availability of OTs technical expertise, whether at regional or delegation level. While there is broad consensus that staff specifically responsible for leading OT integration are needed, there were conflicting opinions from interviewees about who should be responsible for this leadership.	√	**R3.1** Build stronger relations between initiatives that aim at contributing towards a more people-centric approach (i.e. initiatives linked to ICRC way of working such as OBA, AAP and other initiatives) and the Operational Thematic unit (PES/THEM) to ensure developed approaches, processes and tools/systems embed A2E, CP, HCiD, IDPs, Migrants and SV concerns and vulnerabilities where relevant. **R3.2** PES and OPS must ensure that needs and context/situation assessments are comprehensive. **R3.3** Criteria, tools and templates must take into consideration OTs specific vulnerabilities and concerns in a multidisciplinary manner, across métiers.
		KF 3 Understanding of the scope and focus of the OT is crucial as it dictates the extent to which staff can provide an OT lens at all stages of an operation. The absence of a formal definition of what successful integration of the different OTs means practically, invites some misunderstanding regarding the scope of OT integration at all stages of an operation and, at the planning phase, whether it requires a GO and/or dedicated expertise.	√	**R1.1** Clarify and widely communicate the extent, scope and boundaries of the ICRC's engagement on each of the OTs and clearly define what is expected in terms of integration into operational responses; set success criteria/results indicators and clear roles and responsibilities **R1.2** Clarify and widely communicate ambitions for each of the OTs for the coming years and ensure appropriate inclusion of OTs in relevant strategies at institutional and operational levels (e.g. Institutional Strategy, RSF, delegation strategies, etc.); Consider developing a Theory of Change detailing the contribution of OTs ambitions to ICRC's Strategic Orientations (and relevant frameworks and other strategies), including clear outcomes and assumptions
EQ2 What further opportunities are there for the different workstreams (or approach to thematic	**3.7**	**KF 15** The ICRC's ambition to overcome silos, consolidate integrated/multidisciplinary approach and develop an Outcome-Based approach is an important opportunity to integrate OTs in operational response.	√	**R3.2** PES and OPS must ensure that needs and context/situation assessments are comprehensive. **R3.3** Criteria, tools and templates must take into consideration OTs specific vulnerabilities and concerns in a multidisciplinary manner, across métiers.
		KF 16 There are opportunities to make information more digestible to the field; for example, short videos, one-page briefs, and blending PfR	√	**R5.1** Identify areas where further coordination between OTWs is needed, at HQ and field levels and create mechanisms/processes to facilitate coordination; And map out opportunities to make

issue) to improve on their effectiveness?		instructions from OP/THEM, PCP and other relevant units into one document.		information more digestible to the field, within and among OTs as well as with other units.
		KF 17 Other opportunities include integrating OTs in existing contextualized delegation strategies so all métiers can work on the basis of a common denominator; including a chapter for each OT in the PfR; joint assessments and common planning tools; training and capacity building and improving information management to provide a more concrete vision about integration.	√	**R3.2** PES and OPS must ensure that needs and context/situation assessments are comprehensive. **R3.3** Criteria, tools and templates must take into consideration OTs specific vulnerabilities and concerns in a multidisciplinary manner, across métiers. **R1.4** Invest in capacity strengthening to enhance OTs skillsets (including trainings, mentoring and coaching). As a priority, include OTs in mandatory/voluntary trainings to ensure sufficient knowledge on OTs amongst all ICRC staff. Continued development and delivery of standalone OT training (e-learning, videos, trainings etc.), including for management staff is also important
EQ3 To what extent are the thematic workstreams effectively coordinating together to share best practices, guidelines, lessons learned and delivery in the field?	3.5	**KF 9** A year after the creation of OP/THEM unit, there are no formal or informal mechanisms between the six OTs in place yet, for sharing good practices, lessons learned or coordinating their service delivery in the field. This was specified by OT KIs whether at HQ, regional or delegation level.	√	**R5.1** Identify areas where further coordination between OTWs is needed, at HQ and field levels and create mechanisms/processes to facilitate coordination; And map out opportunities to make information more digestible to the field, within and among OTs as well as with other units. **R5.2** Collect, document and share examples and good practices on successful integration of OTs in operational responses and considered for replication or adaptation between delegations and partners. **R5.3** Consider developing a lessons-learning agenda (i.e., learning questions and a learning plan of action) specifically on the integration aspects of OTs.
		KF 10 The extent to which each OT individually identifies and documents good practices and lessons learned varies. OTs with more human resource capacity (SV, HCiD) have more documented lessons learned and sharing of good practices.	√	**R5.2** Collect, document and share examples and good practices on successful integration of OTs in operational responses and considered for replication or adaptation between delegations and partners.
		KF 11 The absence of coordinated service delivery to the field, coupled with more challenging connection with delegations (where there are no dedicated OT staff or focal point), results in a profusion of written exchanges and literature (including guidelines, tools, etc.) produced by OTs individually that delegations find difficult to absorb and contextualize.	√	**R5.1** Identify areas where further coordination between OTWs is needed, at HQ and field levels and create mechanisms/processes to facilitate coordination; And map out opportunities to make information more digestible to the field, within and among OTs as well as with other units.

EQ	3.6 / 3.4	KF	√	Recommendations
EQ4 Is the OTW set up across HQ, the thematic unit, and regional and delegation levels conducive for approaches to integration? What works? Are there are any structural barriers that hinder the integration process?	**3.6**	**KF 12** OTs have different levels of financial and human resources. Set-ups that include appropriate (vis à vis intended outcomes/ambitions) human resources at HQ and regional levels are more conducive to integration. The limited set-up at HQ and limited presence of CP and IDPs dedicated staff in the field is not conducive to integration.	√	**R4.1** Ensure allocating the necessary resources to fulfil ambitions; Consider strategic investment for the two OTs, CP and IDPs that are currently under-resourced. **R4.2** Clarify what level of expertise is required to fulfil ambitions of each OT and where they should be positioned, i.e., at HQ, regional and delegation level **R4.3** Optimize existing resources by strengthening synergies and intersections across OTs and with other programmes and thematics where relevant.
		KF 13 The most enabling factors to integration of the OTs include: adequate and appropriate human resource capacity at global, regional and delegation levels, in particular OT advisors in RRNs covering a reasonable number of countries/delegations; and active engagement of the delegation management and coordinators.	√	**R4.1** Ensure allocating the necessary resources to fulfil ambitions; Consider strategic investment for the two OTs, CP and IDPs that are currently under-resourced. **R4.2** Clarify what level of expertise is required to fulfil ambitions of each OT and where they should be positioned, i.e. at HQ, regional and delegation level **R4.3** Optimize existing resources by strengthening synergies and intersections across OTs and with other programmes and thematics where relevant.
		KF 14 The most hindering factors to integration of OTs include: the programme-focused structure of the PfR that is not conducive to cross-departmental collaborative problem analysis, planning or monitoring; the absence of systematically including accountability for integration of the OTs in individual job descriptions and performance appraisals that results in a lack of ownership of the OTs at delegation level; and lack of sufficient knowledge of the breadth and depth of each OTs.	√	**R2.1** Consider including in relevant operational and management positions' job descriptions related work on OTs **R3.2** PES and OPS must ensure that needs and context/situation assessments are comprehensive. **R3.3** Criteria, tools and templates must take into consideration OTs specific vulnerabilities and concerns in a multidisciplinary manner, across métiers.
EQ5 To what extend are the six thematic workstream perceived as aligned with the mandate of the ICRC to protect and assist	**3.4**	**KF 7** There is consensus across the institution that the six OTs are aligned with the ICRC's mandate.	√	**R1.1** Clarify and widely communicate the extent, scope and boundaries of the ICRC's engagement on each of the OTs and clearly define what is expected in terms of integration into operational responses; set success criteria/results indicators and clear roles and responsibilities
		KF 8 However, there is a lack of common understanding on the scope of work and whether the ICRC has sufficient capacity and added value to implement responses which incorporate an OT. This is particularly the case in contexts where other actors with relevant expertise and resources are present.	√	**R2.2** Ensure that staff are equipped with enough knowledge of standards and norms specific to each OT; Pay particular attention to training management staff (red line) and coordinators by ensuring training on OTs and multidisciplinary approaches are included in career paths. **R1.1** Clarify and widely communicate the extent, scope and boundaries of the ICRC's engagement on each of the OTs and clearly define what is

affected populations?				expected in terms of integration into operational responses; set success criteria/results indicators and clear roles and responsibilities
EQ6 Does integration of the different thematic workstreams vary across contexts, for what reasons?	**3.2**	**KF 4** The primary driver of integration is the needs of affected people/crises. When needs are identified, practical integration of OTs relies on availability of resources, conduciveness of the operational context, staff knowledge (which is a pivotal factor in analysing contexts and needs) and longstanding culture promoting an integrated/ multidisciplinary approach in a delegation.	√	**R1.1** Clarify and widely communicate the extent, scope and boundaries of the ICRC's engagement on each of the OTs and clearly define what is expected in terms of integration into operational responses; set success criteria/results indicators and clear roles and responsibilities **R1.2** Clarify and widely communicate ambitions for each of the OTs for the coming years and ensure appropriate inclusion of OTs in relevant strategies at institutional and operational levels (e.g., Institutional Strategy, RSF, delegation strategies, etc.); Consider developing a Theory of Change detailing the contribution of OTs ambitions to ICRC's Strategic Orientations (and relevant frameworks and other strategies), including clear outcomes and assumptions **R1.4** Invest in capacity strengthening to enhance OTs skillsets (including trainings, mentoring and coaching). As a priority, include OTs in mandatory/voluntary trainings to ensure sufficient knowledge on OTs amongst all ICRC staff. Continued development and delivery of standalone OT training (e-learning, videos, trainings etc.), including for management staff is also important
		KF 5 The current ICRC systems do not provide an appropriate basis to monitor and assess the integration of the different thematics across contexts.	√	Area for further enquiry: How integration as well as impact and outcomes of the six OTs may be monitored and evaluated with the current PfR and MfR system? and what needs to be changed/developed?
EQ7 What level of coherence is found between the integration of the thematic workstreams and the delegations' priorities to respond to the needs of affected populations?	**3.3**	**KF 6** There is an overall alignment between selected delegation's priorities and inclusion of the OTs in their PfR. This is further confirmed by the survey results showing that, beyond the selected delegations, there is alignment between the OT issues of concern, inclusion of OT in delegations problem analysis and inclusion of OT in operational priorities.	√	**R1.3** Support Regions and delegations' decision-making processes in relation to the inclusion (or not) of OTs in delegations' priority orientations and operational responses; Consider developing decision-making tools, such as guiding frameworks that include minimum requirements in terms of context/situation and needs assessments; guiding questions to help make operational choices; and address challenges related to resources.

APPENDIX 3. PROFILE OF THE SIX OPERATIONAL THEMATICS

OT	OT main characteristics and milestones until 08.2021 *(date when OT moved to OP/THEM Unit)*	Set up HQ	Set up field
A2E	- Input in the Declaration on the Rights of the Child. A2E was/is part of the work in relation to the conduct of hostilities. A2E became a pillar under CP. - Historically, A2E was considered too long-term for humanitarian actors to address, and too crisis-focused for development actors to deal with. However, since 2016, the humanitarian sector and key donors progressively prioritised A2E for crisis-affected populations. - ICRC approach to A2E formalized in 2017, with the Framework for A2E - Moved from Child Protection under PCP/PROT to OP/DIR to OP/THEM - First A2E Strategy 2018-2020, new Strategy 2021-2026 - Under OP/DIR, A2E was allocated resources and prioritised as an institutional priority Existing objectives directly linked to integration aspects: GO Education: "The ICRC is able to support access to education in selected contexts where it has been disrupted through conflict or violence, through its existing programmes and in partnership with others in and outside the Movement"	1 Head of A2E 1 A2E Advisor (externally funded until 12/23, Norcross) 1 Project Officer (externally funded until 12/23, Norcross)	2 Regional coordinators: 1 Africa / 1 MENA Full time coordinators in South Sudan, Armenia, Azerbaijan, NK, Ukraine, Syria
CP	- From 1990: CP sector increasingly professionalized. ICRC followed in parallel (Movement Resolution on Children in the 90s). Work was/is embedded in RFL, Detention, PCP - First CP Policy around 2006, first CP Advisor post in 2008 - Children are a target population within CIV - A2E moved from CP to OP/DIR (date?), and CP moved from PCP/PROT to OP/THEM - Strategy dates back to 2014 and is currently being revised Existing objectives directly linked to integration aspects: None	1 Global CP Advisor (1 core budget post) 1 CP Advisor (focus FFF file, externally funded (Swiss) still tbc for the coming year (Norwegian MFA)) 1 Associate (externally funded (NorCross))	2 full time delegation posts: 1 delegate for Ukraine's neighbouring countries response based in Budapest, 1 delegate in Nigeria 1 regional PCP Advisor for Africa in Dakar, with a focus on CP and PCP (formal blue line to CIV in GVA)
HCiD	- Attention to HCiD was raised in late 2000, with the intention to position the topic in an evidence-based way on the agenda of the humanitarian sector (campaign) - Became a 5-year Project under the HCiD banner in 2009 with dedicated HR and resources; with focus on communication/visibility, generation of expertise, Diplomacy mobilisation. - Evolved from a project to a cross-organizational initiative and to a Movement initiative. - Under OP/DIR, HCiD got further prioritized and was allocated resources	1 Head of HCiD 1 specialist (community Engagement), 50% 1 HCiD advisor (externally funded, Norcross)	Around 9 full time delegation officers globally 1 international staff in Afghanistan (No regional positions)

OT	OT main characteristics and milestones until 08.2021 *(date when OT moved to OP/THEM Unit)*	Set up HQ	Set up field
	- Moved from OP/DIR to OP/THEM - Theory of Change, Strategy 2020-22, and "Towards a sustainable model for HCiD" paper - Strong focus on field implementation and monitoring of the HCiD strategy (including external evaluations) Existing objectives directly linked to integration aspects: Relevant SOs: -The ICRC has strengthened its capacity to collect and analyse data on the prevalence of violence against healthcare and its impact on public health in order to guide operations, measure the effectiveness of its activities and influence policy. -ICRC delegations have strengthened their programming for protection of healthcare from violence (Countries of focus: CAR, Libya, Nigeria, South, Sudan, Brazil, El Salvador, Honduras, Afghanistan, Bangladesh, Pakistan, Philippines, Iraq, Syria, Lebanon, Yemen)	1 specialist (Data and Research)	
IDPs	- 2009-2010: ICRC decided to look at IDPs as target group, then 1st advisor post created sitting as a project manager under OP/DIR - IDPs transferred to PCP as specific vulnerable group - Moved from PCP/PROT to OP/THEM - IDPs are a target population within CIV, with interlinks with Migration (IDPs and migrants may share some of the same vulnerabilities) - Strategy on internal displacement for 2016-2019 - Provision of inputs to the 2009 Kampala Convention - ICRC is co-chair with the IFRC of the Movement Reference Group on Internal Displacement - Institutional (global) strategy (2019) - 2022 Protection Guidance – Analysing and Responding to Internal Displacement (internal document) Existing objectives directly linked to integration aspects: none	1 Global IDP Advisor 1 Associate	1 Regional post in Nairobi 1 Regional IDP/Migration Advisor in Mexico Regional Delegation 1 second regional IDP advisor currently being recruited (based in Dakar)
Migration	- Movement traditionally involved in aspects of cross-border population movements	1 Global Migration Advisor 1 Migration Advisor (temporary position)	5 Regional Migration advisors (1 per region)

OT	OT main characteristics and milestones until 08.2021 *(date when OT moved to OP/THEM Unit)*	Set up HQ	Set up field
	-2004: Directorate's first proposal on ICRC's involvement on migration (to help NS responses and play central role in RFL and Detention), and from 2005 ICRC endeavours to clarify its positioning/role in relation to migration - 2009: IFRC Policy on Migration, OP/DIR drafts internal guidance on migration to help Delegations -2010: ICRC reference framework on migration followed by the creation of 1st Migration Advisor post - Migrants are a target population within CIV with interlink with IDPs (especially where there is a continuum between internal displacement and migration) and CP - Moved from PCP/PROT to OP/THEM - Ongoing internal reflection/re-questioning of why ICRC engages (and role within the Movement) and where it intersects with its mandate - 1st strategy on migration dated 2012, reaffirmed in 2015. - Regional strategy/frameworks adopted between 2015 and 2022 - Movement RFL Strategy 2019-22 features migration as a priority (enabler 6) -CTA Transformation Program has several projects and workstreams where migration is included - 2020: creation of the Movement Migration Leadership Group where the ICRC sits as co-chair. 2022 CoD resolution tasked the MLG with developing the first-ever Movement Migration strategy by 2024. Existing objectives directly linked to integration aspects: None	1 Associate	3 Migration researcher positions (NAME, Eurasia, Libya)
SV	- Early 2000s: first research/publication on Women and War, and first advisory position created (in relation to Women and War and Gender equality at the ICRC) - 2013: new operational position/strategy: introduction of the "reversed burden of proof" - 2014: 1st special SV thematic appeal - 2015: 32nd International Conference, Joint Resolution on SBGV stated it as a Movement priority - 2017: internal evaluation on ICRC capacity and ability to address SV showed low capacity despite high commitment -2018: Strategy was drawn up. 2019: injection of SV staff in the field to help roll out strategy. Introduced minimum accountability requirements to monitor and report clearly on integration of SV globally	1 Head of SV 2 SV Advisors (Externally funded (Norwegian MFA)) 1 project manager (project-based, externally funded, Irène Stählin foundation) 1 Associate	16 full time SV advisors in the field SV regional posts Nairobi and Panama *CAR not included as not replaced.* 4 full time Field Officers (DRC, Bangladesh, Nigeria, South Sudan) TBC **CAR not included, not anymore at time of KIIs*

OT	OT main characteristics and milestones until 08.2021 *(date when OT moved to OP/THEM Unit)*	Set up HQ	Set up field
	-2019-20: rapid expansion of team including during Covid Pandemic - Strategy 2018-2022, Theory of Change, Guidance on minimum accountability requirements for SV, and Delegation Capacity Assessment Framework. Existing objectives directly linked to integration aspects: GO SV: "The ICRC is able to effectively address sexual violence in a multidisciplinary way, working in a coherent and complementary way with Movement partners, and engaging key stakeholders and actors of influence to prevent sexual violence and address its consequences". - Toolkit for measuring integration into delegations' work developed		Focal points for Africa, Americas, and Asia & Pacific. 13 f/t SV staff as of Q1 2023

APPENDIX 4. OP/THEM VISION, STRATEGY, OBJECTIVES AND WAYS FORWARD

OP_THEM – Vision, strategy, objectives and way of working.

Introduction:

When communicating the decision to create the Operations thematic unit, this is what was communicated: Our leads and expertise on migration, child protection and IDPs will be grouped together with our HCiD, A2E and Sexual violence teams. All of these areas of work are strongly anchored in protection and are highly transversal. Our aim with this regrouping is to **promote peer learning** as well **as further integration of these important areas of work into our programs** – and to **help us advance as an institution on how to best manage and work effectively transversally**.

Relevant extract from the Head of Thematics job-description are:

- Supports thematic files in defining and implementing the **strategic orientations of the various thematic files within the frame of the ICRC strategy** and in collaboration with the P&A teams and other relevant stakeholders.
- Coordinates the work of the thematic files, **promoting a transversal approach across P&A and other relevant stakeholders** and strengthening synergies between the thematic files.
- Convenes the Operations Thematics files (including those not under the direct line management), promoting peer exchange and learning **and feed into the development of the Outcomes-based approach (OBA) and promoting successful integration of thematic issues into operational programming.**
- Coordinates the P & A contribution to OBA and works closely with the OBA team to design and implement organizational and procedural adaptations that enhance the delivery of humanitarian outcomes **through the development of center/networks of expertise.**
- Works across Units, Divisions and Departments to ensure that programmatic contributions to humanitarian outcomes are further understood/developed.

Clearly, there is a strong potential in strengthening our work and of ensuring its integration into overall programming in a way that makes it a natural part of the reflection. In reflecting on our vision and objectives, let's ensure we include what we believe needs to be done to ensure "further integration of these programs into our programs".

In the framework of the OBA, the place, role, accountability of the thematic files is an integral part of the discussions. By ensuring those roles are clearly spelled out, our integration, working modalities – and resource requirements – will be clearer. The creation of the vision of the unit at the same time as we have the OBA discussions is a great opportunity!

Vision

Thematic expertise is systematically integrated into the ICRC's approach to better meet the needs of affected populations and ensure a holistic and collaborative way of working.

Who we are:

We are a team of experts who leads the ICRC on specific thematic files by setting standards and positions, providing guidance and engaging internally and externally. We strive to enable a transversal and collaborative way of working on our respective thematics to holistically meet the needs of affected people affected.

Objectives

Objective (Title)	SO Text	Indicators	Related GO to place the SO
Integration of thematic files	Thematic files are integrated in ICRC assessment, planning, monitoring and evaluation systems in order to strengthen analysis and demonstrate outcomes (operational value + relevance).	Tools conceptualized within OBA framework in 2022 consistently integrates THEM's perspective By the end of 2022, at least 3 delegations have used the OBA framework to integrate thematics into their programming (and have received the support of OP_THEM in this phase). (longer term: The chosen model is scaled up across the institution)	Or: FC_GSU ASPR GSUICRGEN3 Support to the field
OP_PnA_THEM working modalities	Synergies between the thematic files are identified and strengthened, concretely translated into new joint pieces of work. Joint work with other units within P&A and with other departments continues to be enhanced.	By the end of 2022, joint collaboration between selected OP_PnA_THEM thematics result in joint working modalities, products and support missions. By the end of 2022, the unit has a workplan including joint workstreams with other units within P&A and beyond.	FC_GSU ASPR GSUICRGEN3 (Policy, guidance and innovation)
Enhanced knowledge on	Enhanced in-house knowledge on thematic	By the end of 2022, there is a joint plan of OP_THEM on how to	FC_GSU

thematic issues	issues leads to a better understanding of how to integrate them (or: leads to a better integration) into overall assessment, planning, programming and monitoring and evaluation.	enhance in-house knowledge on thematic issues. At a longer term, the competency framework integrates thematic file in institutional trainings. By the end of 2022, at least two joint trainings (or training tools) have been developed by OP_PnA_THEM members. By the end of 2022, thematic file-holders have provided training sessions in at least two assistance trainings and protection	ASPR GSUICRGEN1 Training and CB

APPENDIX 5. LIST OF STAKEHOLDERS INTERVIEWS

Level	Position
HQ OP/THEM	
	Head of Operations Thematics Unit (Now PES/THEM)
	Child Protection Advisor
	Migration Advisor
	Head of Health Care in Danger
	Access to Education Advisor
	IDP Advisor
	Sexual Violence Manager
	Former head of SV team
	Previous Head of Education
HQ PES and Operations	
	Director of Protection and Essential Services, PES
	Deputy Regional Director, OP_NAME
	Deputy Regional Director, Eurasia
	Deputy Regional Director, Operations/Asia and the Pacific
	Deputy Regional Director, Operations/Americas
	Strategic Advisor to the Director of Operations
	Operations coordinator OP_Americas
	Operations coordinator, OP_Africa (covering Sahel)
	Operations coordinator (covering Iraq)
HQ Protection	
	Chief Protection Officer, PES_PROT
	Head of Protection of Civilian Population, PES_PROT_CIV
	Head of Protection Operations
	Head of Sector Protection, Operations/Protection/Americas
	Incoming Head of Protection of Civilian Population
	Protection Data Coordinator, PES ProtData
	PES_CTA HUB
	Protection Head of Sector
	FAS focal point for Thematics
HQ Health	
	Deputy Head Health, PES Health
HQ Assistance	
	Asst Dep Director for Assistance, PES_ASSIST
	Head of Data and Analytics
HQ EcoSec	
	Head of Economic Security
HQ Wathab	
	Head of Wathab
	Urban Services and Policy advisor
HQ WEC	

	Head of WEC
Other thematic unit	
	Head of Thematic Lawyers
	Thematic legal adviser - JUR
HQ Other departments, units	
	OBA
	OBA
	Head of Policy, LDP_POL
	Head of Diplomatic Strategy, LPD_POL
	Head of Accountability to Affected People (AAP)
	Innovations Portfolio Manager, Dir/Gen
	Head of the CORE: the Centre for Operational Research and Experience
Field Regional delegations	
	Regional Migration Adviser (RMA), based in AMM
	Migration Researcher on Syrian displacement and return, based in Beirut
	Senior migration delegate, based in WAS
	Migration Prot Researcher, Belgrade
	Regional Migration Adviser (RMA) Asia, based in Bangkok
	Migration Researcher, Bangkok
	Regional IDP Adviser, Nairobi
	Regional Education Advisor, RRN Amman
	Regional education advisor Africa (RRN Nairobi)
	SVM Colombia, Venezuela, Mexico, Panama, Panama City
	SV Regional Adviser Africa, Nairobi, Kenya
	SV Regional Adviser Asia/Pacific Bangkok, Thailand
	Protection Coordinator, OP_PROT - Brazil
	Protection Coordinator, Mexico
Field Regional Resource Networks RRN	
	Head of Regional Affairs, Nairobi
	Head of Regional Affairs, Dakar
	Head of Regional Affairs, Belgrade
	Head of Regional Affairs, Bangkok
	Head of Regional Affairs, Panama
Field - Diplomatic hubs	
	Humanitarian Adviser, New York
	Outgoing HoD, London
	HoD Paris
	Protection Coordinator, Paris
	Protection Coordinator, Brussels
	Deputy head of delegation, Brussels
	Deputy Head and Focal Point for CP, Addis Abeba, Ethiopia
	Humanitarian Adviser, Ethiopia
Field	
	SVM Ethiopia, Addis Abeba, Ethiopia
	Protection Field Officer - SV Focus, Addis Abeba, Ethiopia

	Health coordinator, Ethiopia
	Head of programme and prevention, Lybia
	Head of Programmes, Nigeria (based in Abuja)
	SVM South Sudan Juba, South Sudan
	Protection Coordinator, Nigeria
	RFL Coordinator, Protection Goma, DRC
	Health coordinator, Goma DRC
	Head of (Regional) Delegation, Venezuela
	Wathab Coordinator, Venezuela
	CAA Data Officer
	PPC Coordinator, Venezuela
	A2E Adviser Brazil
	Head of mission, Tegucigalpa, (HCiD focal point Honduras)
	Head of HCiD, Islamabad
	Head of Sub-Delegation in Kandahar
	A2E Adviser Azerbaijan
Field - Selected contexts	
Armenia	
	A2E Adviser Armenia
	Health Programme Manager
	Head of Ops, DHOD
	EcoSec Delegate
	Protection FO, A2E focal point
	Head of OD, ARCS
Bangladesh	
	Head of Operations
	Addressing Sexual Violence Field Officer
	Health Coordinator
	ICT Manager
	CXB Sub-Delegation Prot Delegate
	FO, office in CHT (Chittagong Hill Tracts)
	HoD Advisor/Networking Advisor
	EcoSec FO
	Communication Officer
Central African Republic	
	Field Security Coordinator
	Cooperation delegate
	Head of Operations
	Head of Sub-Delegation
	Head of Office
	WatHab Coordinator
	Communication Operations
	Protection Coordinator
	Protection FO Generalist

	Protection Delegate
	Protection Delegate
Colombia	
	Deputy Head of Delegation
	Addressing Sexual Violence National Adviser (Prot)
	Coordinadora CpA y quién está estrechamente relacionada con la temática de A2E en la delegación.
	Coordinadora WatHab, involucrada arduamente con la temática de Violencia Sexual y A2E
	Oficial de restablecimiento de contactos familiares, muy familiarizado con la temática de migración
	EcoSec, Cali
	Health CO
Sudan	
	Deputy Head of Delegation
	EcoSec FO
	WatHab Engineer
	Community Engagement Officer
	RFL FO
	Cooperation FO
	HoSD Darfur
	Migration Focal Point
	Health FO
	Generalist FO Gedaref
	Protection Delegate
	PRP Disability Inclusion Advisor
	Protection Coordinator
	Health FO Kassala
	SRCS/ICRC Joint Ops Director
	Migration and Protection Delegate
Yemen	
	DHoD Sana'a
	HoSD Sa'ada
	Co Prot Sana'a
	Deputy Co-Prot covering the South
	Prot Team Leader, Sa'ada
	Health Co, Sana'a
	Cooperation Coordinator, Sana'a
	Movement cooperation specialist, Sana'a
	Co WatHab, Sana'a
	Co EcoSec, Sana'a
	Field Team Lead, IBB
	Field Team Lead, Al Dhale/Aden
	A&E specialist and AAP focal point

APPENDIX 6. LIST OF DOCUMENTS REVIEWED

Delegation – Armenia

- A2E and CP: Assessment reports (2 files), MoMs (2 files), Annex XII to the Partnership Framework Agreement between ICRC and ARCS 2021-2023 on Enhancing Access to Education for IB schools and displaced children from NK, Overview of A2E activities in 2021 Questionnaire for A2E Managers, ICRC A2E Strategy, Framework, Actions in Armenia
- IDPs: EcoSec post distribution report dated April 2021, EcoSec CASH assistance report, Annex IX to the ICRC-ARCS Partnership Framework Agreement 2021-2023 for Economic Security, Field Trip Report dated April 2021, Project Proposal for Cash and Voucher Assistance to the displaced dated 2022, EcoSec report dated 23 June 2021
- PfR Armenia and MfR – YTD Q4, Armenia from 2019 until 2022

Delegation – Bangladesh

- PfR Bangladesh and MfR – YTD Q4 from 2019 until 2022

Delegation – CAR

- PfR Central African Republic and MfR – YTD Q4 from 2019 until 2022

Delegation – Colombia

- PfR Colombia and MfR – YTD Q4 from 2019 until 2022

Delegation – Sudan

- EcoSec: assessments (11 files), project proposals (agro/2 files, livelihood support/8 files, livestock/5 files), reports (Agro/8 files, living condition/4 files, Micro Economic Initiative/7 files and MEI support to Livelihoods/3 files)
- Reports summarizing the discussions between the PROT Coordination & DAA SD (dated April 2022, and dated April 2021), and discussions between PROT Coordination and WSD SD dated May 2022.
- Health – Project Document dated March 2022, and Project Implementation Program
- Health operational strategy 2021
- Discussion papers (4 files) – Sudan strategy on intercommunal violence 2022 – Sudan strategy on Internal Displacement 2022 – Sudan strategy on Migration 2022 – The Missing 2022
- MfR-YTD Sudan Q4 2021
- PfR Sudan and MfR – YTD Q4 for 2019 until 2022
- Strengthening the SRCS' Capacities Cooperation Agreement 2022
- Operational Agreements 2022 with the Sudanese RCS (3 files: Economic Security, Health, WatHab)
- Physical rehabilitation Program Operational Plan 2022
- WhatHab Quarterly reports (program Q2, Q3, Q4 dared 2021, and Q1 2022)
- Damazine North – Water Urban Project Concept Paper
- WatHab: Making Climate Adaptation and Mitigation Measures part of our Humanitarian Response, 2021
- WatHab Operational Plan 2022
- Wathab Project Proposal

Delegation – Yemen

- Health Strategy 2018-2020

- 2019 Cholera Strategy
- 2019 Guidelines WatHab Health
- PfR and MfR – YTD Q4 for 2019 until 2022
- EcoSec Strategy 2020-2023
- Forensic short-term strategy 2021
- DET Strategy 2024
- Organigram 2022
- Support Relationships in Armed Conflict – Profiling Document

Ethics, Safeguarding etc.

- Integrity and Ethics for Independent Evaluators 2022 05 23: PPT presentation, May 2022

Evaluability Assessment

- Summary of key findings of the evaluability assessment for the integration of the Thematic Units
- TOR, January 2022

Institutional Documents

- ICRC annual report 2020: ICRC management framework and description of programmes
- Appeals 2022: overview
- ICRC strategy 2019-2022
- ICRC Organizational Chart
- Strategy implementation roadmap 2022-2024

Multidisciplinary and transversal

- OCP survey results: Survey report: Managing and Organising our Multidisciplinary Approach at the ICRC, April 2019
- Our multidisciplinary approach through 23 of our transversal files, October 2019
- AE Strategy 2019-2020
- Analysis and Evidence Scope – Strengthening evidenced-based programming
- Analysis and Evidence Scoping Exercise Roadmap
- Analysis and Evidence Transversal Concept Note
- How We Work Initiative Final Report November 2019
- Mission report SSD (reflections on transversal approach in South Sudan, dated April 2022)
- OBA 4 pager dated November 2020
- ToR Evaluation of EcoSec Analysis & Evidence Strategy 2019-2022

PfR reference frameworks

- FD_PfR_HCiD_Guidelines: 2022 Field PfR Guidelines for HCiD
- FD_PfR_PRF_Protection_Missing: Protection Reference Framework for Civilian Population (Missing), Field PMfR, July 2021
- FD_PfR_PRF_Protection_PPC: Protection Reference Framework for the Civilian Population and for the Wounded and Sick, PMfR, July 2022
- Immigration_Detention_Orientations: ICRC engagement on immigration detention Reminders in view of the field PfR 2022 exercise
- Migration_PCP_Orientations: Orientations for the field PfR 2022 exercise: Migration-related PCP

- Missing_Migrants_Orientations: ICRC engagement on missing migrants and their families Orientations in view of the field PfR 2022 exercise
- SV_Minimum_Accountability_Requirements-review   PfR22-Final-upload-060821:   Guidance: Minimum Accountability Requirements for Sexual Violence – PfR2022

Regional strategic frameworks

- RSF Africa 2019-2022: Regional strategic framework 2019-2022 Africa, June 2019
- RSF Americas 2019-2022-23: Regional strategic framework 2019-2022/23 Americas, June 2019
- RSF Asia and the Pacific 2019-2023: Regional strategic framework 2019-2023 Asia and the Pacific, June 2019
- RSF Asia and the Pacific PRIORITIES Matrix
- RSF Eurasia 2019-2022: Regional strategic framework 2019-2022 Eurasia, June 2019
- RSF NAME 2019-2022: Regional strategic Framework 2019-2022 NEAR and Middle East, June 2019

SO indicators Core Components

- FD PfR Core Components List
- FD PfR Data 2022 GOSO including Indicators report
- SO Tags analysis

Thematic – Access to education

- A2E 2021-2026_access_to_education_strategy_final: Access-to-Education strategy 2021-2026
- A2E access_to_education_june_strategy_2018-2020: Access-to-Education strategy 2018-2020
- A2E dir 2866 annex 1: Towards a sustainable model for Health Care in Danger
- Syria Annex 2 A2E Key Objectives for 2023
- Syria A2E Mission Report 2021 & 2022

Thematic – Addressing sexual violence

- 2013_ICRC_Frame_of_Reference_SV_21012014_final: ICRC frame of reference on sexual violence in armed conflict and other situations of violence, June 2013 revised version
- 4293_002_Sexual-violence-detention_WEB_28082018: Sexual Violence in Detention, in brief
- 4351_002-COVID19_Inclusive_Programme_25032020_final_DNE: COVID-19:   Inclusive programming-ensuring assistance and protection addresses the needs of marginalized and at-risk people
- 4379_002_COVID19_Prevention_and_Response_to_SGBV_Quarantine_Centres_WEB_27032020_final_DNE: Prevention and response to sexual and gender-based violence in COVID-19 quarantine centres, Recommendations and best practice
- 4428_002_Reacting_Disclosure_Sexual_Violence_Guide_WEB_27052020_final_DNE: Reacting to disclosure: a practical guide
- 4428_2_002_Establishing_Refferal_Systems_for_Victims_Survivors_of_Sexual_Violence_EN_WEB_19112921_final: Establishing referral systems for victims/survivors of sexual violence: a practical guide
- 4428_2_002_Using_Cash_Voucher_Assistance_Prevent_Respond_Sexual_Violence_WEB_25052021_final: Using cash and voucher assistance to prevent and respond to sexual violence: a practical guide
- 9 Steps to a Safe and Effective Referral System Printout: 9 Steps to a Safe and Effective Referral System for Victims/Survivors of Sexual Violence – A Quick Guide for the Responsible Staff

- CAR_SV_Capacity_Assessment_Report_2022_EN: Sexual Violence Capacity Assessment Report, Central African Republic, May 2022
- Delegation SV Capacity Assessment Summary Report April 2022: Delegation Capacity Assessment to Addressing Sexual Violence Summary Report
- ICRC_Summary SV_Evaluation_April 2018-REM: The ICRC's response to sexual violence, Summary of an external evaluation report, 5 April 2018
- Introduction to ICRC work on Sexual Violence in Ethiopia
- Master_document_ASV_capacity_assessment_18052022_revised_working_DRAFT_CLEAN: Addressing Sexual Violence Delegation Capacity Assessment Toolkit
- PILOT_Addressing_SV_Delegation_Capacity_Assessment_Tool_13012022: Addressing Sexual Violence Delegation Capacity Assessment Tool for Priority Contexts (draft)
- RDC_Evaluation_des_risques_de_VS_WatHab_05022021_Final : Evaluation des risques de violences sexuelles dans les activites WATHAB, RDC, 05.02.2021
- Reacting_to_disclosure_SV_inDET_14032022: PPT presentation
- Review of the SGBV WG - final report – 07 April 2022: Review of the RCRC Movement SGBV WG, March 2022
- SEXUAL VIOLENCE STRATEGY ETHIOPIA MAY 2022: Sexual Violence Strategy 2022-2023, Addis Abeba Delegation, Ethiopia, May 2022
- SV Addressing_SV_Self_Assessment_Delegation_tool_updated_draft_clean_10012022: Addressing Sexual Violence Delegation Capacity Assessment Framework
- SV Global_StockTake_TOR_Draft_01122021: Stock-tacking of ICRC Sexual Violence Strategy implementation Terms of Reference / Global 2021-2022
- SV icrc_strategy_on_sexual_violence_2018-2022-en : ICRC Strategy on Sexual Violence 2018-2022
- SV Management Response_External Evaluation on Sexual Violence: External evaluation of ICRC work on Sexual Violence (2017) Management response
- SV Minimum_Accountability_Requirements_review PfR22-Final-upload-060821: Guidance: Minimum Accountability Requirements for Sexual Violence – PfR2022
- SV MS checklist: Sexual violence minimum standards
- SV Theory_of_Change_25112021_DRAFT_for-info: PPT
- SV Whos_Who_SV_Team_26012022: Introducing The Addressing Sexual Violence Core Team
- SV_ICRC_Clinical_Management_Rape_2018: Clinical Management of Rape
- SV-SGBV_ops_factsheet_20012022_Final_DNE : Sexual and gender-based violence (SGBV) and sexual violence (SV) A factsheet on terminology and operational relevance, 2021
- Why_need_reverse_burden_proof_30012019_draft: Why do we need to "reverse the burden of proof"

Thematic – Health care in danger

- Field Implementation Survey Results 2020: ICRC institutional Health Care in Danger strategy 2020–2022 Protecting health care from violence and attacks in situations of armed conflict and other emergencies, monitoring of the Field Implementation 2020
- HCiD 2018 Evaluation Report 4 12 18 Draft 1: Health Care in Danger HQ evaluation 2018, Nov.2018
- HCiD Case Study Report Final 15 July 19: Study on the Management and Operationalisation of HCiD as a Transversal File, Case Study Report
- HCiD dir 2866
- HCiD Executive Summary

- HCiD Field implementation mid-term strategy hcid 2021: Monitoring of Field Implementation HCiD Strategy 2020-2022
- HCiD pv dir 2021_09 excerpt_hcid_dir2866: Minutes of the Directorate meeting, 21-22 Sept 2021
- HCiD strategy libelle de decision: DIR2640, subject: HCiD strategy 2020-2022, date: 24.06.2019
- HCiD towards a sustainable model for hcid – final: Towards a sustainable model for Health Care in Danger
- Objective 1_Weapon bearers
- Overview Specific HCiD Indicators: Overview of HCiD Specific SOs Across All Delegations 2019
- [Protecting health care - guidance for armed forces](#)
- Quarterly trends: events affecting the delivery of health care by quarter of the year (2015-2021)
- Specific narrative progress: Narrative progress HCiD Specific Objectives Priority Delegations 2021
- The 5th anniversary of the UN Security Council Resolution 2286: News Release dated 03 May 2021: [Health-care providers, patients suffer thousands of attacks on health-care services over the past five years, ICRC data show](#)
- Total Incidents (Feb-Dec): Reports of incidents of violence against health care in the context of Covid-19 (February to December 2020)

Thematic – IDPs

- Icrc_strategy_on_internal_displacement_2016-2019: [INTERNAL DISPLACEMENT Our approach and strategy for 2016-2019 adopted on 17 May 2016](#)
- Internally Displaced Persons ICRC brief: [Addressing Internal Displacement in times of armed conflict and other violence](#)
- Progress report_IDP Strategy_final: Progress Report on the ICRC Strategy on Internal Displacement (2016-2019)
- Protection Guidance IDP WEB
- Urban Displacement Guidance (practical guide)

Thematic – Migration

- Migrants paper: [Addressing the protection and assistance needs of migrants: The ICRC approach to migration](#)
- ICRC Strategy on Migration 2012-2014
- 2015 Assembly Seminar Situation Report Migration
- 2017 ICRC MEX RD Regional Migration Strategy
- 2017 ICRC WAS RD Regional Strategy
- 2020 Chronology of the Migration file
- ASIA Regional Migration Strategy 2020-2022
- NAME Regional Strategy 2019
- ICRC Regiona; Migration Framework for Africa 2021-2024

Thematic – Child protection

- 2021_01_CPWG_Presentation_on_CP_Strategy: PPT presentation Child Protection Working Group, January 2021
- 2021_ICRC_Child_Protection_Project_Report_Jan2020_Feb2021: Reinforcing the ICRC's capacity to respond to the needs of conflict affected children, in particular those associated with armed forces or an armed group, report of the second phase of the project (Jan. 2020 – Feb. 2021) to the Human Security Division, Federal Department of Foreign Affairs

- 2022 JD AFRICA Regional PCP_CP Advisors: Africa Regional PCP Adviser Job Description, 2022
- Child Protection Associate TOR 2022
- CP post C1 qualifications & experience required
- Evaluation of UNHCR's CP Programmes 2017-19: Evaluation of UNHCR's Child Protection Programming (2017-2019), Final evaluation report, January 2021
- ICRC's strategy on children (2011-2014)
- IFRC Global Safeguarding Action Plan 2022-2025 – EN: October 2021
- JD Child Protection Adviser C1 GVA_Feb 2021: Job description for PCP Adviser, 2021
- Lessons learnt from repatriations Public Version_adapted for offsite June21: Lessons learnt in relation to the repatriation of foreign children from conflict zones, 14 June 2021
- Rapid PGI Assessment Analysis HR: Rapid PGI assessment/analysis for Ukraine and neighbouring countries, Russia, Poland, Moldova, Slovakia, Romania & Hungary. Protection, Gender and Inclusion (PGI), 11 March 2022
- Ukraine child protection status – April 4 2022: IFRC Ukraine Crisis Response, internal report
- UNHCR Mgmt response to evaluation of CP programmes: Evaluation of UNHCR's Child Protection Programming (2017-2019), UNHCR Evaluation Management Response
- UNICEF Child-Protection-Strategy-2021: UNICEF Child Protection Strategy 2021-2030

Other documents

- OP Them GO and SO table all thematics: Excel table
- OP_THEM organizational chart: OP_THEM Overview
- OP_THEM vision and priorities: OP_THEM – Vision, strategy, objectives and way of working
- Stakeholders list for the Operational Thematics Evaluation (including updated versions)

APPENDIX 7. PFR/MFR INDICATORS – SELECTED CONTEXTS

The following tables are based on datasets extracted from the PfR/MfR databases, provided by the PfR team. The datasets contained 6,648 indicators (with different codes), only for Africa and Asia &Pacific regions.

The following tables present the indicators available for each OTs related tag, for Core components selected by the PfR team. The number of indicators is relatively low, taking in consideration the total number of indicators for those two regions.

SO Tag - Access to Education

Country / SO	Integrated	Specific	Total
Central African Republic (OU)	**1**		**1**
PPC - IDP - Protection of IDPs living in camps and camp-like settings	1		1

SO Tag – HCiD

Country / SO	Integrated	Specific	Total
Bangladesh (OU)		**10**	**10**
HC - Heath care in danger		5	5
PHC - Health care in danger		1	1
PHEC FA - Health Care in danger		2	2
PPC - Health Care in Danger		2	2
Central African Republic (OU)	**1**	**3**	**4**
HC - Heath care in danger		2	2
PPC - Health Care in Danger		1	1
PPC - IDP - Protection of IDPs living in camps and camp-like settings	1		1
Sudan (OU)		**3**	**3**
HC - Heath care in danger		2	2
PHC - Health care in danger		1	1

SO Tag - Internal Displacement

Country / SO	Integrated	Specific	Total
Central African Republic (OU)	**2**	**1**	**3**
PHC - Children preventive care	2		2
PPC - IDP - Protection of IDPs living in camps and camp-like settings		1	1
Sudan (OU)	**2**		**2**
PHC - Children preventive care	1		1
PHC - Health care in danger	1		1

SO Tag – Migration

Country / SO	Integrated	Specific	Total
Bangladesh (OU)	**13**	**2**	**15**
DET - Sexual Violence	2		2
HC - Heath care in danger	5		5
PHC - Health care in danger	1		1
PPC - Health Care in Danger	2		2
PPC - Migrants		2	2

Country / SO			
PPC - Sexual Violence	3		3
Sudan (OU)	**2**	**1**	**3**
PHC - Children preventive care	1		1
PHC - Health care in danger	1		1
PPC - Migrants		1	1

SO Tag - Partnership with NS

Country / SO	Confirmed	Potential	Total
Bangladesh (OU)	**2**	**3**	**5**
PHC - Health care in danger		1	1
PHEC FA - Health Care in danger	2		2
PPC - Health Care in Danger		2	2
Central African Republic (OU)		**4**	**4**
HC - Heath care in danger		2	2
PHC - Children preventive care		2	2
Sudan (OU)	**1**	**4**	**5**
HC - Heath care in danger		2	2
PHC - Children preventive care	1		1
PHC - Health care in danger		1	1
PPC - Migrants		1	1

SO Tag - Sexual Violence

Country / SO	Integrated	Specific	Total
Bangladesh (OU)		**5**	**5**
DET - Sexual Violence		2	2
PPC - Sexual Violence		3	3
Central African Republic (OU)	**1**	**3**	**4**
PPC - IDP - Protection of IDPs living in camps and camp-like settings	1		1
PPC - Sexual Violence		3	3
Sudan (OU)	**3**		**3**
HC - Heath care in danger	2		2
PHC - Health care in danger	1		1

SO Tag - CPP NS in country

Country / SO	Collaborative Planning	Discussion	Total
Sudan (OU)	**2**	**2**	**4**
HC - Heath care in danger		2	2
PHC - Children preventive care	1		1
PHC - Health care in danger	1		1

20 April 2022   INTERNAL

Terms of Reference
Evaluation of the Integration of Thematic Workstreams

Commissioned by the ICRC Evaluation Office and the Operational Thematic Unit

About this evaluation

This evaluation will be the first strategic level evaluation commissioned by the ICRC in 2022 and since the establishment of the Evaluation Office in October 2021. This TOR represents a working draft (20 April 2022) with the aim of commissioning the evaluation ASAP to deliver preliminary findings in September 2022 which will inform the planning process for 2023. Initial actions will be incorporated into 2023 annual plans for the Operational Thematics Unit and wider units and departments as relevant, with longer term actions incorporated into 2024 annual plans.

To prepare the TOR, an evaluability assessment has been conducted through which consultations and document reviews informed the scope and priorities for the evaluation.

Introduction

Sexual Violence, Health Care in Danger, Access to Education, Internally Displaced Persons (IDPs), Migration and Child Protection are priority thematic files (workstreams) for the ICRC. These six areas are strongly anchored in the ICRC's protection mandate and can be viewed through the lenses of both affected populations (including target populations) and of humanitarian issues (i.e. IHL violations – international humanitarian law).

In addition to the specialized technical nature of their content, the six areas have in common **the multidisciplinary approach focused on a humanitarian issue rather than being department centric.** The ICRC strategy 2011-2013 described this multidisciplinary approach as encompassing "protection, assistance, prevention, and cooperation with National Societies; while undertaking (or engaging in) integrated planning, implementation, monitoring, and evaluation".[41] Furthermore, the current institutional strategy describes the thematic areas as *bringing together its humanitarian activities and institutional initiatives independent of their organizational labels or structures to ensure a more integrated and multidisciplinary approach.*[42]

While the ICRC has truly intended – and made progress – in working in a multidisciplinary approach that is less department-centric, including for these six thematic workstreams, there are still numerous challenges to ensure the integrated planning, operationalization, monitoring, and evaluation in the organization.

In August 2021, the institutional leads in these six workstreams were brought together in one unit – the Operational Thematics unit. A key element for the creation of the unit was to ensure further integration of these important areas of work into ICRC programs – and to help the ICRC advance as an institution on how to best manage and work effectively transversally. Each thematic area has

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[41] ICRC institutional strategy 2011-214
[42] ICRC institutional strategy 2019-2024

its own history and specific approach, having been formalized and established at different times, and each has evolved uniquely, also in the way they are integrated into ICRC overall programming.

Together the team has developed the following vision: **"Thematic expertise is systematically integrated into the ICRC's approach to better meet the needs of affected populations and ensure a holistic and collaborative way of working."**

Scope of work and audience of the evaluation

The evaluation primarily covers the period of January 2019 until the time of the evaluation (i.e. early/mid 2022) in order to provide three full years of context including one full year pre-Covid19. The evaluation will look at the issue of integration of the thematic workstreams (or files) from the perspectives of both the field and HQ.

The primary audience is the ICRC's management, the thematic leads, the head of the operational thematic unit, and the delegation management and metier coordinators. Secondary audiences are internal (units and offices with integration mandates) and external (humanitarian actors working on similar thematic issues directly and through mainstreaming).

Purpose and objectives of the evaluation

The evaluation's purpose is:

- **To generate evidence and understanding of the enabling factors and barriers to integration and shared ownership of these thematic workstreams into field responses**.

Evaluation objectives:

- To assess to what extent ICRC's *modus operandi* is conducive to the integration of the six thematic workstreams in its field responses across different geographic contexts.
- To assess how integration in understood and organized at the delegation, regional and headquarter levels.
- To understand how the thematic unit works with the delegation and regional offices (as a team and individual workstreams), by analysing effective ways of engagement which aim to ensure the appropriate operationalization of the workstreams in the field.
- To assess how cooperation amongst units can foster effective integration at the field level and at HQ.
- To assess lessons learned and best practices that could help strengthen the integration process of the thematic workstreams.

The evaluation will draw on the OECD DAC criteria of relevance, coherence, effectiveness, and efficiency. The criterion of impact and sustainability will not be assessed in this evaluation as it is too early to gauge impact level results. Sustainability is relevant in relation to the long term embedding of integration.

The following questions should help guide the evaluation team during the evaluation. The evaluation team will be able to review the key evaluative and sub-questions during the inception phase of the evaluation.

Key evaluative questions to consider for this evaluation

The overarching questions consider all of the thematic files together. In recognition that some questions may be more pertinent to some of the thematics, the specific questions and sub-questions will be refined with the evaluation team during inception.

Effectiveness

1. What are the effective approaches to integration of thematic files?
2. What further opportunities are there for the different workstreams (or approach to thematic issue) to improve on their effectiveness?
3. To what extent are the thematic workstreams effectively coordinating together to share best practices, guidelines, lessons learned and delivery in the field?

Sustainability

4. What does sustainability of integration of the thematic files look like in practice from an operational and management perspective?
5. What approach(es) and conditions facilitate/hinder the sustainable integration (embedding) of the thematic workstreams at field, regional and HQ levels?

Efficiency

6. Is the set up across HQ, the thematic unit, and regional and delegation levels conducive for approaches to integration? What works? Are there are any structural barriers that hinder the integration process?

Relevance (organizationally and contextually)

7. How well aligned are the approaches to integration of the six thematic workstreams with the mandate of the ICRC to protect and assist affected populations?
8. Does integration of the different thematic workstreams vary across contexts, for what reasons, and are adaptations appropriate?

Coherence (internally)

9. What level of coherence is found between the integration of the thematic workstreams and the delegations' priorities to respond to the needs of affected populations?
10. What are the enabling factors and barriers across internal systems, protocols, procedures, funding and priorities when it comes to the integration of the thematic workstreams?

Relevant wider initiatives

Importantly there are ways of working and ongoing initiatives with high relevance to the integration of the thematic workstreams. Existing initiatives have implications for integration efforts while alignment between integration and newer initiatives are essential for mutual effectiveness. For example, existing ways of working include the ICRC's community-based approach and the framework for accountability to affected people (AAP). These are both ends in themselves and also means through which integration can be achieved and vice versa. More recent initiatives include the organization's efforts to emphasize outcomes-based approaches (OBA) which aims to holistically focus the ICRC's work conceptually and practically on affected people. Also relevant is the initiative operationalize multi-year multi-partner (MYMP) approaches which represents a change from annual planning. This has implications for benefiting approaches to integration which take time to embed and to realize effects. Linked is the increasing use of multi-year strategies for both thematic workstreams and operational departments, such as the regional strategic frameworks. Investments in operational research and evaluations also have significance for the thematic workstreams.

Of note for this evaluation in particular is this year's planned evaluation of the HCiD strategy to inform the development of the subsequent strategy. The design and implementation of both evaluations will be closely coordinated to ensure minimal overlap in terms of interlocutors and delegations of focus.

Methodology

This evaluation lends itself to a **realist analytical approach** with a focus on qualitative data collection methods such as key informant interviews, and group discussions. Wider evidence for specific types of stakeholders, such as quantitative surveys, can contribute to broader understanding across multiple contexts and support triangulation of sources and methods. Surveys will be designed and targeted carefully to avoid overwhelming ICRC's staff at HQ and the delegation level.

By adopting a **realist approach**, the evaluation will examine how the different thematic workstreams within the unit are fulfilling their objectives and what their integration means into operational responses at the field level. Such an approach will allow the process to identify both positive and counter-productive consequences. The aim is for the realist approach to help develop a richer understanding of the reality and experience of good practices across the different thematic workstreams and the factors that contributed to preliminary results and impact. The realist approach will be the guiding research framework that will help answer the above questions across the different DAC criteria on what works and what does not; why? In what contexts? What factors are critical for the integration of the thematic workstreams.

It is expected that the realist approach will be developed and refined by the evaluation team during the inception phase of the evaluation. Refinements and adaptions should keep or improve on the methodological objective of underlining the influence (positive and negative) of the contexts, and the organizational enabling factors (and barriers) that can contribute to the integration of the thematic workstreams within the delegations' responses.

The evaluation is envisaged to be conducted primary virtually due to the main interlocuters being ICRCs staff members at both field and HQ levels (and some external partners) and will not entail consultations with target populations. By conducting the evaluation virtually resources can be directed towards including more contexts with a view to increasing the evidence base. This will support robust triangulation to contribute to the findings and draw strategic and actionable recommendations. The sampling approach and final inclusion/coverage will be refined based on discussions with the evaluation team and the Evaluation Office during inception phase.

The evaluation should focus on different types of contexts – active conflict, post-or protracted conflict, other situations of violence and include delegations (including sub-delegation offices and missions) and regional hubs.

The following operations have been suggested to be part of the consultation (TBC):

Delegation	Delegation type		Region					Context*			
	Delegation, sub-delegation, office, mission		Asia Pacific	Africa	Eurasia	Americas	NAME	H0	H1	H2	H3
Afghanistan			X								X
Central African Republic				X						X	
DRC				X						X	
Yemen							X				X
Syria							X			X	
Ukraine					X						X

Mali				X					X		
Ethiopia				X					X		
Iraq							X				X
Somalia				X							X
South Sudan				X						X	
Colombia						X		X			

*ICRC categorization of hardship level for employment contract purposes as a proxy for context variation

Potential inclusion: Pakistan, Jordan, Burkina Faso, Mozambique, Kenya, Panama, Brazil, Mexico, Thailand, Nigeria, The Philippines, Bangladesh, Papua New Guinea.

Data sources

Data sources include:

- Strategies and workplans for each of the thematic areas
- Supporting explanatory documents submitted to the Directorate for information and for decisions
- Previous evaluation reports for selected thematic areas
- Policy and position papers
- Guidance, orientations, and reference frameworks on the thematic areas for the PfR
- MfR data where available
- Organisational wide documents including the Institutional Strategy, roadmap, annual reports, Appeal overview
- Regional strategic frameworks

Deliverables and timeframe

The evaluation is to produce the following deliverables in English language:

- An inception report detailing a proposed methodology, evaluation matrix, list of stakeholders to be consulted, workplan, and the tools for data collection.
- A draft report. This should be clear and simply written, free of unnecessary jargon. The main body of the report should not exceed 50 pages. The report template will be agreed with the supplier as part of the inception report.
- A final report, with feedback integrated from the Evaluation unit and the evaluation tasks force's members that will be selected for this evaluation.
- The final report will be accompanied by a shorter briefing document (e.g. 10-pages length, content and format to be agreed).
- A PPT presentation of the key findings, recommendations, lessons learned, and best practice addressed to the evaluation tasks force's members and the evaluation Unit.
- Any relevant complementary materials should be provided as annexes to the final report.

Activity/ deliverables	2022	May	June	July	August	Sept	Oct	Nov

Contracting	April										
Inception phase	May to mid-Jun	X	X								
Draft inception report		X	X								
Finalize inception report			X								
Data collection	Mid-Jun to mid-Aug		X	X	X						
Preliminary findings presentation	Early Sept					X					
Draft report	End of Sept					X					
Final report	Oct to Nov							X	X		
Briefing doc	Nov								X		

The final report and/or briefing document will be published on the ICRC website. Deliverables need to be provided in editable formats (e.g. Word) for translation purposes.

Resources

Team composition to be proposed by the supplier.

Budget ceiling CHF 250,000. No primary data collection in the field is expected, although one or two meetings in HQ can be anticipated and incorporated as required.

Expertise required

- Proven experience conducting corporate strategic evaluations in the humanitarian sector.
- Expertise in developing and adapting qualitative and quantitative evaluation tools for different stakeholders and geographic context.
- Understanding of IHL, ICRC's key mandate and field requirements.
- Excellent written and spoken English, and French.
- Spanish, and other relevant languages would be an asset.
- Understand and show experience of working at the field and HQ levels to get more granularity and nuances on the challenges faced at both levels.

Ethical considerations

The evaluation team will comply with international best practices and standards in evaluation (especially OECD DAC and UNEG) including ethical conduct, and the ICRC's Professional Standards for Protection Work; the ICRC's Code of Conduct; the ICRC's Code of Ethics for Procurement; and the ICRC Rules on Personal Data Protection.

While the evaluation will not directly consult populations affected by conflict, the design and implementation should nevertheless consider and apply the ICRC's guiding principles and approach on Accountability to Affected People. If the evaluation design is submitted for Ethics Review Board approval, the ICRC will manage the submission process.

The confidentiality of respondents will be protected through anonymization. All primary data plus any sensitive and internal ICRC documentation will be subject to appropriate data protection and

management practices. No data or documentation will be shared outside of the contracting supplier without the express permission of the ICRC.

Management of the evaluation

The evaluation will be managed by the Evaluation Office and the Head of the Operational Thematics Unit. An Evaluation Advisory Group will accompany the process and provide expert advice and feedback at key stages. This engagement is particularly important but not limited to the main products of the evaluation i.e. the TOR, draft inception report, and draft evaluation report. The membership of the advisory group is internal to the ICRC. The protocol for the advisory group is set out in its dedicated TOR.

Evaluation quality assurance

The evaluation will adhere to the ICRC's standards in evaluation. The quality criteria (checklists) for evaluation products (inception reports and evaluation reports) will be provided to the evaluation team. Drafts of these key products will be quality assured through the ICRC's QA mechanism which will provide feedback to the supplier via the Evaluation Office.

APPENDIX 9. EVALUABILITY ASSESSMENT

Summary of key findings of the evaluability assessment for the integration of the Thematic Units.

The evaluability assessment was carried out through a series of interviews with Field and HQ staff members of the ICRC, working with and around thematic units in order to develop the ToR for the evaluation.

This evaluation will be the first strategic level evaluation commissioned by the ICRC in 2022 and since the establishment of the Evaluation Office in October 2021. This TOR represents a working draft (20 April 2022) with the aim of commission the evaluation ASAP to deliver preliminary findings in September 2022 which will inform the planning process for 2023. Initial actions will be incorporated into 2023 annual plans for the Thematics Unit and wider units and departments as relevant, with longer term actions incorporated into 2024 annual plans.

To prepare the TOR, an evaluability assessment has been conducted through which consultations and document reviews informed the scope and priorities for the evaluation.

Introduction

Sexual Violence, Health Care in Danger, Access to Education, Internally Displaced Persons (IDPs), Migration and Child Protection are priority thematic files (workstreams) for the ICRC. These six areas are strongly anchored in the ICRC's protection mandate and can be viewed through the lenses of both affected populations (including target populations) and of humanitarian issues (i.e. IHL violations – international humanitarian law).

In addition to the specialized technical nature of their content, the six areas have in common **the multidisciplinary approach focused on a humanitarian issue rather than being department centric.** The ICRC strategy 2011-2013 described this multidisciplinary approach as encompassing "protection, assistance, prevention, and cooperation with National Societies; while undertaking (or engaging in) integrated planning, implementation, monitoring, and evaluation"[1]. Furthermore, the current institutional strategy describes the thematic areas as *bringing together its humanitarian activities and institutional initiatives independent of their organizational labels or structures to ensure a more integrated and multidisciplinary approach.*[2]

While the ICRC has truly intended – and made progress – in working in a multidisciplinary approach that is less department-centric, including for these six thematic workstreams, there are still numerous challenges to ensure the integrated planning, operationalization, monitoring, and evaluation in the organization.

In August 2021, the institutional leads in these six workstreams were brought together in one unit – the Operational Thematics unit. A key element for the creation of the unit was to ensure further integration of these important areas of work into ICRC programs – and to help the ICRC advance as an institution on how to best manage and work effectively transversally. Each thematic area has its own history and specific approach, having been formalized and established at different times, and each has evolved uniquely, also in the way they are integrated into ICRC overall programming.

Together the team has developed the following vision: **"Thematic expertise is systematically integrated into the ICRC's approach to better meet the needs of affected populations and ensure a holistic and collaborative way of working**

This short report offers some initial findings on the following questions that were drafted as a result of the evaluability assessment.

Relevance (organizationally and contextually)

1. How well aligned are the approaches to integration of the six thematic workstreams with the mandate of the ICRC to protect and assist affected populations?

Preliminary Findings: The integration process of the different thematic units differs from one unit to the other due to several factors: a) the level of definition and the uptake of the concept of 'integration' at HQ and especially in the field are understood differently; b) funding available for each unit also differs across each of them; c) the level of human resources available within each unit plays a major role in the integration process or the lack of it.

However, the six units and their integration processes are aligned with the overall mandate of the ICRC. Where it is less clear is about the alignment with the latest corporate strategy of the ICRC. The strategy is quite large and includes all types of 'métiers' within the organization so from a bird's eye view, the integration process of the thematic unit is aligned with the latest ICRC strategy. However, the evaluation should be able to do further into details and understand where there is closer alignments and where gaps remain to be filled in order to achieve an integrated approach - HQ and Field- across the 6 thematic units.

2. How does the current structural set-up enable the ICRC to adequately address thematic issues/specific vulnerabilities? What works? Are there are any structural barriers that hinder the integration process?

Preliminary Findings: In 2022, the thematic units are HQ led and HQ managed. As a result, the field staff does not always or fully integrate the thematic units' problematics and approaches as they might not match the urgency on the ground. In addition, the thematic units are uneven in terms of staff and funding which both dramatically impact on the outputs of each of them.

The question about the structural barriers is more about where the ICRC can leverage its experience and field positioning with relevant actors, including the host governments.

3. Does integration of the different thematic workstreams vary across contexts, for what reasons, and are adaptations appropriate?

Preliminary Findings: From the field interviews, the integration process differs from one country to the other and is often personality driven rather than led by institutionalized approaches. As a result, the integration once again changes from one workstreams to the other and from country to the next.

Coherence (internally)

4. What level of coherence is found between the integration of the thematic workstreams and the delegations' priorities to respond to the needs of affected populations?

Preliminary Findings: The coherence is not always clear across all thematic workstreams, and it also differs according to the context and the needs of the affected populations. Another consideration is the added value offered by ICRC in specific geographies compared to other international organizations and International Non-Governmental Organizations. The delegations feel that the thematic workstreams can come as 'add ons' to their normal workload and do not always see the additional benefit. Some delegations viewed some of the thematic workstreams as being part of their existing workload and not necessarily needing additional guidance, or any additional indicators that they at the end they cannot measure due to a lack of monitoring framework and human resources.

5. What are the enabling factors and barriers across internal systems, protocols, procedures, funding and priorities when it comes to the integration of the thematic workstreams?

Preliminary Findings:

The enabling factors: personalities in the field and at HQ that cooperate and that are willing to advance the thematic workstream within the field operations. Another key factor is funding which affect the thematic unit's capability to develop longer-term strategies, monitoring framework rather

than just respond to field emergencies and support the field with technical aspects related to their thematic expertise. It is obvious between the Addressing Sexual Violence unit and the Protection to Children one. The latter one is well funded, with adequate human resources to develop the needed strategies, guidelines, indicators and offer the relevant support but it is not the case for the former one which is understaffed (one person) and can only react rather than plan. This latest finding is both a barrier and an enabling factor.

The barriers: one of the barriers identified through the EA is the categorization between 'métiers' and the high turnover in some of them, especially in the field. The field managers can be generalists and can sometimes lack the specific requirements for each of the thematic units as well as field relevant operational experience, according to interviews. Another barrier is the training that is given to field staff, and it is not always adequate in terms of content and timing.

Effectiveness

6. What are the effective approaches to integration of thematic workstreams?

Preliminary Findings:

The EA did not collect sufficient data on this initial question beside the need to have clear strategies for each thematic workstream and have ongoing discussions with field regional and country level managers to understand the challenges of implementation on the ground.

7. What further opportunities are there for the different workstreams to improve on their effectiveness?

Preliminary Findings:

Further coordination and discussion on the potential complementary of the thematic units with the

needs on the ground.

8. To what extent are the thematic workstreams effectively coordinating together to share best practices, guidelines, lessons learned and delivery in the field?

Preliminary Findings:

This is where there is a lot of room for improvement as there is not much coordination amongst the different thematic units. As the thematics and the expertise is different, and the staff members are overworked, there is no time for internal coordination when lessons learned and best practices on the integration of the thematic workstream at the field level could be beneficial.

Efficiency

9. Does the Thematics Unit operate efficiently (use of resources, strategically, tactically) in its efforts – in turn – to ensure efficient implementation at field level of ICRC's mandate towards the specific target population or humanitarian concerns covered by the unit.

Preliminary Findings: this question is yet to be fully explored during the evaluation. The only available financial information shared was the level of funding across the different thematic units which shows the differences between each of them but it does not underline the efficient use of the money to operationalize the workstreams at the field level.

Sustainability

10. What does sustainability of integration of the thematic workstreams look like in practice from an operational and management perspective?

11. What approach(es) and conditions facilitate the sustainable integration (embedding) of the thematic workstreams at field, regional and HQ levels?

Preliminary Findings:

The question of sustainability is not only related to the level of funding but also to the integration of the workstreams within the field operations without being viewed as 'add ons'. So far, according to interviews, this integration has been led by a few individuals rather than through institutional processes and protocols. It might be worth for the evaluation to test that assumption and explore what type of tools, trainings and processes would work best to institutionalize the integration process across all the operations.

These preliminary findings were drawn from the evaluation assessment that was carried out to draft the ToR of the evaluation.

APPENDIX 10.   CHANGES TO EVALUATION QUESTIONS

Original EQ formulation and EQ number from the TOR	Reformulated EQ and updated numbering	Clarifications/changes	Sub-Questions
N/A	EQ0: "What are the key characteristics of the operational thematic workstreams?"	This evaluation question was added. In the absence of a common integration framework among the six thematic workstreams it was deemed important to identify the specific characteristics of each of the workstreams to connect findings and analysis to these characteristics.	EQ0.1 What is the profile/key characteristics of each of the Operational Thematic Workstreams (OT)?
EQ1: What are the effective approaches to integration of thematic files?	n/a	n/a	EQ1.1 How is "Integration" defined within the Operational Thematic Unit (OTU)? EQ1.2 How is "Integration" understood outside the OTU - at the delegation, regional and headquarter levels? EQ 1.3 What are the different approaches/processes to integration of each of the OT? EQ 1.4 Are there adaptations to approaches to integration that are driven by delegations specifically? Are these adaptations appropriate? EQ1.5 Which approaches/processes to integration are considered effective and why? EQ1.6 To what extent are the current approaches to integration conducive to the long-term/longevity of integration of OT?
EQ2: What further opportunities are there for the different workstreams (or approach to thematic issue) to improve on their effectiveness?	n/a	n/a	EQ2.1 What are the enabling factors and barriers to effective integration of the OT? EQ2.2 What opportunities are there to improve the effectiveness of integration approaches?
EQ3: To what extent are the thematic workstreams effectively coordinating together to share best practices, guidelines, lessons learned and delivery in the field?	n/a	n/a	EQ3.1 How do OT share best practices, guidelines, lessons learned and coordinate together, including their services/expertise delivery to the field? EQ3.2 How do OT advisors/focal points/dedicated staff share best practices, guidelines, lessons learned and coordinate together, including their services/expertise delivery in the field?
EQ4: What does sustainability of integration of the thematic files look like in practice from an operational and management perspective?	Sub-question of EQ1 (1.6) and EQ8 (originally EQ10)	Clarifications on these two questions have determined that by "sustainability of integration" the evaluation should assess: ▪ Whether effective approaches to integration are conducive to the "longevity/long-term" integration of the thematic workstreams, which is connected to EQ1	n/a
EQ5: What approach(es) and conditions facilitate/hinder the sustainable integration (embedding) of the thematic	Sub-question of EQ1 and EQ8 (originally EQ10)		

workstreams at field, regional and HQ levels?		Whether ICRC internal systems, protocols, procedures and priorities set by delegations and management facilitate or hinder the "longevity/long-term" integration of the thematic workstreams, which is connected to EQ8 (originally EQ10).	
EQ6: **Is the set up across HQ, the thematic unit, and regional and delegation levels conducive for approaches to integration? What works? Are there are any structural barriers that hinder the integration process?**	EQ4 Is the OT set up across HQ, the thematic unit, and regional and delegation levels conducive for approaches to integration? What works? Are there are any structural barriers that hinder the integration process?	Clarification that the "set-up" refers to the Operational Thematic Workstream set-up.	EQ4.1 What is the set-up, in terms of Human Resources, budgets and management structure of each OT? EQ4.2 Are Human Resources, budgets, management structure of OT perceived as conducive for approaches to integration of each OT? EQ4.3 What are the perceived structural barriers (within the OT/OTU) to the integration process?
EQ7: **How well aligned are the approaches to integration of the six thematic workstreams with the mandate of the ICRC to protect and assist affected populations?**	EQ5: To what extend are the six thematic workstream perceived as aligned with the mandate of the ICRC to protect and assist affected populations?	Clarification that the evaluation findings will be strictly based on perceptions and understanding at HQ and field levels.	EQ5.1 To what extent are the six thematic workstreams perceived/understood as aligned with the ICRC mandate to protect and assist affected population?
EQ8: **Does integration of the different thematic workstreams vary across contexts, for what reasons, and are adaptations appropriate?**	EQ6: Does integration of the different thematic workstreams vary across contexts? For what reasons?	The second part of the original EQ, "are adaptations appropriate" has been incorporated as a sub-question in EQ1 (1.4.) as it is related to field level adaptations to approaches to integration.	EQ6.1 What is the level of integration of the six thematics across contexts? EQ6.2 What drives the integration of a thematic file?
EQ9: What level of coherence is found between the integration of the thematic workstreams and the delegations' priorities to respond to the needs of affected populations?	EQ7 (same formulation)	n/a	EQ7.1 Is the level of integration of thematic workstreams aligned with Delegations' priorities and the needs of their affected target populations? EQ7.2 Are the thematic workstreams integrated into planning, monitoring and evaluation at delegation level across geographies?
EQ10: What are the enabling factors and barriers across internal systems, protocols, procedures, funding and priorities when it comes to the integration of the thematic workstreams?	EQ8 (same formulation)	Clarification that the "priorities" refer to those set by the delegations/management.	EQ8.1 What are the enabling factors to the integration of the OT? EQ8.2 What are the barriers to the integration of the OT? EQ8.3 What factors/conditions facilitate or hinder the long-term/longevity of integration of OT?

APPENDIX 11. METHODOLOGIVAL APPROACH

As required by the terms of reference, this evaluation adopted a realist approach as the overall guiding framework to help answer the evaluation questions across the OECD/DAC evaluation criteria. In general terms, realist evaluations seek to examine "What works, for whom, in what respects, to what extent, in what contexts, and how" and to identify underlying generative mechanisms (i.e., drivers) and contextual influences.

Given the strategic nature of the evaluation, the selected OCDE/DAC criteria do not entirely align with the EQs. It was agreed during the inception phase that the evaluation matrix and analysis will be organized around the evaluation objectives and questions rather than the evaluation criteria. An evaluation matrix was developed and thoroughly discussed with the evaluation commissioners during the inception phase. Detailing key evaluations questions in sub-questions, associated criteria, indicators and measures of progress, data sources, data collection methods, and data analysis focus and methods (Appendix 12). It guided the evaluation throughout its implementation.

The evaluation was carried out by a four-person evaluation team supported by Advisors over the period of mid-May 2022 and January 2023.

Data sources and data Collection

The evaluation drew on a mixed methods approach to respond to evaluation questions that involved the collection of both primary and secondary data across the evaluation period. The evaluation relied on three main sources of information 1) Pre-existing documentation and analysis of secondary data; 2) primary qualitative information through semi-structured key informant and group Interviews and 3) primary quantitative information through the use of an online survey to internal field stakeholders. The data collection was conducted fully remotely.

Document review of all documents made available by the ICRC to the evaluation team through an e-library accessible online. These documents included:

- Relevant OT documentation
- Strategic and operational frameworks (including Regional strategic frameworks)
- Planning, monitoring, and reporting documentation (including relevant extracts from PfR and MfR databases related to the six selected contexts, see below); and PfR, MfR and Prot6 datasets
- Reference frameworks
- An internal survey and study on multidisciplinary and transversal approach at the ICRC.

The complete list of reviewed documents is provided in Appendix 6.

Semi-structured key informants' individual and group interviews with a range of stakeholders at both headquarters and field levels. During the inception phase, a stakeholder mapping was produced to identify all relevant categories of key informants (headquarters and field levels, including RRNs and diplomatic hubs) and types (operational, management, strategic, types of contexts, mobile, resident).

The evaluation relied substantially on data collected through KIIs, exploring experiences, perceptions and knowledge about the effectiveness, relevance, efficiency and sustainability/longevity of integration and approaches to integration of the six OTs. KIIs included the perspectives of both the field and HQ across different geographies and types of contexts (active conflicts, post-conflict, protracted conflicts and other situation of violence). Data was further disaggregated by gender, mobile/resident, management/operational, seniority, experience at HQ/field and experience/no experience working in the field with thematics to assess how views may be affected by respondent characteristics.

The contexts/delegations for in-depth review were based on a mapping of the different organizational levels and categories of key informants that need to be interviewed, completed during the inception phase. This exercise helped ensure adequate representation of the diversity of stakeholders that were included in the final list of key informants and the selection of contexts for in-depth review. The sample size included 153 key informants.[43]

Table 1 below provides a mapping of the organizational levels and categories of key informants. Importantly, the criteria were not ranked by priority. Rather, the purpose of this table was to ensure that the list of key informants included in the evaluation represented the diversity of stakeholders at all levels.

Table 1 Categorization of key informants

Headquarters
▪ *Operational Thematics Unit - Head of Unit, six thematic workstreams*
▪ *Regions (red line: management)*
▪ *Métiers (blue line: operational, i.e., Protection, Assistance, Prevention)*
▪ *Other thematic units/files from other divisions/departments*
▪ *Others relevant departments/division/units - including Resources mobilization, Planning, Monitoring & Evaluation (PM&E), OBA, Accountability to Affected Populations (AAP), human resources/learning & development (L&D)*
▪ *Departments ("strategic" line, i.e. Deputies to Directors)*
Regional delegations
▪ *OT leads, coordinators, advisors, programme officers - staff 100% on thematic(s)*
▪ *OT focal points/in charge - staff having some time on thematic(s)*
▪ *Operational (blue line: operational i.e., Protection, Assistance, Prevention)*
▪ *Management (red line: management i.e. Deputy Heads of Delegation)*
Delegations/Missions/Sub-delegations/Offices-Bureau (including field staff transiting at HQ)
▪ *OT leads, coordinators, advisors, programme officers - staff 100% on thematic(s)*
▪ *OT focal points/in charge - staff having some time on thematic(s)*
▪ *Operational (blue line: operational i.e. Protection, Assistance, Prevention, including at Sub-delegation/Mission/Office levels)*
▪ *Management (red line: management i.e. Heads of programme, heads of operations, Heads of Sub-delegation/Mission/Office)*
▪ *In selected context: external partners*

The evaluation team divided the stakeholders in six broad categories of key informants and designed general interview guides which were adapted as necessary for each informant to ensure relevance. All interview guides contained a consent protocol. (see Appendix 11) for the broad categories of key informants.:

Table 2 Key informant categories

Category of key informants	*Organizational levels*
▪ **Operational Thematic Workstreams** *(Dedicated staff & focal points)*	HQ – Regional – Delegations
▪ **Management** *(Red line)*	HQ – Regional – Delegations
▪ **Operational** *(Blue line)*	HQ – Regional - Delegations
▪ **Other thematic units/files**	HQ
▪ **Other Departments, divisions, units -**	HQ

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[43] In line with the financial resources allocated to the evaluation

▪ **External partners**	Selected delegations

The team conducted in total 153 KIIs at HQ, regional, diplomatic hubs and field level, 72 of which were female (47%) and 81 were male (53%). Further details are provided in Table 3 below.

Table 3 KIIs breakdown

HQ	Female	Male	Total
OT HQ	6	3	9
Strategic Management	7	2	9
Métiers/Operational:	11	14	25
Field	**Female**	**Male**	**Total**
Diplomatic Hubs (*NY, AU, Brussels, Paris, London*)	5	3	8
Regional (*OT/Mgt*)	12	7	19
Delegations (*6 selected contexts*)	23	41	64
Sub-delegations/Offices	8	11	19

Six delegations were subject to more in-depth KIIs: Armenia, Bangladesh, Central African Republic, Colombia, Sudan, and Yemen. These contexts were selected by the ICRC, based on the following variables:

- Size of the response
- Maturity of the response
- Different conflict situations and consequences
- Specific population groups affected by conflict
- Range of prevention, protection, and assistance activities
- Experience with thematic integration

An online survey of internal field stakeholders was designed and conducted after a first series of KIIs and an analysis of emerging trends and patterns. It was designed with the following two objectives:

- Triangulate data gathered with KIIs on perceptions regarding facilitating factors and barriers to integration of OT and on the inclusion of OTs in delegation context and problem analysis, assessments, and operational priorities and/or operational response
- Verify whether data differentiated according to the different categories of KIs

The online survey was administered through the Survey Monkey platform to all internal ICRC stakeholders. The survey was made available to nearly 400 internal staff with a response rate of 55% (220 responses). The following tables summarizes the basic demographic distribution of the survey participants.

Table 4: Survey respondent gender (n= 105, Skipped 115)

Categories	No. of respondents	Proportion (%)
Female	46	43.81%
Male	51	48.57%

Prefer not to state	8	7.62%
Total	**105**	**100.00%**

Table 5: Region delegation is located (n= 104, Skipped 116)

Categories	No. of respondents	Proportion (%)
Africa	32	30.77%
Americas	10	9.62%
Asia Pacific	21	20.19%
Eurasia	15	14.42%
Middle East & North Africa	26	25.00%
Total	104	100.00%

Table 6: Context type (n= 104, Skipped 116)

Categories	No. of respondents	Proportion (%)
H0	43	41.35%
H1	13	12.50%
H2	24	23.08%
H3	19	18.27%
I don't know	5	4.81%
Total	104	100.00%

Data analysis & Reporting

Data analysis was conducted in a two-phased approach. The first analysis workshop was held in September to allow the team to identify trends, patterns and any data gaps. The results of this analysis session informed the online survey. The second phase included a more substantial analysis over the course of a week with a combination of synchronous and asynchronous exercises. The evaluation team members participated in a two-day debriefing and analysis exercises. For the synchronous exercises, sessions were held combining Zoom verbal communication with Mural[44] for visual organization. In the asynchronous work, team members were invited to do their own individual data collation and analyses in Excel tables set up against

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[44] Mural is an online platform which functions as a virtual flipchart where the team could post their thoughts on virtual "sticky notes" which could then be moved and organized by categories and clusters. Constructing the Mural together allowed each team member to have ownership in the process.

the evaluation matrix and in Mural in advance of each meeting. This approach allowed members to have time to reflect as well as to brainstorm together.

The evaluation team reviewed the responses from stakeholders, the quantitative data, and the document review to generate findings and conclusions against the TOR evaluation questions.

In line with the realist approach and as far as possible, evaluation findings have been analysed and cross-analysed taking into consideration:

- The profile of each of the thematic workstreams (their own reality)
- The organizational levels - headquarters, regional, delegation levels, including mission, sub-delegation and office levels where relevant in the selected contexts (the organizational reality, i.e. enabling factors and barriers)
- The type of contexts in which the ICRC operates - active conflict, post-conflict, protracted conflict, other situation of violence (the contextual reality, i.e. positive and negative influence).

The report was subjected to several rounds of feedback. A "Draft zero" was shared and presented for comments during a first workshop with the OP/THEM unit (and the ICRC Evaluation Office team) on the 15th of December 2022. It was subsequently decided that after revisions would be made considering the ICRC's feedback, a recommendations co creation workshop, facilitated by the evaluation team leader, would take place on 26th January 2023 (see agenda in Appendix 14).

Ethical considerations and safeguarding

The evaluation was conducted in a high-quality and ethical manner guided by professional standards and ethical and moral principles. The evaluation team complied with the United Nations Evaluation Group's (UNEG) *2020 Ethical Guidelines for Evaluations* and 2014 *Guidelines on Integrating Human Rights and Gender Equality in Evaluations* and adhered to Accountability to Affected Populations (AAP) commitments and humanitarian principles. Finally, the evaluation team adhered to the *ICRC Code of Conduct* and relevant policies on ethics and safeguarding.

Key features of KonTerra's ethical evaluation conduct include:

- Respecting gender and human rights principles throughout the evaluation process, including; the protection of confidentiality; the protection of dignity and welfare of informants; and ensuring informed consent
- Maximizing the degree of participation of stakeholders in the evaluation itself
- Disaggregating data by gender and social group (relevant characteristics such as seniority, etc.) where feasible
- Ensuring data protection of all personal information and sensitive personal data of beneficiaries. KonTerra will follow and respect *ICRC's Rules on Personal Data Protection* and the *ICRC Handbook on Data Protection*
- Ensuring that outputs use human rights and gender-sensitive language.

In line with the *2020 UNEG Ethical Guidelines for Evaluation*, the evaluation team followed a do no harm approach, conducting ongoing risk assessments to assess and try to anticipate intended and unintended consequences of the evaluation process and results. The evaluation team did not proceed where mitigation of harm was not possible and ensured redress channels as per ICRC guidelines were triggered in case of identification of unanticipated harm.

Issues were monitored and managed during the implementation of the evaluation.

APPENDIX 12. EVALUATION MATRIX

Evaluation objectives

A. To assess to what extent ICRC's modus operandi is conducive to the integration of the six thematic workstreams in its field responses across different geographic contexts.
B. To assess how integration is understood and organized at the delegation, regional and headquarter levels
C. To understand how the thematic unit works with the delegation and regional offices (as a team and individual workstreams), by analysing effective ways of engagement which aim to ensure the appropriate operationalization of the workstreams in the field
D. To assess how cooperation amongst units can foster effective integration at the field level and at HQ
E. To assess lessons learned and best practices that could help strengthen the integration process of the thematic workstreams

EQ #	Evaluation sub-questions	link obj.	*Criteria*/Indicators/Measure of progress	Data sources	Data collection methods	Data analysis focus/methods
0.	**EQ0: What are the key characteristics of the Operational Thematic Workstreams/files?**					
0.1.	What is the profile/key characteristics of each of the Operational Thematic Workstreams (OT)?	All	▪ Documented and reported main characteristics of each of the OT, including: - origin, main milestones in the history/ development; - existing frameworks, strategies, policies; - role and responsibilities (*job description*) of the OT staff at OTU and field level (including vis à vis HQ, Regional, Delegations); - ways of engagement with delegations and other HQ units; - assessment/planning, M&E and reporting system(s)/approach(es) within the OT; - Set-up: human resources, budget, management structures(field/HQ) - Link with other thematic workstreams; … ▪ Commonalities and differences between the OT profiles	▪ Documents: including chronologies, PfRs, Performance frameworks and/or assessment framework, PM&E frameworks, reports, Annual reports ▪ Key Informants (KI): OT Leads, OT dedicated staff and focal points in the field	▪ Formal document review ▪ Semi-structured KIIs: individual and group interviews	▪ Descriptive profiles – for cross analysis across EQs where relevant
1.	**EQ1: What are the effective approaches to integration of thematic files?**					
1.1.	How is "Integration" defined within the Operational Thematic Unit (OTU)? (*including what is the vocabulary used to define "Integration"; What are the definition of terms*)	B	*Effectiveness* ▪ Documented definition(s) for each of the OT and for OTU ▪ Views/perceptions of each OT Leads and of the Head of Unit on what "Integration" means	▪ Documents: including OT Frameworks; Strategies; Policies; Plans of action; formal/ informal Theory of Change (ToC); reports ▪ KI: OT Unit members (Leads and Head of Unit)	▪ Formal document review ▪ Semi-structured KIIs/Group interviews	▪ Thematic analysis of qualitative information - Disaggregated by OT ▪ Comparison between views/perceptions and documented definitions ▪ Commonalities and differences between definitions and used vocabulary ▪ Comparison with 1.2

EQ #	Evaluation sub-questions	link obj.	*Criteria*/Indicators/Measure of progress	Data sources	Data collection methods	Data analysis focus/methods
1.2.	How is "Integration" understood outside the OTU - at the delegation, regional and headquarter levels? (*including what is the vocabulary used to define "Integration"; What are the definition of terms*)	B	*Effectiveness* ▪ Views/perceptions of Delegations/Regional/HQ staff directly involved/not involved in Thematic Workstreams implementation ▪ Extent to which views/perceptions align or diverge between delegation, regional, HQ and OT (re 1.1) levels	▪ KI: ICRC staff (re stakeholders list)	▪ Semi-structured KIIs/Group interviews ▪ Survey (sample TBD)	▪ Thematic analysis of qualitative information disaggregated by levels & by experience with OT/no experience & operational/management ▪ Commonalities and differences between understanding ▪ Comparison between views/perceptions and documented definitions (re 1.1)
1.3.	What are the different approaches/processes to integration of each of the OT? (*including rationale behind approaches/processes*)	B/C	*Effectiveness* ▪ Documented and reported descriptions of approaches/processes to integration of each OT (and if relevant, within each of the OT) at the OTU level ▪ Documented and reported descriptions of approaches/processes to integration of each OT at the field level (in selected contexts) ▪ Existence of formal/informal Theories of Change and/or "Integration frameworks"	▪ Documents: including OT strategies, policies, plans of action, ToC, frameworks, PfRs, relevant internal reporting ▪ KI: OT Leads - Regional thematic leads/experts - selected delegations focal points/leads	▪ Formal document review ▪ Semi-structured KIIs/Group interviews	▪ Thematic analysis of qualitative information, disaggregated by OT ▪ Comparison between OT & cross-analysis of differences with characteristics of each OT (re EQ0)
1.4.	Are there adaptations to approaches to integration that are driven by delegations specifically? Are these adaptations appropriate? (*focus on selected contexts*)	B/C	*Effectiveness/Relevance* ▪ Documented and reported specific adaptations of approaches to integration driven by delegations ▪ Nature of adaptations/modifications of approaches to integration driven by delegations ▪ Extent to which these adaptations are appropriate and contribute to further integrating the six thematics	▪ Documents: including OT reports, documented lessons learned, reviews, evaluations; ICRC reports ▪ KI: OT Leads - Regional thematic leads/experts - selected delegations focal points/leads; ICRC staff (re stakeholders list)	▪ Formal document review ▪ Semi-structured KIIs/Group interviews	▪ Thematic analysis of qualitative information ▪ Comparison between OT & cross-analysis of differences with characteristics of each OT (re EQ0)
1.5.	Which approaches/processes to integration are considered effective and why? (*including what are the characteristics of effective integration?*)	B/C/E	*Effectiveness* ▪ Documented and reported effective approaches/processes to integration of OT ▪ Characteristics of effectives approaches/processes to integration of OT ▪ Example of effective approaches/processes to integration (including key achievements, innovations or good practices)	▪ Documents: including OT reports, documented lessons learned, reviews, evaluations; ICRC reports ▪ KI: OT Leads - Regional thematic leads/experts - selected delegations focal points/leads; ICRC staff (re stakeholders list)	▪ Document review ▪ Semi-structured KIIs /group interviews ▪ *Survey (TBC)*	▪ Thematic analysis of qualitative information, disaggregated by OT, field and HQ levels and by operational/management ▪ Comparison between OT & cross-analysis of differences with characteristics of each OT (re EQ0)

EQ #	Evaluation sub-questions	link obj.	Criteria/Indicators/Measure of progress	Data sources	Data collection methods	Data analysis focus/methods
1.6.	To what extent are the current approaches to integration conducive to the long-term/longevity of integration of OT? (including conducive/non-conducive specific ways of working)	B/A/E	*Effectiveness/Sustainability* ▪ Reported and documented characteristics of conducive approaches to long-term integration, by operational/management; at the delegation/regional/HQ level ▪ Extend to which effective approaches to integration are conducive to long-term/longevity of integration of OT ▪ Examples of long-term integration of thematics (+ key characteristics)	▪ Documents: including OT reports, documented lessons learned, reviews, evaluations; ICRC reports ▪ KI: OT Leads - Regional thematic leads/experts - selected delegations focal points/leads; ICRC staff (re stakeholders list)	▪ Formal document review ▪ Semi-structured KIIs/Group interviews	▪ Thematic analysis of qualitative information ▪ Cross-analysis of with characteristics of each OT (re EQ0) and characteristics of effective integration (1.5)
2.	**EQ2**: **What further opportunities are there for the different workstreams (or approach to thematic issue) to improve on their effectiveness?**					
2.1.	What are the enabling factors and barriers to effective integration of the OT? (focus on approaches/processes to integration)	A/E	*Effectiveness* ▪ Reported and documented enabling/conducive factors or barriers/challenges to effective integration of the OT in relation to integration approaches/processes ▪ Extend to which reported/documented experiences or perceptions on enabling or inhibiting factors align or diverge between OT/delegations/regional/HQ levels in relation to integration approaches/processes	▪ Documents: including OT reports, documented lessons learned, reviews, evaluations; ICRC reports ▪ KI: OT Leads - Regional thematic leads/experts - selected delegations focal points/leads ▪ ICRC staff (re stakeholders list)	▪ Formal document review ▪ Semi-structured KIIs/Group interviews ▪ *Survey (TBC)*	▪ Thematic analysis of qualitative information ▪ Cross-analysis of with characteristics of each OT (re EQ0) and characteristics of effective/long-term integration (1.4 & 1.6)
2.2.	What opportunities are there to improve the effectiveness of integration approaches?	A/E	*Effectiveness* ▪ Reported and documented opportunities to improve the effectiveness of integration of OT ▪ Extent to which opportunities to improve the effectiveness of integration are linked with the OT profiles/key characteristics and with characteristics of effective integration	▪ Documents: including OT reports, documented lessons learned, reviews, evaluations; ICRC reports ▪ KI: OT Leads - Regional thematic leads/experts - selected delegations focal points/leads; ICRC staff (re stakeholders list)	▪ Formal document review ▪ Semi-structured KIIs/Group interviews ▪ *Survey (TBC)*	▪ Thematic analysis of qualitative information ▪ Cross-analysis with characteristics of each OT (re EQ0) and characteristics of effective/long-term integration (1.4 & 1.6)
3.	**EQ3**: **To what extent are the thematic workstreams effectively coordinating together to share best practices, guidelines, lessons learned and delivery in the field?**					
3.1.	How do OT share best practices, guidelines, lessons learned and coordinate together, including their	D/E	*Effectiveness* ▪ Documented and reported OT/OTU coordination and lessons learning formal/informal system(s), mechanism(s) or practices at OTU level	▪ Documents: including OT reports, documented lessons learned, reviews, evaluations; PfRs	▪ Formal document review ▪ Semi-structured	▪ Thematic analysis of qualitative information, disaggregated by OT

EQ #	Evaluation sub-questions	link obj.	*Criteria*/Indicators/Measure of progress	Data sources	Data collection methods	Data analysis focus/methods
	services/expertise delivery <u>to</u> the field? (at OTU level)		▪ Extent to which each OT identify and document good practices, lessons, best practices and guidelines at OTU level ▪ Extent to which OT share good practices, lessons learned, guidelines and coordinate together their services/expertise delivery to the field ▪ Examples of good practices or positive experience in relation to OT coordination of services/expertise delivery to the field	▪ KI: OT Leads - Regional thematic leads/experts - delegations focal points/leads	KIIs /group interviews ▪ *Survey (TBD)*	
3.2.	How do OT advisors/focal points/dedicated staff share best practices, guidelines, lessons learned and coordinate together, including their services/expertise delivery <u>in</u> the field (at regional and delegation levels)?	D/E	*Effectiveness* ▪ Documented and reported OT coordination and lessons learning formal/informal system(s), mechanism(s) or practices at regional and delegation levels ▪ Extent to which each OT identify and document good practices, lessons, best practices and guidelines at regional and delegation levels ▪ Extent to which OT share good practices, lessons learned, guidelines and coordinate together their services/expertise delivery to the field ▪ Examples of good practices or positive experience in relation to OT coordination of services/expertise delivery in the field, at regional and delegation levels	▪ Documents: including OT reports, documented lessons learned, reviews, evaluations; PfRs ▪ KI: OT Leads - Regional thematic leads/experts - delegations focal points/leads	▪ Formal document review ▪ Semi-structured KIIs /group interviews ▪ *Survey (TBD)*	▪ Thematic analysis of qualitative information, disaggregated by OT at regional and delegation levels
4.	**EQ4: Is the OT set up across HQ, the thematic unit, and regional and delegation levels conducive for approaches to integration? What works? Are there are any structural barriers that hinder the integration process?**					
4.1.	What is the set-up, in terms of Human Resources, budgets and management structure of each OT?	A/C	*Efficiency* ▪ Documented and reported characteristics in terms of HR, budgets and management structures of OT across HQ, regional and field levels ▪ Time reporting of OT staff and contributing staff ▪ Extent to which set-up are adequate in relation to respective approaches to integration and stated/reported objectives	▪ Documents: including OT reports; ICRC reports (regional strategies, appeals, PfR, MfR, etc.) ▪ KI: OT Leads - Regional thematic leads/experts - selected delegations focal points/leads; ICRC staff (re stakeholders list)	▪ Formal document review ▪ Semi-structured KIIs /group interviews ▪ *Survey (TBD)*	▪ Thematic analysis of qualitative information and quantitative data, disaggregated by OT at regional and delegation levels
4.2.	Are Human Resources, budgets, management structure of OT perceived as conducive for approaches to integration of each OT?	A/C	*Efficiency* ▪ Views/perceptions of Delegations/Regional/HQ staff directly involved/not involved in OT implementation ▪ Extent to which views/perceptions align or diverge between delegation, regional, HQ and OT levels	▪ Documents: including KI: OT Leads - Regional thematic leads/experts - selected delegations focal points/leads; ICRC staff (re stakeholders list)	▪ Semi-structured KIIs /group interviews ▪ *Survey (TBD)*	▪ Thematic analysis of qualitative information, disaggregated by OT by HQ, regional and delegation levels and by operational/management

EQ #	Evaluation sub-questions	link obj.	*Criteria*/Indicators/Measure of progress	Data sources	Data collection methods	Data analysis focus/methods
4.3.	What are the perceived structural barriers (within the OT/OTU) to the integration process? (includes transversal ownership)	A/C	*Efficiency* ▪ Views/perceptions of Delegations/Regional/HQ staff directly involved/not involved in OT implementation ▪ Extent to which views/perceptions align or diverge between delegation, regional, HQ and OT levels	▪ KI: OT Leads - Regional thematic leads/experts - selected delegations focal points/leads; ICRC staff (re stakeholders list)	▪ Semi-structured KIIs /group interviews ▪ *Survey (TBD)*	▪ Thematic analysis of qualitative information, disaggregated by OT by HQ, regional and delegation levels and by operational/management
5.	**EQ5: To what extend are the six thematic workstream perceived as aligned with the mandate of the ICRC to protect and assist affected populations?**					
5.1.	To what extent the six thematic workstreams are perceived/understood as aligned with the ICRC mandate to protect and assist affected population?	A	*Relevance* ▪ Perception of operational/management staff on the alignment of the six thematics with the ICRC mandate to protect and assist affected populations	▪ KI: OT Leads - Regional thematic leads/experts - selected delegations focal points/leads; ICRC staff (re stakeholders list)	▪ Semi-structured KIIs /group interviews ▪ *Survey (TBD)*	▪ Thematic analysis of qualitative information, disaggregated by OT by HQ, regional and delegation levels and by operational/management
6.	**EQ6: Does integration of the different thematic workstreams vary across contexts, for what reasons?**					
6.1.	What is the level of integration of the six thematics across contexts?	B	*Relevance* ▪ Documented level of integration of each of the six thematics (levels: fully integrated; partially integrated; not integrated -> exact definitions TBD) ▪ Extent to which there are differences of levels of integration of the OT between PfR and PROT6 (and MfR if relevant) ▪ Extent to which level of integration of each of the six thematics vary across regions ▪ Extent to which the level of integration varies according to the type of context (armed conflict, other situation of violence; according to ICRC typology of contexts H1, HX) ▪ Extent to which level of integration varies from 2019 to 2022 (TBC)	▪ Documents: including PfR (TBD: what can be extracted from PfR); MfR; PROT6; ASSIST databases; document describing PfR; ICRC contexts typology	▪ Formal document review	▪ Thematic analysis of qualitative information and quantitative data, disaggregated by OT at regional and delegation levels; by PfR, PROT6 and MfR and by type of context ▪ Comparison between OT, regions and types of contexts
6.2.	What drives the integration of a thematic file?	A/B	*Relevance* ▪ Documented "tools" for decision-making/prioritization regarding integration of thematics ▪ Documented and reported drivers for integrating the thematics ▪ Extent to which prioritization of thematics is driven by the field, by HQ (including by OT, by individuals, by procedures/guidelines, etc.)	▪ Documents: including OT reports; ICRC reports (regional strategies, PfR, MfR, etc.) ▪ KI: OT Leads - Regional thematic leads/experts - selected delegations focal points/leads; ICRC staff (re stakeholders list)	▪ Formal document review ▪ Semi-structured KIIs /group interviews ▪ *Survey (TBD)*	▪ Thematic analysis of qualitative information, disaggregated by OT ▪ Cross analysis with 5.1.

EQ #	Evaluation sub-questions	link obj.	*Criteria*/Indicators/Measure of progress	Data sources	Data collection methods	Data analysis focus/methods
7.	**EQ7**: **What level of coherence is found between the integration of the thematic workstreams and the delegations' priorities to respond to the needs of affected populations?**					
7.1.	Is the level of integration of thematic workstreams aligned with Delegations' priorities and the needs of their affected target populations? *(focus: selected contexts)*	C/A	*Coherence* ▪ Documented level of integration of each of the six thematics in the selected contexts (levels: fully integrated; partially integrated; not integrated -> exact definitions TBD) ▪ Comparison between selected delegations' formally stated priorities & problem analysis with level of integration of OT (EQ8) ▪ Views/perceptions of OT leads and selected delegation's staff on the level of coherence between the integration of OT and delegation's priorities ▪ Extent to which resourcing (to address thematic issues) corresponds to problem analysis (of affected population) of the delegation	▪ Documents: including OT reports; ICRC reports (regional strategies, PfR, MfR, etc.) ▪ KI: OT Leads - Regional thematic leads/experts - selected delegations focal points/leads	▪ Formal document review ▪ Semi-structured KIIs /group interviews ▪ *Survey (TBD)*	▪ Thematic analysis of qualitative information and quantitative data, disaggregated by OT and by selected contexts ▪ Comparison between OT, regions and types of contexts
7.2.	Are the thematic workstreams integrated into planning, monitoring and evaluation at delegation level across geographies?	A	*Coherence* ▪ Extend to which OT are integrated/visible in PfR and in MfR across delegations ▪ Tendencies of integration of the six thematics into planning, monitoring and evaluation by regions	▪ Documents: including OT relevant internal reporting; ICRC reports (regional strategies, PfR, MfR, etc.)	▪ Formal document review	▪ Thematic analysis of qualitative information disaggregated by OT
8.	**EQ8**: **What are the enabling factors and barriers across internal systems, protocols, procedures, funding and priorities set by the delegations/management when it comes to the integration of the thematic workstreams?**					
8.1.	What are the enabling factors to the integration of the OT? *(Focus on internal systems, protocols, procedures, funding, priorities - Includes looking at delegation capability, funding, personalities willing or not to integrate OT within field operations, staff expertise, staff turnover, staff training)*	A/E	*Coherence* ▪ Reported and documented enabling/conducive factors to the integration of the OT in relation to internal systems, protocols, procedures, funding, priorities ▪ Extend to which reported/documented experiences or perceptions on enabling align or diverge between OT/delegations/regional/HQ levels in relation to internal systems, protocols, procedures, funding, priorities	▪ Documents: including OT relevant internal reporting ▪ KI: OT Leads - Regional thematic leads/experts - selected delegations focal points/leads; ICRC staff (re stakeholders list)	▪ Formal document review ▪ Semi-structured KIIs /group interviews ▪ *Survey (TBD)*	▪ Thematic analysis of qualitative information, disaggregated by OT/delegations/regional/HQ levels ▪ Comparison between OT & delegations/regional/HQ ▪ Cross-analysis with characteristics of each OT (re EQ0)
8.2.	What are the barriers to the integration of the OT? *(focus idem 8.1)*	A/E	*Coherence*	▪ Documents: including OT relevant internal reporting	▪ Formal document review	▪ Thematic analysis of qualitative information, disaggregated by OT/delegations/regional/HQ levels

EQ #	Evaluation sub-questions	link obj.	*Criteria*/Indicators/Measure of progress	Data sources	Data collection methods	Data analysis focus/methods
			▪ Reported and documented barriers/challenges to effective integration of the OT in relation to internal systems, protocols, procedures, funding, priorities ▪ Extend to which reported/documented experiences or perceptions on barriers/challenges align or diverge between OT/delegations/regional/HQ levels in relation to internal systems, protocols, procedures, funding, priorities	▪ KI: OT Leads - Regional thematic leads/experts - selected delegations focal points/leads; ICRC staff (re stakeholders list)	▪ Semi-structured KIIs /group interviews ▪ *Survey (TBD)*	▪ Comparison between OT & delegations/regional/HQ ▪ Cross-analysis with characteristics of each OT (re EQ0)
8.3.	What factors/conditions facilitate or hinder the long-term/longevity of integration of OT? (*focus idem 8.1.*)	A/E	*Coherence/Sustainability* ▪ Reported and documented factors/conditions that facilitate the long-term/longevity of integration of OT, from an operational and management perspective ▪ Reported and documented factors/conditions that hinder the long-term/longevity of integration of OT, from an operational and management perspective ▪ Extent to which reported/documented factors/conditions that facilitate or hinder the long-term/longevity of integration of OT align or diverge between OT/delegations/ regional/HQ levels	▪ Documents: including OT relevant internal reporting ▪ KI: OT Leads - Regional thematic leads/experts - selected delegations focal points/leads; ICRC staff (re stakeholders list)	▪ Formal document review ▪ Semi-structured KIIs /group interviews ▪ *Survey (TBD)*	▪ Thematic analysis of qualitative information, disaggregated by OT/delegations/regional/HQ levels ▪ Comparison between OT & delegations/regional/HQ ▪ Cross-analysis with characteristics of each OT (re EQ0)

APPENDIX 13.   DATA COLLECTION TOOLS

The evaluation team has designed general interview guides (below) for the six, broad categories of key informants as described in the table below:

Category of key informants	Organizational levels
▪ **Operational Thematic Workstreams (Dedicated staff & focal points)**	HQ – Regional – Delegations
▪ **Management** *(Red line)*	HQ – Regional – Delegations
▪ **Operational** *(Blue line)*	HQ – Regional - Delegations
▪ **Other thematic units/files**	HQ
▪ **Other Departments, divisions, units -**	HQ
▪ **External partners**	Selected delegations

These draft general interview guides were adapted, when necessary, to ensure they are relevant to the specific key informant interviewed. All final guides will contain the following introduction and consent protocol:

- Introduce the evaluation team if this is the first discussion with this key informant. Ask each team member on the call to introduce themselves (if more than one evaluation team member).

Suggested introduction: We are a team of consultants from KonTerra. We have been commissioned by the ICRC Evaluation office and the Operational Thematic Unit to carry out an independent and comprehensive evaluation of the integration of the six thematic workstreams into field responses- access to education, healthcare in danger, migration, internal displacement, sexual violence and children. The purpose of this evaluation is to generate evidence and understanding of the enabling factors and barriers to integration and shared ownership of these thematic workstreams into field responses.

- Explain the objectives of the interview (adapt according to the interviewee).
- Ask if the interviewee has any questions.
- Note that the interview should take approximately an hour if an individual interview, approximately one and a half hours for group interviews.
- Explain that all information shared is confidential and relevant measures to ensure confidentiality:
  - Data will be amalgamated so contributions cannot be attributed to specific interviewees
  - If we would like to use a quote from the discussion in the evaluation report that has not been repeated by other persons, we will contact the person to request consent to use the quote. There will be no mention of the name of the person.
- Inform the interviewee(s) that we are taking notes. If recording the interview (to ensure notes are complete), ask the interviewee(s) permission. Explain that recordings will be deleted as soon as the interview notes are completed.
- Aski if any question and ask consent of the person to start.

After Introductions, there will be a number of standard questions about title, role, and experience in ICRC including: How long the person has been with the ICRC in this post; experience with the six thematics (in the field, at HQ when relevant), etc.

All interview guides will end with concluding remarks and expression of thanks.

Category of key informants	Organizational levels
Operational Thematic Workstreams (Dedicated staff & focal points)	HQ – Regional – Delegations

EQ0. What are the key characteristics of the Operations Thematic Workstreams/files?

EQ1: What are the effective approaches to integration of thematic files?

1.2 How do you define integration? (Any documented definition? What is the vocabulary used? Views/perceptions?)
1.3 What approaches/processes have been used to integrate thematic files at HQ/Region/Delegation levels?
1.5 How successful have the approaches to integration been at HQ/Region/Delegation levels? – what are the key characteristic of successful integration? – what does it look like?
If positive about integration efforts: What was the approach to integrate X/Y? What makes it effective? Any specific examples? Good practices? Do you think the integration will last overtime?)
If integration hasn't been successful: What would effective integration look like? What integration process would be needed?)
1.6 To what extent are effective approaches embedded at HQ/Region/Delegation level? – will the integration last?

EQ2: What further opportunities are there for the different workstreams (or approach to thematic issue) to improve on their effectiveness?

2.1 Can you share two enabling factors and two barriers to effective integration of the OT? *(focus on approaches/processes to integration)*
2.2 What opportunities are there to improve the effectiveness of integration approaches? Can you provide some examples, past or upcoming?

EQ3: To what extent are the thematic workstreams effectively coordinating together to share best practices, guidelines, lessons learned and delivery in the field?

3.1/3.2 How do you coordinate and share best practices, guidelines, lessons learned with the other thematic workstreams?

EQ4: Is the OT set up across HQ, the thematic unit, and regional and delegation levels conducive for approaches to integration? What works? Are there are any structural barriers that hinder the integration process?

4.1 What is the set-up of your thematic workstream in terms of human resources, budgets and management structure?
4.2 Are the human resource, budget, and management structures conducive to integrating your thematic workstream?
4.3 Are there any structural barriers (within the OT/OTU) to the integration process? If so, are those being addressed and how?

EQ5: To what extent the six thematic workstreams are considered aligned with the mandate of the ICRC to protect and assist affected populations?

5.1 In your view, to what extent is your thematic workstream aligned with the ICRC mandate to protect and assist affected populations?

EQ6: Does integration of the different thematic workstreams vary across contexts, for what reasons?

6.2 Can you explain what the main drivers are for the integration of a file? How are decisions made? Are there any tools/processes for prioritization?

EQ7: What level of coherence is found between the integration of the thematic workstreams and the delegations' priorities to respond to the needs of affected populations?

7.1 In your view, is the integration of thematic workstreams aligned with the delegations' priorities and the needs of their affected target populations? Can you give us some examples?

7.2 In what ways are the thematic workstreams integrated into planning, monitoring and evaluation at delegation level? – What are the enabling and hindering factors with this?

EQ8: What are the enabling factors and barriers across internal systems, protocols, procedures, funding and priorities set by the delegations/management when it comes to the integration of the thematic workstreams?

8.1/8.2 Can you share two enabling factors and two barriers to the integration of the OT?

(focus on internal systems, protocols, procedures, funding, priorities - Includes looking at Delegation capability, funding, personalities willing or not to advance thematic workstreams within field operations, staff expertise, staff turnover, staff training)

8.3 Can you name any factors/conditions that facilitate or hinder the long-term/longevity of integration of OT?

Category of key informants	Organizational levels
Management (Red line)	HQ – Regional – Delegations

EQ1: What are the effective approaches to integration of thematic files?

1.2 How do you define integration? (Any documented definition? What is the vocabulary used? Views/perceptions?)

1.5 Do you think thematics X and/or Y are well integrated in the delegation's response? Why?

If no: How would effective integration look like? What integration process would be needed?

If yes: What was the approach to integrate X/Y? What makes it effective? Any specific examples? Good practices? Do you think the integration will last overtime?)

EQ2: What further opportunities are there for the different workstreams (or approach to thematic issue) to improve on their effectiveness?

2.1 Can you share two enabling factors and two barriers to effective integration of the OT? *(focus on approaches/processes to integration)*

2.2 What opportunities are there to improve the effectiveness of integration approaches? Can you provide some examples, past or upcoming?

EQ4: Is the OT set up across HQ, the thematic unit, and regional and delegation levels conducive for approaches to integration? What works? Are there are any structural barriers that hinder the integration process?

4.3 Are there any structural barriers (within the OT/OTU) to the integration process? If so, are those being addressed and how?

EQ5: To what extend the six thematic workstream are considered aligned with the mandate of the ICRC to protect and assist affected populations?

5.1 In your view, to what extent the six thematics workstreams are aligned with the ICRC mandate to protect and assist affected population? Of the six, are there any that are more/less aligned and why?

EQ6: Does integration of the different thematic workstreams vary across contexts, for what reasons?

6.2 Can you explain what is it that drives the integration of a file? How are decisions made? Are there any tools/processes for prioritization?

EQ7: What level of coherence is found between the integration of the thematic workstreams and the delegations' priorities to respond to the needs of affected populations?

7.1 In your view, is the integration of thematic workstreams aligned with the delegations' priorities and the needs of their affected target populations? Can you give us some examples?

EQ8: What are the enabling factors and barriers across internal systems, protocols, procedures, funding and priorities set by the delegations/management when it comes to the integration of the thematic workstreams?

8.1/8.2 Can you share two enabling factors and two barriers to the integration of the OT?

(focus on internal systems, protocols, procedures, funding, priorities - Includes looking at Delegation capability, funding, personalities willing or not to advance thematic workstreams within field operations, staff expertise, staff turnover, staff training)

8.3 Can you name any factors/conditions that facilitate or hinder the long-term/longevity of integration of OT?

Category of key informants	Organizational levels
Operational (Blue line)	HQ – Regional - Delegations

1.2 How is "Integration" understood outside the OTU - at the delegation, regional and headquarter levels? (*including what is the vocabulary used to define "Integration"; What are the definition of terms*)
What comes to mind when you think of integration generally?
How would you characterize effective integration?
1.3 What are the different approaches/processes to integration of each of the OT? (*including rationale behind approaches/processes*)
Are there clear approaches and processes for the integration of each of the thematics workstreams into your work? Can you describe the different approaches?
1.4 Are there adaptations to approaches to integration driven by delegations specifically? Are these adaptations appropriate? *(focus on selected contexts)*
Did the approaches/ processes to integration need to be adapted to your work? (*Ask for examples of adaptations*) –If yes, can you describe the adaptations that were made/ *give examples of adaptations*
Is the need for adaptation particular to your context?
Were the adaptations adopted/ designed at delegation or regional levels?
1.5 Which approaches/processes are considered effective and why?
(including what are the characteristics of effective integration?)
Which approaches and processes for the integration of thematic files into your work/responses were effective? (*ask for examples where they were particularly effective*)
Can you pinpoint what made them effective?

1.6 To what extent are current approaches to integration conducive to the long-term/longevity of integration of OT?
(including conducive/non-conducive specific ways of working)

In what ways would you say the current approaches/ processes for integration contribute to the long/term integration of thematic workstreams?

In what ways would you say the current approaches/ processes detract from the long/term integration of thematic workstreams?

2.1 What are the enabling factors and barriers to effective integration of the OT? (focus on approaches/processes to integration)/ 8.1 What are the enabling factors to the integration of the OT? (*focus on internal systems, protocols, procedures, funding, priorities - Includes looking at Delegation capability, funding, personalities willing or not to advance thematic workstreams within field operations, staff expertise, staff turnover, staff training*)

Can you describe any factors that enabled the integration of the thematic workstreams into field responses?

How important are factors such as internal systems, protocols, procedures, funding, priorities - Includes looking at Delegation capability, funding, personalities willing or not to advance thematic workstreams within field operations, staff expertise, staff turnover, staff training?

8.2 What are the barriers to the integration of the OT? (focus on internal systems, protocols, procedures, funding, priorities - Includes looking at Delegation capability, funding, personalities willing or not to advance thematic workstreams within field operations, staff expertise, staff turnover, staff training)

Can you describe any factors that posed barriers/ challenges to the integration of the thematic workstreams into field responses?

How important are factors such as internal systems, protocols, procedures, funding, priorities - Includes looking at Delegation capability, funding, personalities willing or not to advance thematic workstreams within field operations, staff expertise, staff turnover, staff training?

8.3 What factors/conditions facilitate or hinder the long-term/longevity of integration of OT? (focus on internal systems, protocols, procedures, funding, priorities - Includes looking at Delegation capability, funding, personalities willing or not to advance thematic workstreams within field operations, staff expertise, staff turnover, staff training)

What would you say are the most important factors affecting the longevity and sustainability of integration of OT?

In your view, how important are factors such as on internal systems, protocols, procedures, funding, priorities - Includes looking at Delegation capability, funding, personalities willing or not to advance thematic workstreams within field operations, staff expertise, staff turnover, staff training?

2.2 What opportunities are there to improve the effectiveness of integration approaches?

What do you think could be done to improve the effectiveness of integration approaches into responses?

3.2 How do OT advisors/focal points/dedicated staff share best practices, guidelines, lessons learned and coordinate together, including their services/expertise delivery in the field (at regional and delegation levels)?

In what ways do OT advisors/focal points/dedicated staff share best practices, guidelines, lessons learned with you? (How could this be improved?)

How do the OT advisors/focal points/dedicated staff make their expertise available to you for your field responses? (How could this be improved?)

4.2 Are Human Resources, budgets, management structure of OT perceived as conducive for approaches to integration of each OT?/4.3 What are the perceived structural barriers (within the OT/OTU) to the integration process?

How is the way that the OT is set up in terms of personnel, budgets and management structure conducive, or not conducive to integrating each of the thematic workstreams into responses?

5.1 To what extent the six thematic workstreams are perceived/understood as aligned with the ICRC mandate to protect and assist affected population?

In what ways would you say each of the six thematic workstreams align with the ICRC mandate to protect and assist affected populations?

6.2 What drives the integration of a thematic file? / 7.1 Is the level of integration (re EQ6) of thematic workstreams aligned with Delegations' priorities and the needs of their affected target populations?

(focus: selected contexts) What would you say was the ultimate driver for the inclusion of a thematic file in a response? (prompt: budget; assessed needs, available staff/expertise....)

How far would you say the inclusion of thematic files is dependent on delegation priorities and the needs of the vulnerable affected population?

Category of key informants	Organizational levels
Other thematic units/files	HQ

EQ1: What are the effective approaches to integration of thematic files?

>1.2 How do you define integration? (Any documented definition? What is the vocabulary used? Views/perceptions?)
>
>1.5 Is there any integration between thematics X and/or Y and your unit/file? (If so, can you explain and give specific examples? Good practices? Do you think the integration will last overtime?)

EQ2: What further opportunities are there for the different workstreams (or approach to thematic issue) to improve on their effectiveness?

>2.1 Can you share two enabling factors and two barriers to effective integration of the OT? *(focus on approaches/processes to integration)*
>
>2.2 What opportunities are there to improve the effectiveness of integration approaches? Can you provide some examples, past or upcoming?

EQ3: To what extent are the thematic workstreams effectively coordinating together to share best practices, guidelines, lessons learned and delivery in the field?

>3.1 From your file/unit, do you get to hear/read about any examples of good practices or positive experience in relation to OT coordination of services/expertise delivery to the field?

EQ4: Is the OT set up across HQ, the thematic unit, and regional and delegation levels conducive for approaches to integration? What works? Are there are any structural barriers that hinder the integration process?

>4.3 Are there any structural barriers (within the OT/OTU) to the integration process? If so, are those being addressed and how?

EQ5: To what extend the six thematic workstream are considered aligned with the mandate of the ICRC to protect and assist affected populations?

>5.1 In your view, to what extent the six thematics workstreams are aligned with the ICRC mandate to protect and assist affected population? Of the six, are there any that are more/less aligned and why?

EQ6: Does integration of the different thematic workstreams vary across contexts, for what reasons?

>6.2 Can you explain what is it that drives the integration of a file? How are decisions made? Are there any tools/processes for prioritization?

EQ8: What are the enabling factors and barriers across internal systems, protocols, procedures, funding and priorities set by the delegations/management when it comes to the integration of the thematic workstreams?

>8.1/8.2 Can you share two enabling factors and two barriers to the integration of the OT?
>
>(focus on internal systems, protocols, procedures, funding, priorities - Includes looking at Delegation capability, funding, personalities willing or not to advance thematic workstreams within field operations, staff expertise, staff turnover, staff training)

8.3 Can you name any factors/conditions that facilitate or hinder the long-term/longevity of integration of OT?

Category of key informants	Organizational levels
Other Departments, divisions, units -	HQ

>1.2 How "Integration" is understood outside the OTU - at the delegation, regional and headquarter levels? (including what is the vocabulary used to define "Integration"; What are the definition of terms)

How would you characterize effective integration?

>1.3 What are the different approaches/processes to integration of each of the OT? (including rationale behind approaches/processes)

Are there clear approaches and processes for the integration of each of the thematics workstreams into your work? Can you describe the different approaches?

1.5 Which approaches/processes are considered effective and why? (including what are the characteristics of effective integration?)

Which approaches and processes for the integration of thematic files into your work were effective? (*ask for examples where they were particularly effective*)

Can you pinpoint what made them effective?

1.6 To what extent are current approaches to integration conducive to the long-term/longevity of integration of OT? (including conducive/non-conducive specific ways of working)

In what ways would you say the current approaches/ processes for integration contribute to the long/term integration of thematic workstreams?

In what ways would you say the current approaches/ processes detract from the long/term integration of thematic workstreams?

2.1 What are the enabling factors and barriers to effective integration of the OT? (focus on approaches/processes to integration)/ 8.1 What are the enabling factors to the integration of the OT? (focus on internal systems, protocols, procedures, funding, priorities - Includes looking at Delegation capability, funding, personalities willing or not to advance thematic workstreams within field operations, staff expertise, staff turnover, staff training)

Can you describe any factors that enabled the integration of the thematic workstreams into your work?

How important are factors such as internal systems, protocols, procedures, funding, priorities in terms of facilitating integration – (Includes looking at Delegation capability, funding, personalities willing or not to advance thematic workstreams within field operations, staff expertise, staff turnover, staff training)?

What opportunities are there for improving the integration of the thematic workstreams in your area of work? (e.g., earmarked funding for one or more thematic may offer the opportunity to better structure the approach to integration + resources/challenges linked to donor requirements; L&D: integration/thematics in training; PM&E: challenges/opportunities with PfR/MfR systems)

8.2 What are the barriers to the integration of the OT? (focus on internal systems, protocols, procedures, funding, priorities - Includes looking at Delegation capability, funding, personalities willing or not to advance thematic workstreams within field operations, staff expertise, staff turnover, staff training)

Can you describe any factors that posed barriers/ challenges to the integration of the thematic workstreams into your work?

How important are factors such as internal systems, protocols, procedures, funding, priorities in terms of hindering integration (Includes looking at Delegation capability, funding, personalities willing or not to advance thematic workstreams within field operations, staff expertise, staff turnover, staff training)?

8.3 What factors/conditions facilitate or hinder the long-term/longevity of integration of OT (focus on internal systems, protocols, procedures, funding, priorities - Includes looking at Delegation capability, funding, personalities willing or not to advance thematic workstreams within field operations, staff expertise, staff turnover, staff training)

What would you say are the most important factors affecting the longevity and sustainability of integration of OT?

In your view, how important are factors such as on internal systems, protocols, procedures, funding, priorities for embedding the integration of the thematic workstreams *(Includes looking at Delegation capability, funding, personalities willing or not to advance thematic workstreams within field operations, staff expertise, staff turnover, staff training)?*

2.2 What opportunities are there to improve the effectiveness of integration approaches?

What do you think could be done to improve the effectiveness of integration approaches into responses?

3.2 How do OT advisors/focal points/dedicated staff share best practices, guidelines, lessons learned and coordinate together, including their services/expertise delivery in the field (at regional and delegation levels)?

In what ways do OT advisors/focal points/dedicated staff share best practices, guidelines, lessons learned with you? (How could this be improved?)

How do the OT advisors/focal points/dedicated staff make their expertise available to you? (How could this be improved?)

5.1 To what extent the six thematic workstreams are perceived/understood as aligned with the ICRC mandate to protect and assist affected population?

In what ways would you say each of the six thematic workstreams align with the ICRC mandate to protect and assist affected populations?

> 6.2 What drives the integration of a thematic file?/ 7.1 Is the level of integration (re EQ6) of thematic workstreams aligned with Delegations' priorities and the needs of their affected target populations? (focus: selected contexts)

What would you say was the ultimate driver for the inclusion of a thematic file in a response? *(prompt: budget; assessed needs, available staff/expertise....)*

How far would you say the inclusion of thematic files is dependent on delegation priorities and the needs of the vulnerable affected population?

Category of key informants	Organizational levels
External partners	Selected delegations

EQ1 + EQ 2 + EQ 3: What are the effective approaches to integration of thematic files? What further opportunities are there for the different workstreams (or approach to thematic issue) to improve on their effectiveness?

Tell us briefly about your work and if/how this is related to the ICRC thematics. Do you find within the ICRC the right interlocutors to discuss issues related to the thematic XX?

In your opinion is the ICRC effective in integrating the thematics i.e.:

- allocate the right Focal points
- their staff shows proficiency in the thematic.
- the thematics are integrating in their messaging.
- There is an active participation of the ICRC in relevant cluster, forums, events.
- There is an active contribution of the ICRC in relevant interagency policies, strategies, guidelines etc.
- Any other indicator of a successful/unsuccessful integration of the thematics for the ICRC?

What opportunities are there to improve the effectiveness of integration approaches? Can you provide some examples, past or upcoming of opportunities or missed opportunities?

EQ4: Is the OT set up across HQ, the thematic unit, and regional and delegation levels conducive for approaches to integration? What works? Are there are any structural barriers that hinder the integration process?

From your external angle, do you perceive structural barriers for the integration of the mentioned thematics within the ICRC. (i.e. profile of the ICRC humanitarian interventions ...)

EQ5: To what extend the six thematic workstream are considered aligned with the mandate of the ICRC to protect and assist affected populations?

In your view, to what extent the six thematics workstreams are aligned with the ICRC mandate to protect and assist affected population? Of the six, are there any that are more/less aligned and why?

Evaluation of the Integration of Operational Thematic Workstreams

Co-creating recommendations workshop

Agenda

Date: Thursday 26th January 2023, 8h45 - 15h00

Participants: OP/THEM team – Evaluation Office - KonTerra Facilitators

8h45 – 9h00	**Arrival and set-up of participants**
9h00 – 9h15	**Introduction**
	▪ *Presentation:* Overview of the purpose of the workshop - Presentation of the evaluation/facilitation team – Presentation of the co-creation process
9h15 – 9h50	**Step 1: Pertinence, Realism & Feasible of draft recommendations – any missing?**
	▪ *Short introduction to the Carousel exercise*
	▪ Guiding questions:
	- Are the draft recommendations and sub-recommendations pertinent (in relation to the findings)?
	- Are they feasible/realistic? If not, why?
	- Any important recommendation(s) missing? Linked to which key findings?
9h50 – 10h50	**Step 2: Review & clarification of draft recommendations *(What)* & Identification of all relevant stakeholders *(Who)***
	▪ Short introduction to the guiding questions - Recommendations assigned to the groups
	▪ *Group work – Guiding questions:*
	- Refine wording of the draft recommendations and sub-recommendations
	- Anything to add to the draft recommendations, such as detailed possible steps needed to implement the recommendations?
	- To whom the recommendations should be addressed to? i.e. who exactly has a stake regarding the implementation of the recommendation?
10h50 – 11h10	*20' Break*

11h10 – 13h00	**Step 3: Review & further clarification of draft recommendations** *(What)* **& Review of identified stakeholders** *(Who)* **& Identification of timeframe for implementation** *(When)*

- *Plenary feedback and discussion*

- Discussion around the following guiding questions:

    - Are the draft recommendations and sub-recommendations pertinent (in relation to the findings/problems)? Are they feasible/realistic?

    - Are the stakeholders/addressee the right ones? Anyone missing?

    - What is the timeframe for implementation? (short-term, mid-term or long-term)

    - Looking at the set of recommendations is anything important missing? Linked to which key findings?

- Sequencing recommendations and if time: explore further how to implement recommendations (*How*)

13h00 – 14h00	*Lunch Break*

14h00 - 15h00	**Step 3: Review & further clarification of draft recommendations** *(What)* **& Review of identified stakeholders** *(Who)* **& Identification of timeframe for implementation** *(When)*

- *Plenary feedback and discussion (if needed)*

Finalize outstanding issues, conclusion and wrap up

APPENDIX 15.   QUALITY ASSURANCE

Quality Assurance provided by KonTerra

Quality Assurance (QA) is a critical component of the evaluation services offered by the KonTerra Group. The KonTerra Group's 'Quality System' consists of robust operational procedures and service delivery protocols based on UNEG Norms and Standards for Evaluation[45], OECD/DAC Evaluation Quality Standards[46] and the ALNAP Quality Pro Forma.[47] These standards are tailored as needed to meet client specification. The 'Quality System' informs every aspect of KonTerra's work to ensure we provide quality of both the process and resulting products of evaluation services.

KonTerra's institutional structure and operational procedures are designed to lead a smooth evaluation management process from start to finish. Key measures for high-quality process management include:

Building evaluation team understanding of quality standards: KonTerra's engagement strategy fosters team commitment and understanding of quality standards from day one. All KonTerra contracts include a specific clause mandating team application of both the Client and KonTerra's Quality Systems. At the outset of each evaluation, KonTerra's Quality Assurance (QA) Specialist appointed to the assignment provides a briefing on relevant standards to equip teams with the knowledge and practical tools[48] to fulfil expectations. In addition, teams are briefed on client-specific lessons learned based on previous experience, to ensure the continuous improvement of our evaluation products.

Coherent, realistic, and adapted planning: At inception, the Team Lead (TL) develops detailed activity planning based on a comprehensive understanding of evaluation requirements, agreed upon with key stakeholders (EM, Evaluation Team, Evaluation Committee, and Reference Group). As the evaluation unfolds, the TL iteratively reviews planning to forecast any changes that would be required. Any changes that are necessary are clearly communicated and agreed upon with the client in advance.

Comprehensive stakeholder engagement: KonTerra recognizes that the utility of evaluations relies on stakeholder engagement throughout planning, design, conduct and follow-up to ensure that evaluations are a useful exercise for learning and improving programming. The EM organizes a kick-off meeting at the start of the exercise to clarify the scope and objectives of the evaluation. The TL works with the evaluation manager to clearly define stakeholders' roles from the beginning to ensure appropriate engagement. KonTerra's QA Specialist will support the TL and oversee from KonTerra's side that stakeholders' interests are duly considered during the evaluation.

Dedicated Evaluation Managers: Each contract is led by a dedicated Evaluation Manager (EM) who ensures the evaluation is delivered on time and in accordance with the TOR. Within KonTerra, the EM oversees the administrative, logistic and financial processes for sound management and execution of the evaluation. The EM also facilitates the client-consultant relationship and provides

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[45]United Nations Evaluation Group. 2016. Norms and Standards for Evaluation. New York, UNEG. <www.unevaluation.org/document/download/2787>

[46]OECD DAC network on Development Evaluation. 20210. Quality Standards for Development Evaluation. OECD. <https://doi.org/10.1787/9789264083905-en>

[47]Active Learning Network for Accountability and Performance in Humanitarian Action. 2005.The ALNAP Quality Proforma. ALNAP. <www.alnap.org/system/files/content/resource/files/main/alnap-quality-pro-forma-2005.pdf>

[48]Relevant tools include templates, checklists, and guidance notes

an additional layer of review to ensure that all technical and practical issues are considered and addressed properly and endorsed by the client and the evaluation team - anticipating potential risks and limitations, adapting to the specificities of each context and type of evaluation, and proposing constructive solutions.

Together, the EM and TL ensure QA of the following aspects of the evaluation process:

- Appropriate range of expertise of the evaluation team
- Compliance with procurement regulations, contracting, budget monitoring and payments
- Management of the evaluation's available resources (cost, time, and quality) based on discussions with the client's focal point and in accordance with priority setting
- Accurate and realistic planning in line with the ToR's requirements, and
- Adequate engagement of stakeholders to ensure relevance and usefulness of evaluation.

KonTerra's extensive roster of consultants, experienced full-time staff, dedicated QA position, and incorporation of stakeholder feedback ensure the technical quality of evaluation products. Key measures for high-quality product delivery include:

Curated evaluation teams: KonTerra's extensive roster of experts and accomplished senior evaluation staff members allows us to build evaluation teams based on the particular needs of the evaluation. All team members have a thorough knowledge of key methodological and reporting quality guidance,[49] agency-specific evaluation quality systems, and relevant international standards to be applied in evaluation of development and humanitarian interventions (such as UNEG Ethical Guidance and Code of Conduct, UN SWAP EPI, Gender and Human Rights principles, Do no Harm principles, and Accountability to Affected Populations commitments). Team Leaders hold primary responsibility for the quality of the evaluation product, with additional layers of quality review provided by a dedicated QA Specialist assigned to the activity. As an exceptional QA mechanism, should a Team Lead not be able to deliver at the expected level, KonTerra has the capacity to trigger a 'rescue mission' with our own staff and, at the cost of KonTerra, to take over the responsibilities of the TL. In the rare occasions KonTerra has been obliged to activate a 'rescue mission,' it has been done with discretion, in agreement with the client.

Dedicated Quality Assurance Specialists: Each contract is followed by a QA Specialist who supports the TL in developing evaluations products that provide credible and useful information to enable user's decision-making and incorporation of lessons learned. Each evaluation product goes through a minimum of one thorough QA revision followed by at least one lighter QA revision. The QA Specialist review evaluation products based on KonTerra's 'Quality System' and client-specific standards, providing detailed and constructive feedback for the evaluation team, and ensuring QA and stakeholder comments are satisfactorily addressed. The QA Specialist is responsible for providing final sign-off on products to be submitted to the client once they have confirmed quality standards are achieved. In addition to the technical review, the QA Specialist conducts a full editorial review to ensure that reports are duly formatted, are free from any grammar mistakes or typos, the flow of the text is adequate, with no redundancies etc.

Proactive collection and incorporation of stakeholder feedback: Stakeholders' feedback and commentary on draft reports will be collected via a consolidated comment matrix incorporating input from all reviewers. Organization of feedback in this way allows the team to provide clear

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[49]Including UNEG Norms and Standards for Evaluation, DAC Principles for the Evaluation of Development Assistance, OECD/DAC Guidance for Evaluating Humanitarian Assistance in Complex Emergencies, ALNAP guide for Evaluating humanitarian action using the OECD/DAC criteria, etc.

explanation on how comments have been considered and addressed when making needed revisions. Before submitting revised products to the commissioning unit, the QA Specialist will verify that all comments have been addressed by the evaluation team in the matrix.

The Team Leader and the QA Specialist will focus on the following QA aspects of the evaluation product by considering:

- Appropriateness of specified evaluation questions and related methodological approach and scope to meet evaluation objectives
- Validity and reliability of information sources
- Sufficiency of consultation with, and participation by, stakeholders throughout the evaluation process
- Verification of the completeness of the deliverables, their internal coherence and clarity
- Ensuring accessibility and proper formatting or evaluation reports

Specific to the Draft and Final Inception Report, the following aspects will be examined:

- Consistency with ToR, expectations, and guidance from stakeholders during the inception phase
- Inclusion of suitable data collection tools, triangulation plan, and clearly stated limitations
- Complete evaluation matrix (including indicators, data sources and methods to be used)
- Incorporation of gender dimensions and ethical issues based on comprehensive stakeholder mapping
- Specific to the Draft and Final Evaluation Report the following aspects will be examined:
- Achievement of objectives reflected in ToR and Inception Report
- Coherent and thorough analysis based on triangulation of high-quality evidence
- Clear and logical links from evaluation findings to balanced conclusions and recommendations
- Recommendations that are relevant, clear and actionable for both recipients and donors.