

# 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

## FINANCIAL DEVELOPMENT

16 May, 2002

### *Special Focus on the Operations Finance Training Programme*

*This Programme Update is intended for reporting on Annual Appeals.*

*Appeal No. 01.70/2002*

*Appeal Target: CHF 1,325,528; Budget revised to CHF 415,695 to implement a revised programme*

*Programme Update No. 1; Period covered: 1 January - 15 May 2002*

#### “At a Glance”

*Appeal coverage: None*

*Related Appeals: N/A*

*Outstanding needs: CHF 415,695*

*Update: Several donors have expressed interest in the projects reflected in this appeal, but no concrete support has yet been received. The Swedish Red Cross has indicated potential funding, and details are under discussion. Given the low response to date, the original appeal objectives and activities have been adjusted and refined resulting in a clear focus on financial training. The two other projects, the upgrade of CODA and the Financial Reporting on Pledges have been removed from this appeal. Coverage for these two projects will be sought from our existing resources. The financial training component primarily consists of six training seminars intended to improve financial skills in regional delegations, and consequently contribute to better donor reporting, as well as capacity building in the field delegations.*

#### **Background and progress to date**

International humanitarian assistance has greatly increased over recent years both in scope and complexity. The pressure for the Federation to maintain high standards and provide accountability at a level expected by donors has increased significantly. In this context, the Federation needs to maintain its edge in providing donors with the quality of financial reporting that the industry as a whole has come to demand. This quality needs to permeate through all avenues of the Federations' operations and involves all individuals that are exposed to the control and use of financial resources.

**Goal** Develop the financial management capacity of Federation operations by providing training to financial and non-financial staff in Federation operations, thus ensuring a more effective and efficient use of donor funds. This programme is a continuation of previous initiatives to enhance financial management through the use of the resources available at the Federation's Regional Finance Units. This programme is also intended to

increase the financial efficiency and effectiveness of Federation operations, and improve the quality of reporting to donors.

**Objective** To train finance and non-finance staff in the financial aspects of field operations by organizing relevant financial training sessions over a two-year period, using the Federation's regional finance structures. Provide full financial briefing to all new staff as part of the induction training.

**Activities** This programme will develop financial skills in delegations by providing training courses to national society local financial staff, and will provide the necessary management tools to programme managers, typically the technical delegates in the field, to carry out their projects and report on their activities. This will include financial processes and procedures, as well as training on the newest financial reports available on the internal web-site.

To achieve these objectives the following activities will be carried out:

- Develop a matrix of finance modules related to positions, involving: *'who'* - the position and the relevant finance responsibility; *what* modules are needed, both finance tools and procedures; *time frame* - how long each module will take; and *what* level of skill and understanding is required after completing each module.
- Consolidate all manuals, procedures and guidelines into electronic form and make available over the web.
- Create training sessions around each module accompanied with facilitator notes. Some modules need to be designed with different skill levels in mind, e.g. CODA Basic module, CODA Advanced module.
- Develop a number of case studies with relevant facilitator notes and answers.
- Develop tests for new staff (both finance delegates and local staff) to assess whether the candidate has the basic skills necessary for the position applied for and secondly to identify where future training should be targeted for that individual. This will provide an objective basis to evaluating the suitability of candidates.
- Develop 'self-tests' on finance for finance and non-finance staff so that they can develop their own skills without necessarily having the opportunity or restriction of completing a formal training course.
- Increase co-ordination with RFU's to: undertake visits to individual sites for one-on-one training in the delegation and for RFU staff; and conduct regional workshops which would entail a number of finance or non-finance staff attending a central course.
- Specify and develop related training material for inclusion and presentation at other Federation courses, e.g. induction course, emergency response unit (ERU), and Field Assessment and Coordination Team (FACT) trainings.
- Conduct or facilitate courses for briefing of both finance and non-finance staff in Geneva.

**Expected results** The activities outlined above are intended to improve skills in the financial management of programmes, resulting in a better use of resources.

**Indicators** Number of personnel trained in finance related courses or modules. Better quality of financial reporting.

**Monitoring and evaluation arrangements** Specific reports relating to the key indicators will be developed in order to adequately monitor the programme. This feed back mechanism will be used to refine the programme substance and identify where the programme may need to focus for financial skill enhancement. Evaluation will be conducted by senior management of the Secretariat's Finance department.

**Outstanding needs** Support is required to cover the costs of six training activities which are planned to take place at the Regional Delegations, aimed at non-financial programme managers as well as the local financial staff of country and Regional Delegations.

*For further details please contact: Stephen Ingles, Head of Finance Department, Andrée Lorber, Finance Department, Phone: 41 22 730 42 92; Fax: 41 22 733 03 95; email: ingles@ifrc.org lorber@ifrc.org*

*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>.*

John Horekens  
Head  
Relationship Management Department

Stephen Ingles  
Head  
Finance Department

