

PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

FINANCE TRAINING

30 December 2004

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 181 countries.

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In Brief

Appeal No. 01.96/2004; Programme Update no. 2, Period covered: July to December, 2004; Appeal coverage: 60.7%; No Outstanding needs: as a consequence of funding, in June 2004 a decision was made that the programme would continue with one trainer instead of two.

(click here to go directly to the attached Contributions List (also available on the website).

Appeal target: CHF 464,705 (USD 360,018 or EUR 298,471)

Related Emergency or Annual Appeals: N/A

Programme summary: After a successful two years the Finance Training programme is now ready to enter a new phase. Over 864 participants have been trained (in the field or going to the field) in the last 24 months. Since November 2002, 553 participants attended the three-day course for programme managers, the main goal of which is to help national society managers, Federation budget holders and local personnel in their daily project management. Over 120 new delegates received a financial induction course when passing through Geneva, and 191 national society personnel and delegates were provided financial training during disaster management workshops, primarily during Field Assessment and Coordination Team (FACT) and Emergency Relief Unit (ERU) training. These courses received high ratings by the participants.

A roster of 36 finance staff have now received Training of Trainers (ToT) and delivery of local training courses has begun in 2004, with the Finance Training Unit providing support. This core group of ToT trained facilitators is the corner stone of the programme, as it will ensure its sustainability in future years. Course content and delivery was adjusted in 2004, tailored towards the individual needs of specific groups. In addition, the participation of representatives from national societies in the workshops should continue to increase.

Overall, 2004 has been a successful year for the Finance Training programme: 13 new financial trainers were added to the core group of field trainers, a new version of the budget holder course was developed for national societies, and 18 workshops were delivered in the field. The progress achieved will serve as a solid basis for the 2005 programme which will operate directly with the core group of local trainers or community of practitioners. To underline the role of the Financial Training programme in the development of financial capacity of national societies, this programme has been incorporated into the Organizational Development 2005 Appeal (05AA093). Thank you to all donors who have supported this programme since its launch, in particular the British, Norwegian, and Icelandic Red Cross, and Britain's Department for International Development (DFID).

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This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning (refer below to access the detailed logframe documents). All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

Goal: Optimize the use of financial resources to address the needs of the most vulnerable.

Objective: To improve financial skills of programme managers in National Societies and Delegations.

Expected programme result 1; and related projects for this objective: Delegates and Heads of Delegations will have a clear understanding of their roles and responsibilities in the area of financial management, as well as the ability to use the standard financial tools.

- new delegates will attend a half-day induction course covering the following areas:
 - financial planning,
 - budgeting,
 - managing income and expenditure and
 - donor reporting.

A session on the Financial Monitoring and Reporting system (FMR), the most frequently used financial tool in the field, will also be included in the training course.

- Heads of delegations will be given one-to-one briefing on financial management with a hands-on session on the FMR.
- Finance delegates will be given briefings on the training programme and its content.

Progress/Achievements

- Since the last programme update, two new induction courses were organized which brings the total number of new delegates to 49 in 2004 (120 since the beginning of the programme). The course content included all key sections described above; it contains several exercises and gives participants the opportunity to ask questions. The main financial management tool used at the Federation (FMR) is shown on line and is used as a basis to explain the main features of the financial system, such as Pledge Management Notes or the budget templates. This tool is now used very frequently by programme managers; since its launch on the Federation's extranet (FedNet) one year ago, 66,000 visits were registered. Feedback from participants on the induction course is very positive. The manual which is distributed to all participants with the key procedures is systematically updated and adapted to the needs of participants.
- Eight heads of delegations and Federation representatives were provided financial training since January 2004, complemented by their respective Regional Finance Units (RFUs).
- Five finance delegates were briefed on the Finance Training Programme. Recruitment of finance delegates is decreasing globally as they are being replaced by locally recruited finance officers. This change has been taken into account when selecting finance trainers in the field.

Impact: roles and responsibilities are clear among delegates and heads of delegations. Access to financial information is facilitated, improving and speeding-up the operational capacity of delegates.

Expected programme result 2: delegates, local staff, heads of delegations and programme managers of national societies, working with Federation funding, will be able to manage their programmes in line with Federation procedures. An important feature of the programme is the participation of national societies programme managers. For 2003, the optimum targets for participation at each course were set at 20% for national society programme managers, 40% for delegates and 40% for local employees. In 2004, 40% of all participants will be national society programme managers, 30% will be local staff, and 30% will be Federation delegates. The newly established network of finance trainers and the development and roll out of a new finance module -- designed specifically to meet the needs of national society participants -- should contribute to meeting this target. This national society finance module will be developed in collaboration with the Organizational Development Department and a supporting national society.

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- Training sessions will take place at the Federation's delegations with the support of the RFUs who will contribute to both content and presentation of the training modules. Training sessions will follow the model delivered in 2003 consisting of a three day interactive workshop, with case studies and hands on exercises on the current financial management tools such as the FMR. The target for 2004 was to deliver or supervise 16 workshops per trainer for 2 trainers; however funding constraints have resulted in retaining one trainer only.
- Presentation material of financial modules will be sent to the RFUs on a regular basis to be used as training material for local financial training. Key training modules will be posted on the Federation's extranet.

Progress/Achievements

- Similar to 2003, donor funding only provided for one trainer in 2004, however the active participation of local trainers have allowed the programme to exceed its target.
- In 2004, finance workshops were facilitated with the following 26 delegations and national societies, bringing the number of participants to 553: Iraq, Jordan, Turkey, Lebanon, Azerbaijan, Zimbabwe, Swaziland, Thailand, Myanmar, the Democratic People's Republic of Korea, China, Senegal, Afghanistan, Pakistan, Kenya, Somalia, Uganda, Rwanda, Belarus, Moldova, Ukraine, Iran, Suva and Papua New Guinea. Some of these sessions were combined for efficiency reasons, and in total 18 workshops took place. This list includes five workshops which were facilitated directly by local finance trainers in India, Mongolia, Russia, Sri Lanka and Peru. The remaining 13 were co-facilitated by local trainers with a view to prepare for 2005 when all training will be facilitated by local trainers. Evaluations and feedback from participants can be found in the chart below. Attendance of national society personnel has increased from 18% in 2003 to 29% in 2004, reflecting the efforts to encourage the participation of national societies. Although the target for 2004 was set at 40%, this increase shows that further progress can be made, especially through locally facilitated workshops which contributed to the increase of these results in 2004.
- Facilitation and presentation material are regularly sent to the field. Detailed speaker notes have been developed and sent to financial personnel to help them facilitate the course. All presentation materials which are distributed to participants are available through FedNet. A CD-containing training material has been prepared for trainers and distributed during the last ToT workshop. A new course aimed specially at national society programme managers has also been developed, concentrating on the financial management of working advances and cash transfers. It has been tested successfully with the Red Crescent Society of the Islamic Republic of Iran and the Uganda Red Cross Society.

The following table shows details regarding numbers of participants and their technical area.

Number of participants trained from Nov. 2002 until November 2004	Delegates	Local Staff	NS Staff	Total	
Top and Middle management positions	62	5	26	93	17%
Technical Support (Fin/Adm/Logist/Inform/HR)	37	123	42	202	36%
Programme (OD/Health/W&S/Youth/SW/Relief/DPP)	110	90	58	258	47%
Total	209	218	126	553	
Result for the entire programme (24 months)	38%	39%	23%		
2004 Results	35%	36%	29%		
2004 Target	30%	30%	40%		

Feedback and course evaluations:

In the 2004 objectives the target was to obtain a 90% satisfaction rate for the course evaluation, i.e. excellent and

good evaluations had to represent a total of 90%. This rate reached 99% during 2004 -- a positive result compared to the target. The chart below shows details of the participants' feedback.

Participants evaluation statistics*	Excellent	Good	Average	Poor
Workshop Contents/Materials	60%	38%	2%	0%
Course Leader	80%	20%	0%	0%
Overall value of the course	64%	35%	1%	0%
Total Answers (5'933)	67%	32%	1%	0%

Impact: To measure the impact of the budget holder training workshops, the following three criteria were used: awareness of procedures; budget approval; and adequate use of financial information. After attending the Budget Holder workshop, participants have a good understanding of key procedures such as the budget approval, the authorization, working advances and cash transfers to national societies. They perform exercises based on FMR information which helps them retrieve financial information easily. When looking at key performance indicators such as the budget approval rate, there has been an improvement in the last 12 months; between November 2003 and October 2004, the budget approval rate on all projects worldwide improved from 66% to 85%.

Expected programme result 3: Financial staff will be able to disseminate financial knowledge and experience in delegations and national societies to improve financial skills in the field.

- Finance staff that have been trained as financial trainers will deliver training locally with the help of the Programme Finance Trainer, a target of 10 sessions will be set for 2004.
- An additional 10 finance staff will be identified within the RFUs and among local finance personnel to become finance trainers and thus increase the local availability of financial trainers.

Progress/Achievements:

- In addition to the budget holder workshops which were co-facilitated by finance analysts from the RFUs or local finance officers, five training sessions have been directly facilitated by finance staff trained by our unit. In addition, the RFU for the Americas organized a ToT workshop for all finance staff of the region. This session was entirely facilitated by the Head of the RFU and the former ToT participants from the region. The number of participants was 21.
- A second ToT workshop was organized in November 2004 with 6 new participants. The total number of finance personnel trained in 2004 reached 13 which brings the core group of trainers to 36. This result is undoubtedly the most significant one, as regional teams are more and more autonomous in delivering financial management training.

Impact: the core group of financial trainers continues to grow. The most important impact of the ToT is the availability of local training resources. Training sessions can take place at very short notice and at a reduced cost. An added advantage of the TOT is that it develops communication skills among participants which brings finance personnel closer to programme managers and therefore facilitates team work.

Expected programme result 4: ERUs and FACT members will be prepared to manage the financial aspects of an emergency before leaving on mission. Special sessions on financial management in emergency situations will be offered to national societies organizing ERU workshops to increase financial skills and understanding. The same will take place for FACT workshops. Approximately 4 requests for training in emergency situations are expected in 2004.

Progress/Achievements: the Finance Training Unit received two requests in 2004; a FACT workshop organized by the Australia Red Cross for 32 participants and a workshop for Team Leaders of Emergency Response Unit, FACT and Regionally Deployed Response Teams which was offered by the Finnish Red Cross for 26 participants. This

brings the total number of trained participants FACT/ERU and Regional Disaster Response Team members to 191 since November 2002.

Impact: increased financial processes skills among participants, especially in the area of budgeting and working advances to national societies. Readiness to operate.

Let's see our 6 new trainers - TOT workshop, November 2004: from left to right and bottom to top: Fairuz Saidov, Regional Finance Unit Ankara, Abdoul Ma Aly, Sahel Delegation Dakar, Faith Muriu, Regional Finance Unit Nairobi, Ibrahima Papa Sene, Dakar Regional Finance Office, Sydney Crawford, Panama Regional Delegation, Andrée Lorber, Facilitator and Manager of Financial Training Programme, Ricardo Mendoza, Guatemala Delegation.



DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

REQUESTED IN APPEAL CHF ----->				464,706	TOTAL COVERAGE 60.7%	
CASH CARRIED FORWARD				1,238		
BRITISH - RC		10,000	GBP	22,865	09.02.04	
BRITISH - GOVT/DIFD GRANT 2004				175,000	29.01.04	
ICELANDIC - RC		1,000,000	ISK	17,400	18.11.04	
NORWEGIAN - RC		350,000	NOK	65,450	15.03.04	
SUB/TOTAL RECEIVED IN CASH				281,953	CHF	60.7%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
Note: due to systems upgrades in process, contributions in kind and services may be incomplete.						
SUB/TOTAL RECEIVED IN KIND/SERVICES				0	CHF	0.0%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	