

Evaluation of the New Zealand Red Cross Delegates Programme

Prepared for the New Zealand Red Cross
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1. Executive Summary

1.1 Introduction

The New Zealand Red Cross (NZRC) is one of a small number of National Societies globally that recruits, trains and provides aid workers (delegates) for international Red Cross humanitarian field operations. The NZRC Delegates Programme is co-funded by the NZRC and the Ministry of Foreign Affairs and Trade (MFAT).

Litmus was commissioned by the NZRC to undertake an independent evaluation of the NZRC Delegates Programme. The evaluation determined the relevance, efficiency, effectiveness and sustainability of the Delegates Programme from 1 July 2008. The evaluation was conducted between 6 March and 2 April 2012 and involved a desk review, qualitative interviews and an online survey of NZRC staff, delegates and stakeholders.

1.2 Evaluation findings and conclusions

Programme relevance

The NZRC Delegates Programme is relevant on a number of levels.

The NZRC Delegates Programme is over 50 years old and is the flagship programme for the NZRC. The Programme is the fourth largest contributor of Red Cross delegates internationally. The Programme enables NZRC to fulfil its obligations under Articles 3.3 and 3.4 of the Statutes and Regulations of the Red Cross Movement.¹ The Programme is aligned with the three strategic aims of the International Federation of the Red Cross and Red Crescent *Strategy 2020: Saving Lives, Changing Minds*.²

The NZRC Delegates Programme is relevant to the New Zealand Aid Programme of MFAT. The Programme is aligned with three of MFAT's priority themes outlined in its 2011 International Development and Policy Statement.³

The NZRC Delegates Programme provides opportunities for skilled New Zealanders to contribute to the humanitarian front-line work of the Red Cross Movement.

NZRC supported **49** deployments to **25** countries in 2010/11. A large proportion of deployments were to Pakistan, Iraq and Afghanistan. The **49** missions were spread across **11** specialist technical areas, including health and medical, water and sanitation, and security.⁴ New Zealand is considered to excel in the deployment of delegates across these three technical areas, and there is an opportunity for the NZRC to position itself as the centre of excellence in these areas.

The NZRC Delegates Programme is unique in New Zealand, and there does not appear to be any duplication of effort with other humanitarian organisations in Australasia. There are opportunities to work more closely with Volunteer Services Abroad (VSA) Aotearoa New Zealand and the Australian Red Cross to complement each other's interventions.

¹ International Committee of the Red Cross (ICRC) & International Federation of the Red Cross and Red Crescent Societies (IFRC). (2008). *Handbook of the International Red Cross and Red Crescent Movement – 14th edition*, Geneva

² International Federation of Red Cross and Red Crescent Societies (2010) *Strategy 2020: Saving Lives, Changing Minds*.

³ Ministry of Foreign Affairs and Trade (2011) *International Development and Policy Statement, Supporting Sustainable Development*.

⁴ New Zealand Red Cross (n.d.). *New Zealand Red Cross Humanitarian Assistance Programme 2010/2011 Delegates Report and Financial Statement*.

While the NZRC Delegates Programme has annual operation plans with stated activities, there is no strategic plan or results framework for the Programme. Delegates and other stakeholders do not have a clear understanding of the Programme's intended outcomes.

Programme efficiency

Overall, the NZRC Delegates Programme is being managed in an efficient manner. It is a well-established programme with well-developed policies and systems. The Programme is well coordinated. However, a programme of this maturity, size and strategic importance for NZRC should have a greater programme-management focus.

Over the past three years (2008–11), there have been **153** deployments representing **802** field months to **42** countries. The Programme has been short of its annual deployment target of **300** operational field months per year.⁵ Deployment numbers and length of deployment are affected by demand, especially as a result of unforeseen disasters and the various types of armed conflict that occur and their continuation or escalation. A decline in security and the International Committee of the Red Cross (ICRC) reducing budgets to regions has also impacted on numbers deployed and length of deployment.

The total cost of the NZRC Delegates Programme for the period 2008–12 is **\$9,800,000**. NZRC has contributed **\$5,800,000** towards the programme from annual appeals, donations and retail sales. MFAT has provided a total of **\$4,000,000**. In 2010/11, the Programme was delivered at a cost of **\$55,102** per mission or **\$10,506** per field month.⁶

The Programme is offering value for money. Stakeholders (both domestic and international) consider the Programme is lean and there are few opportunities for cost savings. The management and coordination of the Programme is largely undertaken by one person, and New Zealand delegates are being paid significantly less than their Australian counterparts, or if they were contracted directly by ICRC or the International Federation of Red Cross and Red Crescent (IFRC) to perform the same duties.

Programme effectiveness

Overall, the NZRC Delegates Programme is delivering on most of its intended outcomes.

There is evidence of NZRC having an expert pool of delegates who are deployment ready. NZRC is considered to undertake a robust selection process, provide relevant and quality International Mobilisation and Preparation for Action Training (IMPACT) and pre-deployment field briefings and ensure delegates have realistic expectations of what it is like to work in the field.

There is evidence that the NZRC Delegates Programme provides relevant, quality and timely humanitarian assistance. NZRC is considered to provide quality delegates with the required technical expertise who need minimal induction and deploy humanitarian assistance in a timely manner.

Overall, New Zealand delegates are working well in delivering international humanitarian aid. Delegates are well respected, work well with others in the field, are pragmatic, are good at transferring skills, go beyond what is in their job descriptions and reflect and practice the Red Cross principles of neutrality and impartiality.

While NZRC is considered to be responsive to the requirements of ICRC and IFRC, there is little evidence of the Delegates Programme being aligned with international forecasting for

⁵ New Zealand Red Cross (n.d.). *New Zealand Red Cross Humanitarian Assistance Programme 2010/2011 Delegates Report and Financial Statement*.

⁶ New Zealand Red Cross (n.d.). *New Zealand Red Cross Humanitarian Assistance Programme 2010/2011 Delegates Report and Financial Statement*.

humanitarian assistance. There does not appear to be any strategic analysis of the future of humanitarian aid, the future requirements of stakeholders and how the NZRC Delegates Programme can best contribute to meeting stakeholders' needs in a competitive and value-for-money environment.

A key unintended consequence of the NZRC Delegates Programme was that New Zealand was able to immediately call on an expert pool of readily deployable delegates to assist with the February 2011 Canterbury earthquake response and recovery efforts.

Programme sustainability

There are currently **125** people on the NZRC delegates' panel, of which **78** people are active (either deployed or willing to be deployed with NZRC at short notice). Most delegates undertake two or three deployments before retiring or taking an extended break, while a third of active delegates are long-term career delegates undertaking five or more deployments.

Financial benefits are one of the main criticisms of the Programme. Stakeholders comment on the low pay and rewards paid to NZRC delegates compared with the remuneration received by delegates from other National Societies. However, delegates appear well supported in non-monetary terms by the NZRC.

In the short term, most NZRC delegates would be ready for deployment through the Programme. The main reasons for not being likely to accept a mission is for personal and family reasons. NZRC, unlike some other National Societies, does not support accompanied postings, and most locations and environments are not family friendly.

While delegates are generally satisfied with the support they receive from NZRC, most delegates are looking seriously at their long-term futures with the Programme. Over one-half of delegates surveyed are considering joining another humanitarian assistance programme in the future for better pay and rewards or to advance their careers.

1.3 Recommendations

The evaluation makes nine key recommendations. It is recommended that NZRC:

1. undertakes a needs assessment of future international humanitarian aid for the next five years, including a desk review and stakeholder engagement
2. develops a three- or five-year strategic plan and action plan for the NZRC Delegates Programme that is aligned with the NZRC parent strategy, major donor's strategic direction and international humanitarian need
3. adopts the results framework included in this evaluation report
4. communicates the strategic plan and action plan with stakeholders (including delegates)
5. gives greater emphasis to reporting on outcomes to both MFAT and NZRC management/governance
6. strengthens the programme management of the Programme, while ensuring coordination remains effective
7. considers moving towards a centre of excellence model, particularly for health and medical, water and sanitation, and security and becoming a hot house for talent in these technical areas

8. develops effective and measurable activities to manage the retention of delegates in a value-for-money environment, and plans for natural attrition, due to an ageing panel
9. develops closer and/or strategic partnerships with organisations that have complementary objectives – for example, VSA Aotearoa New Zealand and the Australian Red Cross – or that could offer a ready source of delegates (for example, District Health Boards).

2. Introduction

2.1 New Zealand Red Cross Delegates Programme

The International Red Cross Movement relies on National Societies to provide staff for its field operations. The overall goal of the New Zealand Red Cross (NZRC) Delegates Programme is to *“alleviate the suffering of vulnerable people internationally in times of conflict, disaster or other emergency through resource provided by national societies”*.

NZRC is one of a small number of National Societies globally that recruits, trains and provides aid workers (delegates) for international Red Cross humanitarian field operations. The NZRC Delegates Programme recently celebrated 50 years of service.

The NZRC Delegates Programme is co-funded by the NZRC and the Ministry of Foreign Affairs and Trade (MFAT).

Specific activities of the NZRC Delegates Programme include:

- recruiting, selecting and training a minimum of **14** appropriately skilled personnel (delegates) for field operations
- implementing and conducting the Red Cross International Mobilisation and Preparation for Action Training (IMPACT) course, the prerequisite training required for deployment
- having a budgeted deployment target of **300** operational field months
- maintaining a constant pool of no less than **six** delegates for immediate emergency response and assessment missions
- maintaining close links with MFAT by submitting timely reports, acknowledging MFAT’s support to the programme in NZRC media initiatives and regular liaison meetings.

2.2 Evaluation of the New Zealand Red Cross Delegates Programme

NZRC and MFAT required an independent evaluation of the NZRC Delegates Programme for the current funding term – 1 July 2008 to 30 June 2012.

NZRC will use the evaluation findings to make any changes to the NZRC Delegates Programme to improve relevance, efficiency, effectiveness and sustainability. MFAT will use the evaluation to inform decisions on future funding of the NZRC Delegates Programme.

The evaluation objectives were aligned with the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC)⁷ criteria:

- to determine the **relevance** of the NZRC Delegates Programme

⁷ The Terms of Reference also required the evaluation to determine the impact of the Delegates Programme (e.g. for example, impacts on vulnerable people). However, during project inception meetings with NZRC and MFAT it was agreed that the evaluation would focus on outcomes at organisation and delegate levels not on outcomes for vulnerable people.

- to determine the **efficiency** of the NZRC Delegates Programme
- to determine the **effectiveness** of the NZRC Delegates Programme
- to determine the **sustainability** of the NZRC Delegates Programme.

Before commencing the evaluation, Litmus completed an inception report, which detailed the specific evaluation questions, data sources and data collection tools.⁸ The inception report also included a retrospective results framework to frame the evaluation. The inception report was reviewed and approved by NZRC and MFAT.

2.3 Evaluation method

A mixed-method approach was undertaken for the evaluation.

- A desk review⁹ was undertaken to understand the intent of the Programme and to obtain relevant feedback on delegate training and delegate performance. The desk review included a review of programme design and reporting documentation, training course evaluations and a selection of supervisors' reports on delegates' performance in the field.
- Qualitative research was undertaken to explore in depth the relevance, effectiveness, efficiency and sustainability of the NZRC Delegates Programme. **Fifteen** face-to-face, telephone and Skype interviews were undertaken. Interviews were conducted between 6 and 22 March 2012.
- Quantitative research was undertaken to measure the relevance, efficiency, effectiveness and sustainability of the NZRC Delegates Programme and to gather views from a larger number of stakeholders. There were **143** stakeholders who were sent a link to the survey and **77** completed the survey, representing a response rate of **54%**.¹⁰ The survey ran from 15 March and 2 April 2012.

The sample for the qualitative and quantitative phases was purposefully drawn from NZRC delegate and stakeholder lists. Table 1 shows the sample achieved for the evaluation of the NZRC Delegates Programme.

Table 1: Achieved sample for the evaluation of the New Zealand Red Cross Delegates Programme

| Audience | Qualitative phase n= | Quantitative phase n= |
|---|---------------------------------|----------------------------------|
| Delegates | 4 (active) | 61 (active and inactive) |
| New Zealand Red Cross staff | 3 | 4 |
| International Committee of the Red Cross | 5 | 6 |
| International Federation of the Red Cross | 2 | 5 |
| Ministry of Foreign Affairs and Trade | 1 | 1 |
| Total | 15 | 77 |

⁸ The qualitative and quantitative data collection tools are appended.

⁹ The list of documents reviewed is appended.

¹⁰ Non-respondents included 59 who did not click on the link, two who clicked on the link but did not begin the survey and five who clicked on the link and started but did not complete the survey.

3. Determining Programme Relevance

3.1 Introduction

Determining the relevance of the NZRC Delegates Programme focuses on the extent to which the Programme is aligned with the priorities of funders and donors (NZRC and MFAT) and the needs of the target populations. It also focuses on the extent to which the Programme is tailored to local needs and contexts and complements other interventions.

3.2 Key findings

Ninety-one percent of the stakeholders surveyed rate the *relevance* of the NZRC Delegates Programme as **very good or good**.

Over the past three decades, the world has witnessed a significant increase in the number of disasters reported; from fewer than 100 disasters per year reported in 1975 to more than 400 disasters in 2010. Simultaneously, the number of people affected by disasters and the economic damages caused by reported disasters have increased.¹¹ The nature of armed conflicts also continues to evolve. The predominant form of conflict today, the non-international armed conflict, often stems from State weaknesses that leaves room for local militias and armed groups to take matters into their own hands. Another important feature is the duration of armed conflict. The majority of ICRC operations today take place in countries where the conflict has been present for two, three and four decades.¹²

The Programme is aligned with the three strategic aims of the IFRC *Strategy 2020: Saving Lives, Changing Minds*:

1. save lives, protect livelihoods, and strengthen recovery from disasters and crises
2. enable healthy and safe living
3. promote social inclusion and a culture of non-violence and peace.

While the NZRC Delegates Programme has annual operation plans with stated activities, there is no strategic plan or results framework for the Programme. Instead, it receives its mandate and direction from the overall goal of the NZRC international humanitarian programme “to alleviate the suffering of vulnerable people by mobilising effective and appropriate humanitarian aid”.

The NZRC Delegates Programme enables NZRC to fulfil its obligations under Articles 3.3 and 3.4 of the Statutes and Regulations of the Red Cross Movement.¹³ Article 3.3. states that National Societies, within the limits of their resources, provide assistance for victims of armed conflict, as provided in the Geneva conventions, and for victims of natural disasters and other emergencies. Such assistance will be in the form of services, personnel, materials, financial and moral support (abridged). Article 3.4 states that, in order to carry out these tasks, National Societies recruit, train and assign such personnel as are necessary for the discharge of their responsibilities (abridged).

¹¹ International Federation of Red Cross and Red Crescent Societies (2010) *Strategy 2020: Saving Lives, Changing Minds*.

¹² International Committee of the Red Cross (2010). *Emergency Appeals 2011, Geneva*.

¹³ International Committee of the Red Cross (ICRC) & International Federation of the Red Cross and Red Crescent Societies (IFRC). (2008). *Handbook of the International Red Cross and Red Crescent Movement – 14th edition, Geneva*.

The 2010 year was a landmark for the NZRC Delegates Programme as it marked the 50th anniversary since NZRC sent its first delegate to Morocco in 1960. New Zealand is the **fourth** largest contributor of Red Cross delegates internationally (after the United Kingdom, Canada and Australia). The NZRC Delegates Programme has grown significantly in the past nine years. In 2002, **23** delegates were deployed and in 2010/11 NZRC supported **49** deployments to **25** countries. A large proportion of deployments were to Pakistan, Iraq and Afghanistan. The **49** missions were spread across **11** specialist technical areas, and over half of these deployments were in the health and medical area, for which New Zealand has a known specialism.¹⁴ Some stakeholders believe there is an opportunity for the NZRC to position itself as the 'centre of excellence' for the recruitment and deployment of health and medical, water and sanitation, and security workers.

NZRC deploys very few general delegates as the ICRC insists on a high degree of French for these deployments, which the New Zealand delegate pool is lacking. A few stakeholders consider that the NZRC should invest in French language training for its delegates to broaden their appeal to the IFRC and ICRC or specifically target French language speakers in addition to non-French speaking applicants. However, most stakeholders who commented on this issue feel that, to be effective in these roles, delegates need to have a high degree of conversational French involving extensive training, and New Zealand should not be investing in this area.

NZRC delegates are also a dedicated resource to the ICRC and IFRC as NZRC does not operate bilateral programmes with other National Societies. NZRC delegates also come with funding from New Zealand, which enhances their relevance to the ICRC and IFRC.

NZRC delegates fill a niche. A number of the other bigger National Societies have moved into bilateral programmes and run their programmes alongside. NZRC are the only ones that don't do bilaterals, and readily provide delegates to the Committee and Federation. (IFRC)

A few domestic stakeholders raise a significant opportunity for bilateral NZRC programmes in the Pacific, thereby allowing more focused and efficient response to natural disasters. NZRC is implementing a bilateral programme to Timor-Leste in 2013 to enable a more focused and efficient response to this country.

The NZRC Delegates Programme provides opportunities for skilled New Zealanders to contribute to the humanitarian front-line work of the Red Cross Movement. It is therefore relevant in the current political climate of investing in the front line rather than building bureaucracy.

The NZRC Delegates Programme is commonly referred to within NZRC as the 'flagship programme' of the organisation. While **93%** of stakeholders surveyed **strongly agree or agree** that New Zealand is well regarded internationally within the Red Cross Movement, national stakeholders comment that NZRC could do more to raise the profile of the Programme within New Zealand. It is felt that the average New Zealander would have low awareness of the Programme and its achievements.

We need to provide awareness (of the Programme) in our communities i.e. schools / service groups and workplaces. It should be a name that is synonymous with the NZRC, not just the work done after the quakes in Christchurch. (Delegate)

¹⁴ New Zealand Red Cross (n.d.). *New Zealand Red Cross Humanitarian Assistance Programme 2010/2011 Delegates Report and Financial Statement.*

The Programme is relevant to the New Zealand Aid Programme of MFAT. The Programme is aligned with three of MFAT's priority themes as outlined in its 2011 International Development and Policy Statement – 'Promoting Human Development', 'Improving Resilience and Responding to National Disaster' and 'Building Safe and Secure Communities'.¹⁵

The policy statement pledges support to larger, longer-term, comprehensive initiatives that, evidence proves, are more likely to lead to effective results.¹⁶ The Red Cross Movement is the world's largest humanitarian organisation, providing assistance without discrimination as to nationality, race, religious beliefs, class or political opinions.

The policy statement also aims to channel more aid through New Zealand development non-governmental organisations to support partnerships in developing countries, particularly in the Pacific. It pledges continued support for coordinating New Zealand non-governmental organisations, including for humanitarian emergency and disaster relief.¹⁷

The Programme has alignment with the 'Principles-and-Good-Practice-of-Humanitarian-Donorship', which New Zealand is a signatory.

The NZRC Delegates Programme is unique in New Zealand. While stakeholders consider that the Programme shares many of the same philosophies and values as VSA Aotearoa New Zealand (for example, independence, non-religious and non-political), it is the only organisation providing expert technical capacity for ongoing programmes, particularly in health and medical, in times of conflict, disaster or other emergency. NZRC often advises applicants with more limited and/or generic skills to approach VSA Aotearoa New Zealand. However, there does not appear to be any formal or informal working arrangements between the two organisations to further each other's objectives.

The NZRC Delegates Programme operates in a competitive environment, and there does not appear to be any formal or working relationship between the NZRC and Australian Red Cross delegates programmes. In the current financial environment, and with the move to closer ties between New Zealand and Australia, there could be opportunities for both organisations to work more closely together to complement each other's programmes.

3.3 Conclusions

The NZRC Delegates Programme mobilises effective and appropriate humanitarian aid to alleviate the suffering of vulnerable people. It is unique – there is no other New Zealand programme providing expert technical assistance internationally in response to armed conflict, natural disasters or other emergencies. It is relevant on a number of levels. It is the flagship programme of the NZRC and fulfils NZRC's obligations to other National Societies as per Articles 3.3 and 3.4 of the Statutes and Regulations of the Red Cross Movement. It is also relevant to MFAT because it is aligned to the 2011 International Development and Policy Statement. There may be opportunities to further enhance the Programme's relevance by complementing other programmes in the humanitarian sector, and by it becoming a centre of excellence in the health and medical, water and sanitation, and security technical areas.

¹⁵ Ministry of Foreign Affairs and Trade (2011) *International Development and Policy Statement, Supporting Sustainable Development*.

¹⁶ Organisation for Economic Co-operation and Development (2009) *Managing Aid: Practices of DAC Member Countries*, available on www.oecd.org.

¹⁷ Ministry of Foreign Affairs and Trade (2011) *International Development and Policy Statement, Supporting Sustainable Development*.

4. Determining Programme Efficiency

4.1 Introduction

The efficiency of the NZRC Delegates Programme centres on the work of the Programme, whether resources have been managed efficiently and the extent to which results have been achieved in the least costly manner possible.

4.2 Key findings

Overall, **88%** of the stakeholders surveyed rate the efficiency of the NZRC Delegates Programme as **very good or good**.

The NZRC Delegates Programme is a well-established, 50-year-old programme. Consequently, many of its policies and systems are well developed and run smoothly.

The NZRC Delegates Programme is located within the international team of NZRC headquarters in Wellington. The Programme has one full-time international operations coordinator. The current coordinator has been in the role two years and brought to the role relevant experience managing a donor organisation's country desk. The Programme also has shared access to an administrator who provides support to NZRC's international programmes. While the number of dedicated full-time programme staff is lean, the coordinator can call on the skills and expertise of international programme staff, who also provide coverage when the coordinator is on leave.

The Programme is considered to be well coordinated. However, some stakeholders expect that a programme of this maturity and size should have a greater programme management focus, that is, clear and stated programme objectives and outcomes in the context of humanitarian aid and stakeholders' needs, effective management of the programme to achieve the stated objectives and outcomes, and monitoring of programme activities. Some delegates comment that they are not clear on the outcomes of the NZRC Delegates Programme. Stakeholders put this lack of programme management focus down to the resources available within the team and the lack of role distinction between coordination and management duties within the coordinator's role.

Although the basics are taken care of and management is responsible, I sense the management of the Delegates Programme is very lean – verging on over worked, and not able to be proactive. (Delegate)

The main activities of the NZRC Delegates Programme are to recruit and select delegates, train and prepare delegates for deployment, raise the profile of the Programme and debrief and review missions.

NZRC and MFAT meet regularly and they appear to have a professional and mutually satisfactory working relationship. NZRC reporting to MFAT has been sufficient to meet the conditions set out in the 2008-2012 grant funding arrangement. Reporting has been outputs rather than outcomes-focussed, in line with practices current in 2008. NZRC has provided reports to MFAT on time. NZRC has also provided MFAT with informal reporting

detailing events in the field. MFAT has found this additional reporting valuable and insightful.

Recruitment and selection of delegates

Recruitment to the NZRC Delegates Programme is largely passive. New Zealand citizens and permanent residents are eligible to apply to the Programme by registering their interest with a supporting resume on the NZRC website. The website accepts applications throughout the year. NZRC typically receives about 60 applications per year.

NZRC notes that it has become increasingly challenging to attract suitable delegates because employers (for example, District Health Boards) are less likely than before the recession to provide workers with leave without pay for delegate duties. At present, NZRC does not have any strategic relationships or partnerships with organisations that could refer potential delegates.

NZRC reviews applications once a year and invites shortlisted applicants to attend an interview. At the interview, NZRC assesses the applicant's technical skills as well as their expectations of being a delegate, their potential resilience in the field and their family situation and ability to travel. This process appears to be working well, and, with all but a few exceptions, most people selected for training have the required technical ability and personal resilience for working in extreme environments.

Train and prepare delegates

Applicants who pass the interview stage are invited to undergo an IMPACT course¹⁸ to further determine their suitability and train them for their potential roles as delegates in the field. The training also assists applicants to determine whether the role of the delegate is right for them, and a few often 'deselect' themselves through the training process.

IMPACT training is run in accordance with the Red Cross Reference Handbook and is facilitated by NZRC and representatives from ICRC and IFRC. It is a residential course and covers a range of sessions, including the history and principles of the Red Cross Movement, ICRC and IFRC activities, humanitarian standards, disaster response, security and safety, telecommunications and PR and media. The cost of training is \$3,500 per person.

A total of **64** people have undergone training over the past four years (Table 2). In the 2010/11 training, **six** were trained for NZRC's Emergency Response Unit, **two** were trained for other National Societies (as part of NZRC's regular support and agreement with other National Societies) and **one** person was trained from MFAT.

Table 2: Numbers attending International Mobilisation and Preparation for Action Training (IMPACT) and Basic Training Course (BTC)

| Year | Number attended IMPACT and BTC |
|--------------|---------------------------------------|
| 2008/09 | 18 |
| 2009/10 | 15 |
| 2010/11 | 16 |
| 2011/12 | 15 |
| Total | 64 |

¹⁸ Prior to 2010, potential delegates went on training referred to as the Basic Training Course (BTC).

NZRC has developed a Participant's Assessment Form, rating participants' understanding and acceptance of the Red Cross Movement, communication skills, analytical skills, teamwork and interpersonal and intercultural skills. These forms were completed and were used as the basis for selecting delegates onto the panel in 2008/09, but they were not used in 2010/11 and, instead, organisers and facilitators opted for a 'round table discussion' to agree on who would be accepted on to the panel.

Course participants also fill in an evaluation form rating the IMPACT sessions and calling for suggestions to improve the training.

Once participants satisfactorily pass the training, they are deemed 'deployment ready' and placed on the delegates' panel. With the exception of one or two people, most applicants are placed on the delegates' panel. Following the September 2011 training, **six** of the **seven** applicants were deemed deployment ready and all **six** have been deployed internationally or nationally.

Delegates selected for deployment undergo a full briefing of the assignment and country situation and receive a full medical.

Delegate mobilisation

Over the past three years (2008–11) there have been **153** deployments representing **802** field months to **42** countries (Table 3).

The NZRC has a deployment target of **300** operational field months per year. In 2010/11, NZRC was short in its target and had **257** operational field months (Table 3). Deployment numbers and length of deployment are affected by demand, especially as a result of unforeseen disasters and the various types of armed conflict and their continuation or escalation. A decline in security and ICRC reducing budgets to regions has also impacted on numbers deployed and length of deployment.

Table 3: Number of deployments and deployment months

| Year¹⁹ | Number of deployments | Number of field months |
|--------------------------|------------------------------|-------------------------------|
| 2008/09 | 57 | 290 |
| 2009/10 | 47 | 255 |
| 2010/11 | 49 | 257 |
| Total | 153 | 802 |

Mission debriefings

Following deployment, delegates attend a debriefing session in Wellington and undergo a full psychological assessment.

Programme costs and value for money

The total cost of the NZRC Delegates Programme for the period 2008–12 is **\$9,800,000**. NZRC has contributed **\$5,800,000** towards the programme from annual appeals, donations and retail sales. MFAT has provided a total of **\$4,000,000** (Table 4).

¹⁹ Due to the timing of the evaluation, data is not available for the 2011/12 year.

Table 4: New Zealand Red Cross Delegate Programme funding

| Year | NZRC | MFAT | Total |
|--------------|--------------------|--------------------|--------------------|
| 2008/09 | \$700,000 | \$1,000,000 | \$1,700,000 |
| 2009/10 | \$1,700,000 | \$1,000,000 | \$2,700,000 |
| 2010/11 | \$1,700,000 | \$1,000,000 | \$2,700,000 |
| 2011/12 | \$1,700,000 | \$1,000,000 | \$2,700,000 |
| Total | \$5,800,000 | \$4,000,000 | \$9,800,000 |

Salaries and financial rewards are the largest cost item for the Programme. In 2011/12, NZRC programme staff and overseas delegates received **\$1,175,282** excluding additional package benefits. In the same year, in-country costs (housing and monthly subsistence allowance) of **\$671,654** were paid in response to requests by some National Societies. Travel and accommodation for NZRC programme staff and overseas delegates totalled **\$267,123**, reflecting the need to deploy delegates to remote and/or difficult to reach locations and at short notice. Insurance, freight and medical costs totalled **\$103,006** and training totalled **\$70,380**.²⁰

In 2010/11, the NZRC Delegates Programme deployed **49** missions (undertaken by **36** delegates) over 257 field months at a cost of **\$2,700,000** or **\$55,102** per mission or **\$10,506** per field month. Stakeholders (both domestic and international) consider the Programme is lean and there are few opportunities for cost savings. The management and coordination of the Programme is largely undertaken by one person, and New Zealand delegates are being paid significantly less than their Australian counterparts or if they were contracted directly by ICRC or IFRC to perform the same duties (discussed further in Section 6).

I think the NZRC Delegates Programme is incredibly efficiently managed. Look at the ratio of support staff to field staff. I doubt there is a more efficient ratio in the RCRC movement. (Delegate)

Comparative data

The Australian Red Cross Delegates Programme is the most comparable programme to compare the NZRC Delegates Programme to. The Australian Red Cross are estimating the total number of delegates deployed in 2011/12 to be **190** (compared to **49** New Zealand delegates in 2010/11). On average they have **40-50** delegates in the field each month.

While per mission costs were not made available by the Australian Red Cross for this evaluation, programme costs are likely to be higher than the NZRC Delegates Programme due to the financial benefits paid to delegates (refer to Section 6).

4.3 Conclusions

The coordination of the NZRC Delegates Programme is managed efficiently. It has well-developed policies and systems, reflecting the maturity of the Programme. However, there is a need for a greater programme management focus, given the size and importance of the Programme, to manage risks and uncertainties in this value-for-money environment.

The Programme is delivering value for money to NZRC and MFAT, and there are few opportunities for cost savings.

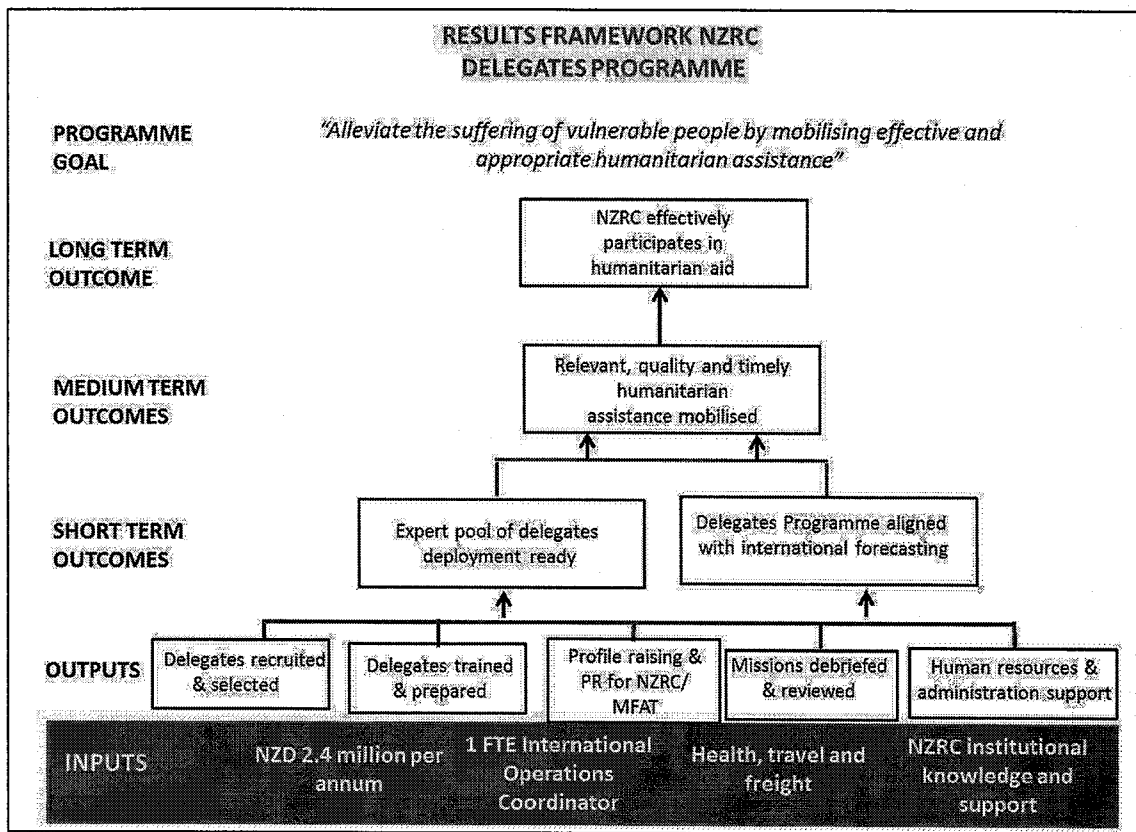
²⁰ New Zealand Red Cross (n.d.). *New Zealand Red Cross Humanitarian Assistance Programme 2010/2011 Delegates Report and Financial Statement*.

5. Determining Programme Effectiveness

5.1 Introduction

Determining the NZRC Delegates Programme effectiveness measures the extent to which the Programme has or is likely to achieve its intended outcomes. In the absence of a results framework (logical framework) at the Programme's inception, the results framework²¹ detailed in Figure 1 was developed during evaluation planning to outline intended short-term, medium-term and long-term outcomes for the Programme.

Figure 1: Results framework: New Zealand Red Cross Delegates Programme



Note: NZRC = New Zealand Red Cross; PR = public relations; MFAT = Ministry of Foreign Affairs and Trade; NZD = New Zealand dollars; FTE = full-time equivalent.

5.2 Key findings

Overall effectiveness of the New Zealand Red Cross Delegates Programme

Overall, **87%** of the stakeholders surveyed rate the effectiveness of the NZRC Delegates Programme as **very good or good**.

²¹ The results framework was developed in a participatory manner with NZRC and MFAT in February 2012.

For every National Society there is the odd person who doesn't work out, this is rare for NZRC delegates. (ICRC)

Progress on intended outcomes

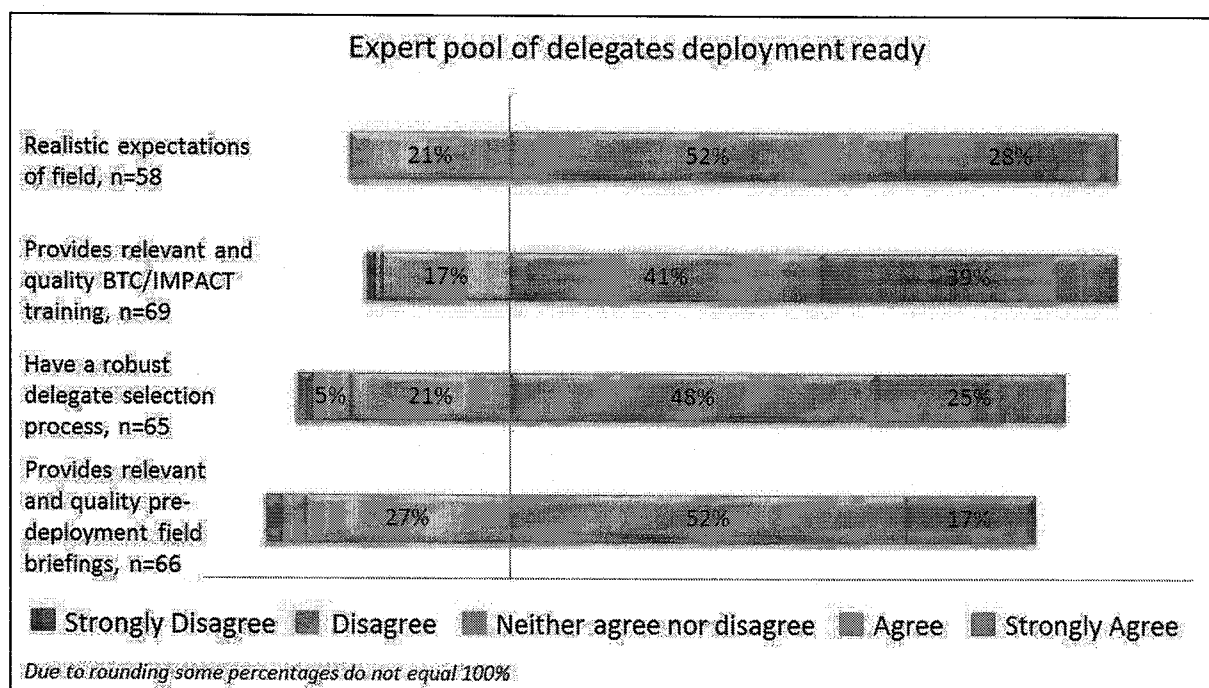
The following outlines progress against the four short-term, medium-term and long-term outcomes of the Programme.²²

1. Expert pool of delegates deployment ready

There is evidence of NZRC having an expert pool of delegates who are deployment ready. As shown in Figure 2, NZRC is considered to undertake a robust selection process (73% strongly agree or agree), provide relevant and quality IMPACT (80% strongly agree or agree), provide relevant and quality pre-deployment field briefings (69% strongly agree or agree) and ensure delegates have realistic expectations of what it is like in the field (80% strongly agree or agree).

The Programme has recently established a team of **eight** delegates (two more than required under the funding arrangement with MFAT) who can be deployed within **48** hours' notice.

Figure 2: Expert pool of delegates deployment ready



Note: BTC = Basic Training Course; IMPACT = International Mobilisation and Preparation for Action Training.

There are lots of people with a starry eyed view of saving the world and misunderstand what humanitarian work is all about. We still get people wanting to save the world when the world doesn't want saving. They don't fit in and get disillusioned. The New Zealand selection process is good. New Zealand weeds these ones out. (IFRC)

²² Determining progress made against the Programme goal was out of scope in the Terms of Reference for the evaluation.

The delegate's suitability to work internationally is good – this reflects the selection process even the ones on their first mission. (IFRC)

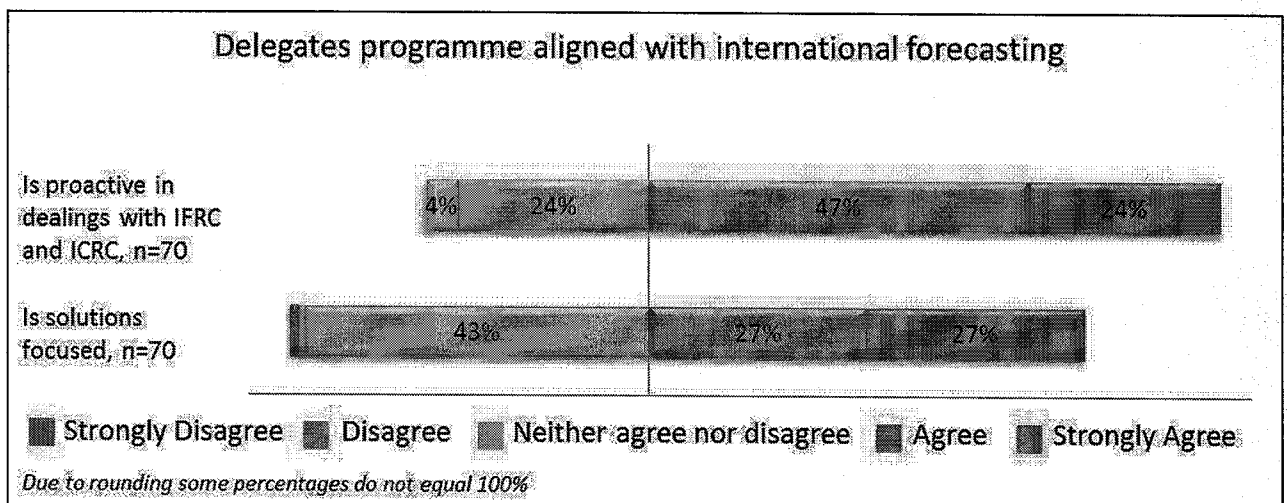
2. Delegates Programme aligned with international forecasting

While NZRC is considered to be responsive to the requirements of ICRC and IFRC, **there is little evidence of the Delegates Programme being aligned with international forecasting for humanitarian assistance.** There does not appear to be any strategic analysis of the future of humanitarian aid, the future requirements of stakeholders and how the NZRC Delegates Programme can best contribute to meeting stakeholders' needs in a competitive and value-for-money environment.

While the international operations coordinator attends annual meetings with ICRC in Geneva, and ICRC visits New Zealand from time to time, communication between NZRC, ICRC and IFRC is challenging, due to the different time zones.

As shown in Figure 3, **71%** and only **54%** strongly agree or agree that NZRC is proactive in its dealings with IFRC and ICRC and is solutions focused, respectively.

Figure 3: Alignment with international forecasting



Note: IFRC = International Federation of Red Cross and Red Crescent; ICRC = International Committee of the Red Cross.

There is a need for on-going communication with stakeholders, needs assessment and advance planning, to keep pace with the evolving environment at all levels. (ICRC)

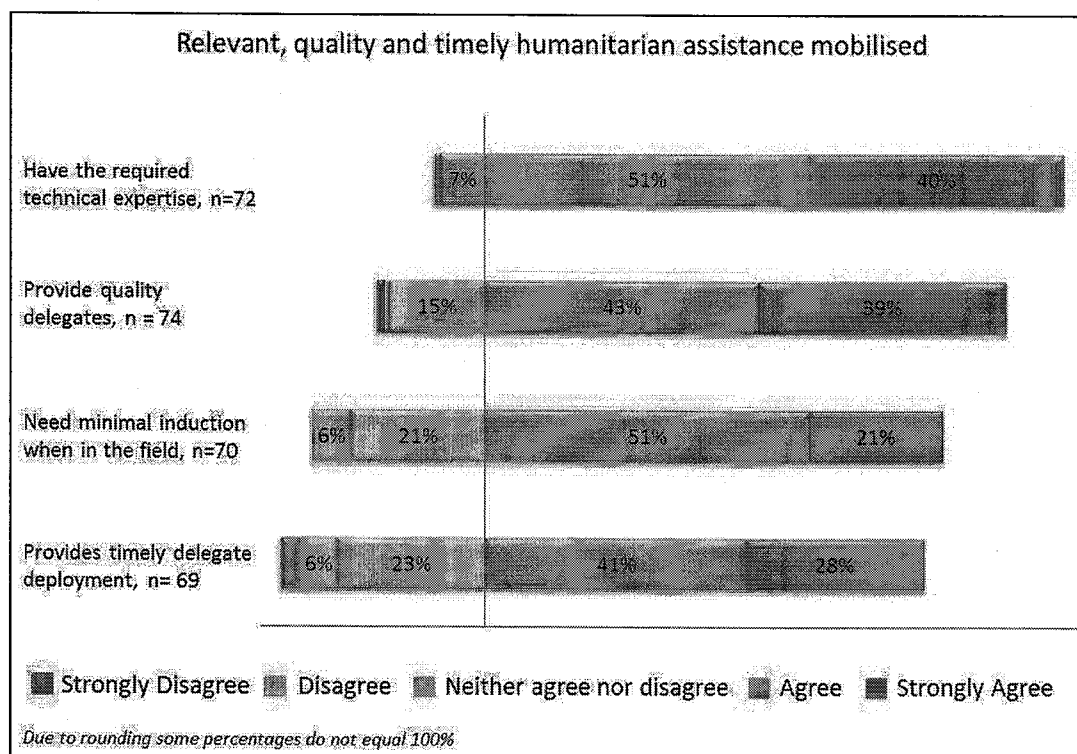
We need better networking with IFRC and ICRC in terms of HR requirements, potential roles, and needs as identified in the field and that the interface with the identified needs of IFRC and the ICRC is either maintained or improved. (NZRC)

3. Relevant, quality and timely humanitarian assistance mobilised

There is evidence that the NZRC Delegates Programme provides relevant, quality and timely humanitarian assistance. As shown in Figure 4, NZRC is considered to provide quality delegates with the required technical expertise who need minimal induction (**82%**, **90%** and **71%** **strongly agree or agree**, respectively). A further **93%** **strongly agree or**

agree that humanitarian assistance is mobilised in a timely manner. Timeliness is often dependent on obtaining the necessary visas, which are beyond NZRC's control.

Figure 4: Relevant, quality and timely humanitarian assistance mobilised



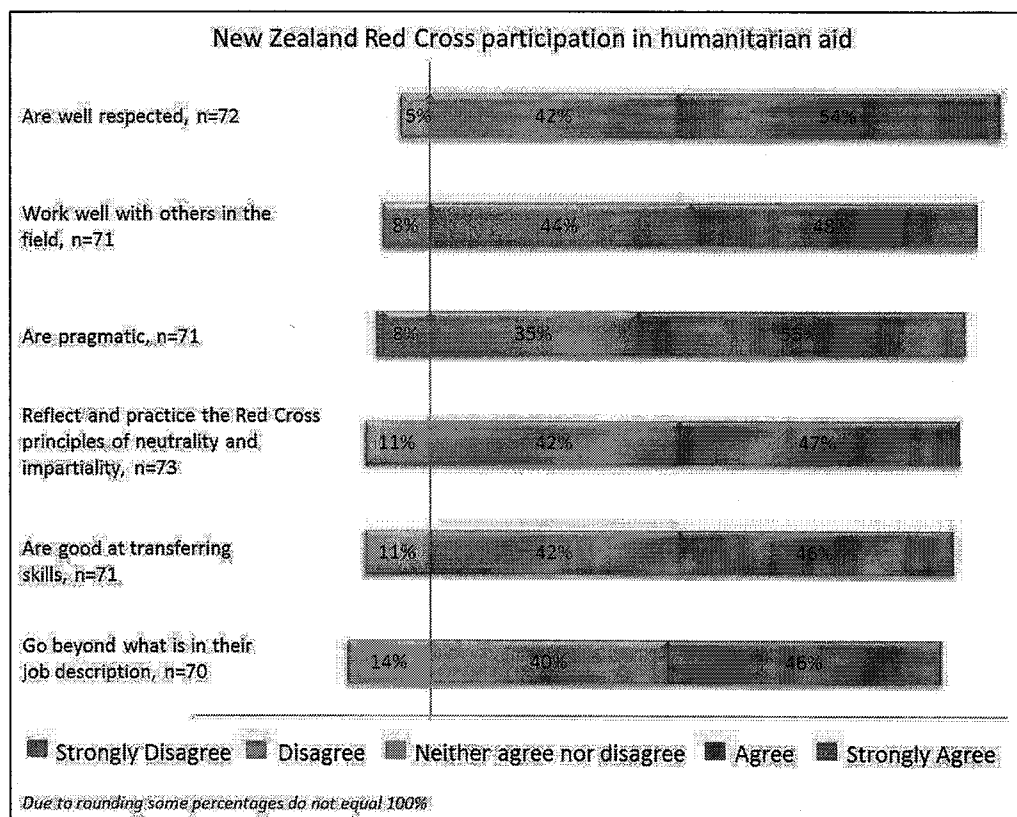
I am confident sending New Zealand delegates to work with national societies. They can manage themselves very well and cope on their own. (IFRC)

They are able to send us on time, relevant delegates who are appropriate and well prepared. (ICRC)

4. New Zealand Red Cross effectively participates in humanitarian aid

Overall, New Zealand delegates are working well in delivering international humanitarian aid. As shown in Figure 5, delegates are well respected (95% **strongly agree or agree**), work well with others in the field (93% **strongly agree or agree**), are pragmatic (91% **strongly agree or agree**), are good at transferring skills in the field (89% **strongly agree or agree**), go beyond what is in their job description (88% **strongly agree or agree**) and reflect and practice the Red Cross principles of neutrality and impartiality (88% **strongly agree or agree**).

Figure 5: Satisfaction with New Zealand Red Cross participation in humanitarian aid



Generally speaking kiwis have a can-do attitude. Most New Zealanders get on and take the good with the bad and are quite relaxed. Very seldom do we have an issue with New Zealand delegates. They are practical, pragmatic and get on with the job. (IFRC)

A review of all available completion reports²³ over the current funding period shows that 97% of delegates at least fulfil the requirements for the post – 9% made an outstanding achievement and 47% made an above average contribution to the post (Table 5). Many supervisors comment on the contribution delegates have made over a relatively short period of time in extremely challenging environments.

Table 5: Supervisors' appraisals of delegates at end of deployment

| Supervisors' appraisal rating (n=90) | Percent (%) |
|--|-------------|
| Excellent: The staff member's contribution exceeds the requirements for the post both qualitatively and quantitatively. | 9 |
| Very good: The staff member's contribution is above average for the post. | 47 |
| Good: The staff member's contribution fulfils the requirements of the post | 41 |
| Satisfactory: The staff member's contribution is average for the post. | 2 |
| Unsatisfactory: The staff member's contribution does not fulfil the requirements of the post. | 1 |
| Total | 100 |

²³ ICRC and ICRC use different rating scales to score delegates. ICRC uses the five-point scale detailed in Table 5 and IFRC uses a four-point scale from 'exceeds expectations' to 'unsatisfactory'. For the purposes of calculating a universal rating measure of delegate's performance, the ICRC scale was adopted (given the larger number of forms from ICRC), and IFRC ratings were re-coded with the assistance of supporting supervisor comments.

A seasoned health professional as well as an experienced delegate, J was the ideal candidate to start up the health action on the government side in xxx. She built up good relations with the difficult health authorities. As a multi-tasker she addressed during her quite short mission all ICRC health priorities and gave ample support. It was a great pleasure to work with J. (Supervisor)

I believe the IFRC could ask no more of B than to have fully achieved expectations and in a lot of aspects he has been able to achieve more. What B was tasked to do and the timeframe in which to do it, allayed against what he has achieved, his results are very impressive and a great boost to the on-going programmes. (Supervisor)

A total of **26** NZRC nursing delegates have been awarded with the Florence Nightingale Medal since the Programme began. This award is the highest distinction by the ICRC for exceptional courage and devotion to the wounded, sick or disabled or to civilian victims of a conflict or disaster.

Seventy percent of the stakeholders surveyed **strongly agree or agree** that NZRC provides relevant and timely mission debriefings following a delegate's deployment.

Progress on unintended outcomes

A key unintended consequence of the NZRC Delegates Programme was that New Zealand was able to immediately call on an expert pool of readily deployable delegates to assist with the February 2011 Canterbury earthquake response and recovery efforts. **Nine** delegates were deployed to Christchurch within **24 hours** of the February earthquake, and **one** delegate is currently leading the Canterbury Earthquake Community Recovery Programme. This deployment was funded by the NZRC Canterbury response and recovery budget.

5.3 Conclusions

The NZRC Delegates Programme is performing well against three of its four stated outcomes. There is evidence of achievement against the deployment readiness of delegates, delegate mobilisation and delegates' contribution in the field. However, there is poor progress on the Programme being aligned with international forecasting.

The Programme has also demonstrated that it has *transferability* to domestic settings in times of domestic emergencies.

6. Determining Programme Sustainability

6.1 Introduction

The sustainability of the NZRC Delegates Programme is founded on having a readily deployable expert pool of delegates in sufficient numbers to meet the requirements of the ICRC and IFRC.

6.2 Key findings

New Zealanders join the NZRC Delegates Programme for a number of reasons. The Red Cross brand (encompassing fundamental principles of humanity, neutrality and impartiality) and being part of the Red Cross Movement are strong motivators for joining the Programme. Of the people on the delegates panel, **62%** say they joined the Programme to be part of the Red Cross Movement and a further **60%** say they joined to alleviate the suffering of vulnerable people (Table 6). Other key reasons for joining the Programme are to work in different cultural contexts (**49%**), for personal and professional adventure (**40%**) and to gain relevant experience in developing countries (**26%**) (Table 6).

Table 6: Reasons for joining the New Zealand Red Cross Delegates Programme

| Reasons for joining (n=55). Note: Multiple responses possible. | Percent (%) |
|--|-------------|
| Work specifically for Red Cross | 62 |
| Alleviate suffering of vulnerable people | 60 |
| Work in different cultural contexts | 49 |
| For personal and professional adventure | 40 |
| Gain relevant work experience in developing countries | 26 |

There are currently **125** people on the NZRC delegates' panel. NZRC estimates **78** of people on the panel are **active** (either deployed or willing to be deployed with NZRC at short notice). The remaining **47** panel members are delegates who have either retired from delegate life or have taken an extended break from deployments to raise a family, study or work in New Zealand, and/or wish to retain a connection with the Programme.

The panel is well utilised. Of the people surveyed on the delegates' panel, **87%** have been deployed and **64%** have been deployed in the past **three** years. NZRC comments that most delegates undertake two or three deployments before retiring or taking an extended break. However, there are also a significant number of delegates (**31%**) who are long-term career delegates and have undertaken five or more deployments (Table 7).

Table 7: Number of deployments undertaken by New Zealand Red Cross delegates

| Number of deployments (n=55) | Percent (%) |
|------------------------------|-------------|
| 1 | 22 |
| 2 | 13 |
| 3 | 14 |
| 4 | 7 |
| 5 or more | 31 |
| Not been on deployment | 13 |
| Total | 100 |

There seem to be almost 2 groups: the 'professional delegates' who have been around forever, do deployment after deployment. They are the backbone of the Delegates Programme and it is a way of life for them. Then there are those who do a couple of missions, then fade away. I don't think money is a strong driver for the first group. (IFRC)

Currently, there are more women (67%) than men (33%) on the panel. The panel does not reflect the ethnic diversity of New Zealand – there is only one Māori on the panel. The panel is also *mature*, with 77% of people over the age of 40 and 43% of people over the age of 50 (Table 8).

Table 8: Age of delegates on the panel

| Age of delegates (n=55) International Federation of Red Cross and Red Crescent | Percent (%) |
|--|-------------|
| Under 30 years | 3 |
| 30–39 years | 20 |
| 40–49 years | 34 |
| 50–59 years | 28 |
| 60 years or more | 15 |
| Total | 100 |

Generally, delegates consider they are well supported by the NZRC, and this comment is echoed by ICRC stakeholders who are familiar with other National Societies' pay and support conditions. NZRC is striving hard to support deployed delegates by providing a total support package, including medical, psycho-social support, freight, Christmas parcels, return trips to New Zealand mid-way through extended deployments and generous leave provisions (3.5 days per month). **Seventy-one percent** of the stakeholders surveyed **strongly agree or agree** that NZRC provides good personal support and pastoral care to its delegates and **66% strongly agree or agree** that NZRC provides a good support package (other than remuneration) across the entire deployment cycle (Figure 6).

While NZRC provides some professional development and training to delegates between missions, only **49% strongly agree or agree** that NZRC provides delegates with relevant and timely professional development and training (Figure 6). There is evidence to suggest that providing professional development to delegates between deployments is a factor in retention.

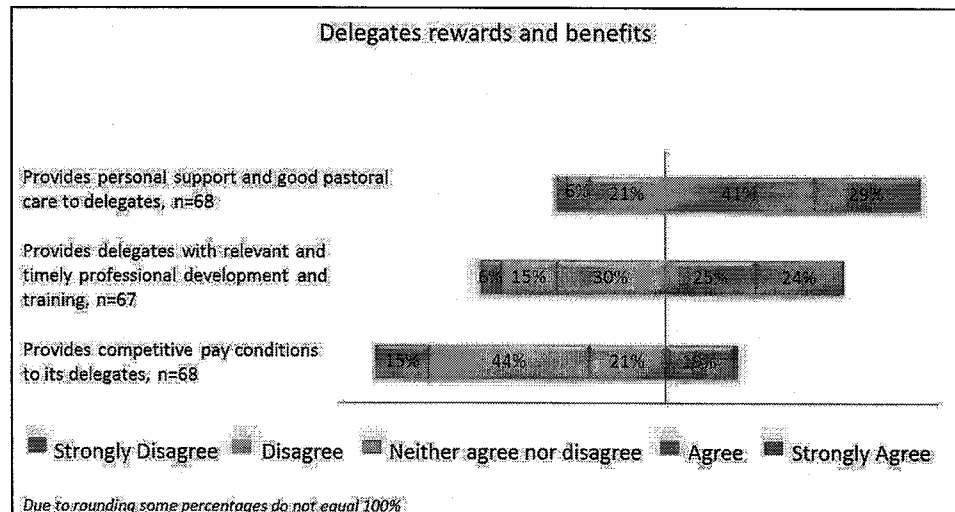
Financial benefits are one of the main criticisms of the Programme. Stakeholders comment on the low pay and rewards paid to NZRC delegates compared with the remuneration received by delegates from other National Societies (Table 9). Some stakeholders gave examples of delegates from other countries being paid at significantly higher amounts to the New Zealand delegates they are reporting to. Current pay conditions do not satisfactory reflect the volatile environments that many delegates work in, lack of personal freedom and long working hours. Only **21% strongly agree or agree** that NZRC provides competitive pay conditions to its delegates (Figure 6).

Table 9: Salary comparisons for first mission between NZRC and Australian Red Cross Delegates Programmes

| Delegate's role (entry level/first mission) | NZRC Delegates Programme Salary NZD | Australian Delegates Programme Salary NZD equivalent ²⁴ |
|---|-------------------------------------|--|
| Water and habitat | \$43,470 | \$77,961 |
| Health worker excluding doctors and other specialists | \$48,520 | \$63,597 |
| Logistics | \$52,780 | \$68,787 |

Note: the Australian Red Cross adheres to different scales depending on whether the delegate is being seconded to the ICRC, IFRC or for a bilateral mission.

Figure 6: Delegate pay and rewards



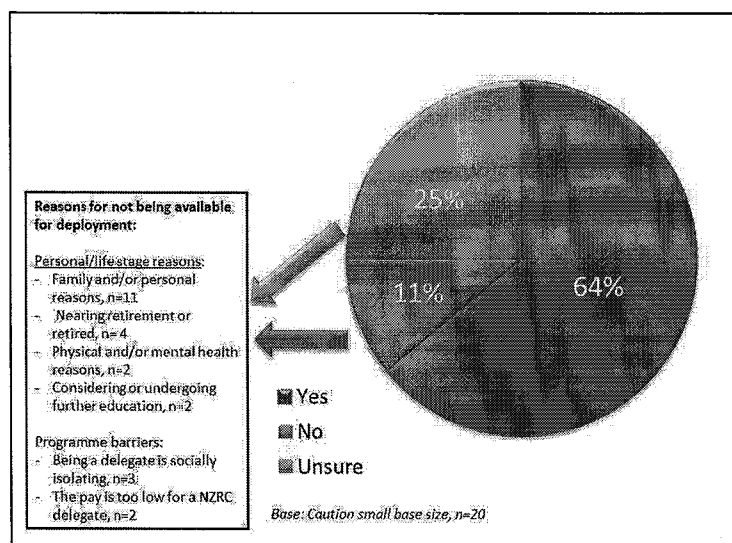
The NZRC Delegates Programme will only be sustainable if they continue to deploy delegates who are willing to work on a semi voluntary basis and not mind that they are struggling financially to survive in a global market. (Delegate)

Current remuneration makes on-going longer term deployment within NZRC difficult. Salary drop is manageable for me, but not sustainable for several years on-going. (Delegate)

In the **short term**, most NZRC delegates surveyed would be ready for deployment through the Programme. Of people surveyed on the NZRC delegates panel, **64%** say they would accept a suitable mission if it became available in the next six months or at the end of their current mission (Figure 7). A further **25%** are unsure whether they would accept a mission and **11%** would not accept a mission for the NZRC (Figure 7). The main reason for not being likely to accept a mission is for personal and family reasons (**55%**). NZRC, unlike some other National Societies, does not support accompanied postings, and most locations and environments are not family friendly.

²⁴ Exchange rate current at 27/05/12 (www.nzforex.co.nz)

Figure 7: Likelihood of accepting future deployment in next six months



Note: NZRC = New Zealand Red Cross.

While delegates are generally satisfied with the support they receive from NZRC, most surveyed are looking seriously at their **long-term** futures with the Programme. **Sixty-two percent** surveyed on the NZRC delegate's panel are considering joining another humanitarian assistance programme in future. Most frequently mentioned international programmes were the ICRC (**44%**), the IFRC (**35%**) or a United Nations agency (**21%**) (Table 10). Reasons for moving could be to further their careers by moving into programming roles or *switching* programmes for better pay and rewards. Some are at a *cross roads* as to whether to continue a professionally and personally rewarding role with the NZRC or to seek financial rewards, with few of the supporting benefits, through contracting directly with the ICRC. Interestingly, delegates who have joined another humanitarian programme continue to hold a strong emotional attachment to the NZRC Delegates Programme and are often disappointed when their achievements are not recognised by the Programme.

I want to stay with NZRC but I find the remuneration package so low, that I am having to consider my future with NZRC. NZRC is very supportive and I would be sad to have to leave, but I need to consider my future. (Delegate)

Table 10: Other humanitarian programmes delegates would consider joining in future

| Other programmes would consider joining (n=34). Note: Multiple responses possible. | Percent (%) |
|--|-------------|
| International Committee of the Red Cross | 44 |
| International Federation of Red Cross and Red Crescent | 35 |
| United Nations agency | 21 |
| Volunteer Services Abroad | 18 |
| Australian Red Cross | 15 |
| Médecins Sans Frontières (MSF) | 15 |
| Save the Children | 12 |

6.3 Conclusions

The NZRC Delegates Programme is sustainable in the short term with a core team of experienced and quality delegates for international deployment.

However, there is evidence to suggest that the medium- and long-term sustainability of the Programme is under threat, with many newer delegates seeking greater financial rewards if they are to commit to a long-term career as a New Zealand delegate. The committed career delegates are mature and perhaps will commit a further five years with the Programme.

I think there is no doubt that the delegates programme is sustainable in the future, but that this can be improved though ensuring that newly trained delegates are coming through the system. (NZRC)

7. Recommendations

The evaluation makes nine key recommendations. It is recommended that NZRC:

1. undertakes a needs assessment of future international humanitarian aid for the next five years, including a desk review and stakeholder engagement
2. develops a three- or five-year strategic plan and action plan for the NZRC Delegates Programme that is aligned with the NZRC parent strategy, major donor's strategic direction and international humanitarian need
3. adopts the results framework included in this evaluation report
4. communicates the strategic plan and action plan with stakeholders (including delegates)
5. gives greater emphasis to reporting on outcomes to both MFAT and NZRC management/governance
6. strengthens the programme management of the Programme, while ensuring coordination remains effective
7. considers moving towards a centre of excellence model, particularly for health and medical, water and sanitation, and security and becoming a hot house for talent in these technical areas
8. develops effective and measurable activities to manage the retention of delegates in a value-for-money environment, and plans for natural attrition, due to an ageing panel
9. develops closer and/or strategic partnerships with organisations that have complementary objectives – for example, VSA Aotearoa New Zealand and the Australian Red Cross – or that could offer a ready source of delegates (for example, District Health Boards).

Annexes

1. Documents reviewed

Aid Effectiveness Team, IDG DSE. (2011). *Developing, Appraising and Approving an Activity Design: Guideline*.

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2. Qualitative discussion guide

Evaluation of the New Zealand Red Cross Delegates Programme Qualitative Discussion Guide

1. Introductions:

- Introduce self/Litmus/evaluation purpose/informed consent
- Invite stakeholder to outline their involvement/association in the Delegates Programme, so questions can be tailored accordingly (i.e. most stakeholders will only be able to answer some of the questions).

2. To determine the relevance of the Delegates Programme.

- How relevant is the Delegates Programme to international humanitarian effort?
- Are the outcomes and outputs of the Delegates Programme consistent with the goals and intended outcomes of New Zealand's Official Development Assistance?
- Are the outcomes and outputs of the Delegates Programme consistent with the goals and outcomes of the NZRC?
- Are the outcomes and outputs of the Delegates Programme consistent with New Zealand's obligations under Articles 3.3 and 4 of the Red Cross movement?

3. To determine the effectiveness of the Delegates Programme

- What outputs and outcomes has the programme achieved over the last three years?
- To what extent has progress been made towards the programme's intended outputs and outcomes (show Results Framework)
- What, if any unintended outcomes have been achieved?
- What factors supported and/or constrained the achievement of outputs and outcomes? Which of these were inside/outside NZRC's control?

4. To determine the efficiency of the Delegates Programme

- To what extent has the Delegates Programme been efficiently managed by NZRC (including use of resources, governance and management)?
- To what extent has the Delegates Programme provided value for money?
 - Could the same results and/or quality been achieved with less money? and/or could greater results and/or quality been achieved with the same money?
- How does the work of the Delegates Programme complement or overlap with other partners' work?
- What factors supported and/or constrained programme efficiency? Which of these were inside/outside NZRC's control?

5. To determine the sustainability of the Delegates Programme

- To what extent has the Delegates Programme attracted suitable delegates?
- What has been the rate of attrition for delegates over the funding period?
- For what reasons did 'active' delegates become 'passive' delegates or have no involvement with the programme?
- What other programmes (both in New Zealand and overseas) have competed with the Delegates Programme for potential delegates?
- What factors supported and/or constrained programme sustainability? Which of these were inside/outside of NZRC's control?

3. Quantitative questionnaire

Evaluation of the New Zealand Red Cross Delegates Programme Online Survey 090312

Survey introduction

The New Zealand Red Cross (NZRC) has asked Litmus, an independent social research and evaluation consultancy, to survey its stakeholders. The purpose of this survey is to inform the evaluation of the NZRC Delegates Programme. This information will be used to make sure the Programme is relevant to stakeholders, delivering on intended outcomes, efficiently managed and sustainable.

Your response to this survey is **confidential**. Your answers will be grouped anonymously with others in the final report to the NZRC.

The survey will take **up to ten minutes**. The survey must be completed in one sitting. Once the survey window is closed, you will not be able to return to it. We'd appreciate your response by **Monday 26 March**.

If you have any questions about the evaluation please contact sally@litmus.co.nz or aarondavy@redcross.org.nz.

Main survey

Your views on the New Zealand Red Cross (NZRC) Delegates Programme

Thank you for agreeing to take part in this confidential survey on the NZRC Delegates Programme.

Q1. What is your current association with the NZRC Delegates Programme?

More than one response possible

Deployed delegate

Delegate awaiting deployment

Retired delegate (from field work)

New Zealand Red Cross staff

Donor organisation staff

International Federation of the Red Cross and Red Crescent Societies staff

International Committee of the Red Cross staff

Other association (please specify)

[If Deployed delegate/awaiting deployment/retired delegate continue, otherwise skip to Q11]

Q2. What year did you first join the NZRC Delegates Programme?

One response only

2011-2012

2009-2010

2007-2008

2005-2006

2003-2004

2001-2002

2000 or earlier

Q3. In what year did you start your most recent deployment through the NZRC Delegates Programme?

One response only

- 2011-2012
- 2009-2010
- 2007-2008
- 2005-2006
- 2003-2004
- 2001-2002
- 2000 or earlier
- Not been on deployment

[If 2001 or later or not been on deployment continue, otherwise skip to Q11]

Q4. How many deployments have you undertaken through the NZRC Delegates Programme since 2001?

One response only

- 1 deployment
- 2 deployments
- 3 deployments
- 4 deployments
- 5 or more deployments
- Not been on deployment since 2006

[If been on deployment continue, otherwise skip to Q6]

Q5. In which region is your current or most recent deployment through the NZRC?

One response only

- Pacific
- Asia
- Middle East
- Africa
- Eastern Europe
- Central America
- Other (please specify)

Q6. What is your main area of expertise for the NZRC Delegates Programme?

One response only

- Health and medical
- Shelter and construction
- Economic security
- Security and risk management
- IT and telecommunications
- Organisational development
- Monitoring and evaluation
- Resource Mobilisation
- Water and sanitation
- Logistics
- Other (please specify)

Q7A. For what reasons did you join the NZRC Delegates Programme?

More than one response possible

- To gain relevant work experience in developing countries
- To alleviate suffering of vulnerable people
- To work in difference cultural contexts
- To work specifically for the Red Cross
- For personal or professional adventure
- Other (please specify)

Q7B. What other international humanitarian assistance programmes have you ever applied to join?

More than one response possible

Voluntary Services Abroad

World Vision

Save the Children

Médecins Sans Frontières (MSF)

United Nation (UN) Agencies

Australian Red Cross

International Federation of the Red Cross and Red Crescent Societies (direct contract)

International Committee of the Red Cross (direct contract)

Other (please specify)

Not joined any other international humanitarian assistance programme

Q7C. What other humanitarian assistance programmes are you considered joining in future?

More than one response possible

Voluntary Services Abroad

World Vision

Save The Children

Médecins Sans Frontières (MSF)

United Nation (UN) Agencies

Australian Red Cross

International Federation of the Red Cross and Red Crescent Societies (direct contract)

International Committee of the Red Cross (direct contract)

Other (please specify)

Not considering any other international humanitarian assistance programme

[If considering joining another programme, continue, otherwise skip to Q8]

Q8. If a suitable mission became available in the next six months, or at the completion of your current deployment through the NZRC Delegates Programme, would you accept deployment?

One response only

Yes

No

Unsure

[If no/unsure continue. If yes, skip to Q10]

Q9. For what reasons would you not be available for deployment through the NZRC Delegates Programme in the next six months?

More than one response possible

Physical and/or mental health reasons

Family and/or personal reasons

There are better employment options in New Zealand

There are better employment options elsewhere overseas

Considering or undergoing further education

Nearing retirement or retired

Being a delegate is socially isolating

Being a delegate is too risky

The pay is too low for a NZRC delegate

Other international humanitarian programmes have better pay and/or conditions

Other (please specify)

Q10. And what is the main reason that you would not agree to deployment through the NZRC Delegates Programme in the next six months?

One response only

Physical and/or mental health reasons

Family and/or personal reasons

There are better employment options in New Zealand

There are better employment options elsewhere overseas

Considering or undergoing further education

Nearing retirement or retired

Being a delegate is socially isolating

Being a delegate is too risky

The pay is too low for a NZRC delegate

Other international humanitarian programmes have better pay and/ or conditions

Other (please specify)

Q11. On a scale of 1 to 5, how strongly do you agree or disagree with the following statements about the NZRC Delegates Programme?

One response per statement

Rotate statements

Provide non applicable option for each statement

Agree strongly → disagree strongly, N/A

The NZRC Delegates Programme is...

- Efficient and well managed
- Undertakes a robust delegate selection process
- Provides relevant and quality delegate BTC/IMPACT training
- Provides relevant and quality pre-deployment field briefings
- Provides timely delegate deployment
- Is proactive in its dealings with IFRC and ICRC
- Is solutions-focussed
- Provides quality delegates
- Is well regarded internationally within the Red Cross/Red Crescent movement
- Provides competitive pay conditions to its delegates
- Provides relevant and timely mission debriefings
- Provides delegates with relevant and timely professional development and training
- Provides a good support package (other than remuneration) for the entire deployment cycle
- Provides personal support and good pastoral care to their delegates

Q12. On a scale of 1 to 5, how strongly do you agree or disagree with the following statements about the New Zealanders who have been deployed by the NZRC Delegates Programme?

One response per statement

Rotate statements

Provide non applicable option for each statement

New Zealand delegates are...

- Pragmatic
- Work well with others in the field
- Go beyond what is in their job description
- Have realistic expectations of what it is like in the field
- Need minimal induction when in the field
- Are well respected
- Reflect and practice the Red Cross principles of neutrality and impartiality
- Have the required technical expertise
- Are good at transferring skills

Q13. What is your assessment of the relevance to stakeholders, delivery on intended outcomes and efficiency of management of the NZRC Delegates Programme from July 2008 to December 2011?

One response each for relevance, effectiveness and efficiency

- Very poor
- Poor
- Fair
- Good
- Very good

Q14. What is your assessment of the overall performance of the NZRC Delegates programme from July 2008 to December 2011?

One response only

- Very poor
- Poor
- Fair
- Good
- Very good

Q15. What suggestions do you have, to improve the NZRC Delegates Programme to ensure it:

15A. Is relevant to stakeholders

15B. Delivers on intended outcomes

15C. Is efficiently managed.

15D. Is sustainable in the future

Open ended questions

Q16A. In which region are you located?

One response only

- Pacific (including New Zealand/Australia)
- Asia
- Middle East
- Africa
- Europe
- North America
- Central America
- South America
- Other (please specify)

[If Delegate (active, retired, waiting deployment) continue, otherwise skip to 17]

Q16B. Which age group do you fall into?

One response only

- Under 30 years
- 30 – 39 years
- 40 – 49 years
- 50 – 59 years
- 60 years or more

Q16C. Which ethnic group/s do you belong to?

More than one response possible

- New Zealand European/Pakeha
- Maori
- Samoan
- Cook Island Maori
- Tongan
- Fijian
- Chinese
- Sri Lankan

Indian
European (other)
Other (please specify)

Q17. Finally are you?

One response only

Male
Female

Thank you for taking part in this survey to inform the evaluation of the NZRC Delegates Programme.

