

# ANNUAL REPORT



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

## ***EVALUATION & RISK MANAGEMENT***

*Appeal No. 01.69/2001; Appeal target: CHF 730,725 ; Appeal coverage: 59%*

### ***Operational Developments***

This programme was first introduced at the start of 2000. It was designed to address some of the new priority areas identified in the *Strategy 2010*, with the overall goal of helping the Federation improve its collective performance and accountability. In 2001, it focused on developing evaluation and knowledge sharing systems, and creating and promoting National Society Self-Assessment process. In 2002, the Self-Assessment process has been further developed and fine-tuned, and the awareness and acceptance of it was enhanced. Building on measures put in place in 2001, the systematic and rigorous approach to evaluations and reviews of the work the International Federation has been developed, and nine specific programme evaluations were carried out. This Annual Report summarizes what has been achieved during 2002 against the set objectives, describes some of the challenges encountered, and outlines the direction of the planned activities for the year 2003.

### ***Objectives, Achievements and Constraints***

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

Strategy 2010 called for mechanisms to be established to enable International Federation Governance to actively review the state of its members, while providing timely support to National Societies towards achieving the *Characteristics of a Well-Functioning National Society*. To support this priority, in November 2000 the Governing Board adopted National Society Self-Assessment as an institutional tool and process for monitoring National Society performance and integrity. The Secretariat was directed to develop and administer the tool to all the Federation members in a phased manner over a period of 3 years: 2001 - 2003. The Self-Assessment process was to be further followed up with a preparation of individual Plans of Action.

The methodology and operational framework for the Self-Assessment process was further developed in 2002. It builds on experience and feedback from the Self-Assessment processes completed by 102 National Societies in 2000, 2001, and 2002.

Based on the recommendations of the Regional Departments, 40 National Societies were invited to participate in the Self-Assessment process in 2001 and 60 in 2002. All remaining Societies will be invited in 2003.

Based on a cross-analysis of questionnaire responses received from the National Societies, an annual report, *National Society Self-Assessment 2002*, was produced and presented to the Governing Board in November 2002. The report establishes a profile of Federation members from Societies that responded to the questionnaire in 2001 and 2002. The analysis in the report uses the *Characteristics of a Well Functioning National Society* as the benchmark and, where possible, compares the findings with the expected results outlined in *Strategy 2010*. The aim of the report is to contribute to the development of an information base for monitoring the Federation's progress over time, synthesizing key issues in governance and programmes, and highlighting success stories and good practice. The 2002 report focuses especially on National Societies from Africa, and the comparison of trends observed in that region with global ones.

The major findings contained in the *National Society Self-Assessment 2002 Report* concern the National Societies legal base, sources of income, transparency and accountability in the area of finance, and the extent of their cooperation with the private sector. Two third of Societies that participated in the Self-Assessment process reported that their Statutes need revision. The results indicate that the law protecting the use of the Red Cross/Red Crescent emblem does not exist in one third of Societies, and that most of the Societies in whose countries it does exist are unsatisfied with its enforcement. The Self-Assessment process has further shown that, while the Statutes of majority of Societies contain provisions relating to the separation of roles of governance and management, the compliance with those provisions is weak for most of the Societies. For a majority of Societies, local fund-raising represents less than a quarter of their income and for over one fifth of Societies that amount is less than five percent of their income. Fifty percent of Societies are publishing annual financial statements that are audited externally and publicly available. In terms of partnerships and cooperation, the key in-country partners of National Societies are government ministries and United Nations agencies. There is very limited evidence of partnership with civil societies or the private sector.

Individual Self-Assessment findings were prepared for all National Societies that participated in the process in 2001 and 2002 and shared during the second half of the year with each of the Societies. These findings helped identify priority areas by the National Societies for their further attention and Federation support and created the basis or the preparation of the Plan of Action by each of the Societies. A systematic follow up and support with regards to the National Societies Plans of Action is one of the objectives of the Self-Assessment process in 2003.

The results from the three years of the Self-Assessment process have demonstrated the potential of the system to:

- Support the Federation Governance in policy and strategy making by providing the means to annually review the members' performance against the *Characteristics of a Well-Functioning National Society*.
- Assist individual Societies to identify their strengths and weaknesses and provide input and support towards achieving the *Characteristics of a Well-Functioning National Society*.
- Facilitate assistance from other members of the network.
- Highlight good practices for knowledge sharing among societies.
- Illustrate emerging patterns and trends among Federation members and enable member Societies to compare the status of their Society with regard to global trends, be they thematic or geographical.
- Monitor the adoption of *Strategy 2010* and its expected results.
- Support Societies in improving transparency and accountability, and systems for self-monitoring.

In 2003, the Self-Assessment questionnaire will be circulated to all remaining National Societies. The first global report based on the results from all National Societies in the Movement will be prepared by the end of 2003.

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

The Federation's Secretariat regularly evaluates its work, both in terms of the impact of its disaster response operations and its longer-term capacity building programmes. However, as was identified in *Learning from the Nineties* it has lacked a systematic and rigorous approach to how it carried out evaluations/reviews of its work. Building on measures put in place during 2001, a number of key evaluation exercises were undertaken during 2002. These included:

- An evaluation of the Chernobyl Humanitarian Assistance Programme (CHARP);
- An evaluation of the International Federation's response to the challenge of HIV/AIDS. This was the first of a two-phase evaluation and focused on the National Society interventions in Togo, Zimbabwe, Mozambique, and Uganda. The second phase will be implemented during 2003;
- An evaluation of the PDR system was implemented in October 2002;
- Advocacy, a strategic evaluation was implemented in August 2002;
- The Evaluation Department has continued to develop internal and external links. It also satisfied its obligations to the international arena through its active participation in the ALNAP evaluation practitioners network and continuing support to research within the academic community;
- Two evaluations were implemented within the context of the International Federation's work in disaster response, focusing on the India Earthquake and the Goma emergency. In addition, a real-time evaluation was jointly implemented on the Southern Africa Emergency;
- An evaluation of the International Federation's hosted projects was implemented in November 2002;
- To contribute to increased capacity in Monitoring and Evaluation at National Society level, the Evaluation Department prepared a "Handbook for Monitoring and Evaluation". The first edition of this handbook is specifically compiled for National Societies;
- The department continued to provide a technical service to other departments and National Societies.

Consultation with departments has contributed to an agreed evaluation workplan for 2003. An ambitious programme of strategic evaluations has been planned including evaluations of LISN 3, HIV/AIDS in Latvia, Chile, China and Jamaica. In addition, preparation of a second edition of the Handbook will be undertaken. This intensive programme of activity will continue to be supported concurrently by the related functions that have been outlined above.

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*All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.*

*For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.*

**INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES**

Interim report	
Annual report	X
Final report	

**Appeal No & title: 01.69/2002 Evaluation & risk management**  
**Period: year 2002**  
**Project(s): G36000, 36100, 36110, 36130**  
**Currency: CHF**

**I - CONSOLIDATED RESPONSE TO APPEAL**

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	730,275				
less Cash brought forward	186,067				
<b>TOTAL ASSISTANCE SOUGHT</b>	<b>544,208</b>				
<u>Contributions from Donors</u>					
DFID - British Government (DFID)	60,000				60,000
DFID 3- British Government (DFID03)	135,542				135,542
Swedish Govt.via Swedish Red Cross (DGNSE)	48,180				48,180
<b>TOTAL</b>	<b>243,722</b>				<b>243,722</b>

**II - Balance of funds**

OPENING	186,067
CASH INCOME Rcv'd	243,722
CASH EXPENDITURE	-480,384
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CASH BALANCE	-50,595

**Appeal No & title: 01.69/2002 Evaluation & risk management**

**Period: year 2002**

**Project(s): G36000, 36100, 36110, 36130**

**Currency: CHF**

**III - Budget analysis / Breakdown of expenditures**

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction						
Clothing & Textiles						
Food & Seeds						
Water & sanitation						
Medical & First Aid						
Teaching materials						
Utensils & Tools						
Other relief supplies						
<b>Sub-Total</b>						
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles						
Computers & Telecom equip.		6,473			6,473	-6,473
Medical equipment						
Other capital expenditures						
<b>Sub-Total</b>		<b>6,473</b>			<b>6,473</b>	<b>-6,473</b>
<u>TRANSPORT &amp; STORAGE</u>						
		663			663	-663
<b>Sub-Total</b>		<b>663</b>			<b>663</b>	<b>-663</b>
<u>PERSONNEL</u>						
Personnel		26,939			26,939	-26,939
		2,620			2,620	-2,620
<b>Sub-Total</b>		<b>29,558</b>			<b>29,558</b>	<b>-29,558</b>
<u>GENERAL &amp; ADMINISTRATION</u>						
Assessment/Monitoring/experts	285,000	214,990			214,990	70,010
Travel & related expenses	80,000	37,094			37,094	42,906
Information expenses	72,000	136,013			136,013	-64,013
Admin./general expenses	40,000	2,749			2,749	37,251
External workshops & Seminars	173,000					173,000
<b>Sub-Total</b>	<b>650,000</b>	<b>390,846</b>			<b>390,846</b>	<b>259,154</b>
<u>PROGRAMME SUPPORT</u>						
Programme management	49,205	32,389			32,389	16,816
Technical services	14,690	9,697			9,697	4,993
Professional services	16,380	10,757			10,757	5,623
<b>Sub-Total</b>	<b>80,275</b>	<b>52,843</b>			<b>52,843</b>	<b>27,432</b>
Operational provisions						
Transfers to National Societies						
<b>TOTAL BUDGET</b>	<b>730,275</b>	<b>480,384</b>			<b>480,384</b>	<b>249,891</b>