

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

3 July 2003

Appeal No. 01.98/2003: The Budget For This Appeal had been Revised

Appeal Target: CHF 442,781 (USD 318,965 or EUR 303,463); Budget revised to CHF 286,877

Programme Update No. 1; Period covered: January to June, 2003

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 180 countries.

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In Brief

Appeal coverage: 67% (against the revised appeal budget)

Outstanding needs: CHF 95,000

Related Emergency or Annual Appeals: N/A

Programme Summary: The Finance Training Programme has trained 350 participants in the field during the first half of 2003. One of the programme's key activities is the three day Programme Management course that helps National Society managers, Federation budget holders and local personnel in their daily project management. Since the beginning of the programme, 240 participants attended this course, while four workshops are being prepared and four additional ones are planned. The course is very popular and the demand for it is high (see feedback and satisfaction rates). In parallel to the Programme Management course, all new delegates receive a financial induction in Geneva, which prepares them for their new roles. This is an entirely new course, which has been prepared to complement the three day Programme Management course. The direct impact of these combined activities has already proven its efficiency in the budgeting area.

To establish the financial knowledge in the different regions, we are creating a core group of financial trainers in the field. In addition to the six participants trained in 2002, 13 financial trainers attended the Training workshop in May 2003, some of whom have already started delivering training in their regions. In order to roll out eight additional workshops in the field and one Training for Financial Trainers, the Federation is seeking CHF 95,000, which will help improve the financial management of voluntary donations, and ultimately donor reporting.

So far, the programme has been able to compensate for the smaller than anticipated appeal coverage by only using one trainer instead of two and increasing the average number of participants per session which is explained in the budget revision from CHF 442,781 to CHF 287,000 however, the continuation of the workshops will heavily depend on further Donor Support as there will be shortage of funds for travel, accommodation and training related costs by September.

Goal: In line with the Federation's Strategy for Change, the goal of the Finance Training Programme is to support the decentralisation effort by effectively transferring financial skill to programme managers in the field.

Objective 1: To give key personnel from national societies, Federation field delegates and locally hired Federation staff a solid understanding of the financial aspects of the programme management cycle (with hands on practice on the financial tools) with the following components:

- **financial planning;**
- **budgeting;**
- **managing income and expenditure; and**
- **reporting to donors.**

Background: the Finance Training Programme was set up during the second half of 2002 to facilitate this change process and the increased involvement of programme managers in all aspects of financial management. During the first six months of its existence, the new Finance Training programme has been designing training modules which will be offered both as an induction for new Delegates and to personnel in the field. These modules started to be tested in a pilot phase beginning September 2002, and feedback is currently being received. The first phase of the finance training programme was initiated during the first half of 2003.

Activity 1: All new Delegates, including Heads of Delegations coming through the Secretariat in Geneva, will receive an induction course of half a day, introducing the new role of programme manager, defining roles and responsibilities and explaining the financial tools and monitoring systems. The presentation material will also be provided to Regional Finance Units (RFUs) for local staff and new programme managers of National Societies working with Federation funds and procedures.

Some 100 and 150 people are expected to participate in the programme during a year (7 sessions with around 15 to 20 participants), plus additional sessions led by Delegations.

Progress/Achievements:

Since the beginning of the year, three induction courses were organised with a total of 34 participants. Another course is to be held at the end of June. The written feedback received by the participants is very positive. According to the evaluations received by participants, the course is seen as **“very useful, practical and clear.”** Exercises are appreciated, as they give future delegates a sense of achievement in an area, which sometimes intimidates them. Delegates have a chance to practice their new skills during the session. They also receive a file with key procedures and practical aids to use the Federation financial tools such as the FMR.

Impact:

The financial induction course covers key areas that are needed for project management. This allows Delegates to be operational rapidly, and helps them ask the questions relevant to their own project both in Geneva with their Regional Officer and upon arrival in the Delegation. It also covers two new key procedures: the **budget approval** and the **authorisation procedures**, which also contributes to their readiness and efficiency when arriving in the field. Upon arrival in the Delegation, the training is completed with additional training provided by the local finance personnel.

Constraints:

The number of induction workshops is organised according to the flow of new delegates, the total number of delegates trained is a bit below the target but this can change rapidly.

Activity 2: Training sessions will take place in Federation Delegations with the support of the Regional Finance Units (RFUs) who will contribute to both content and presentation of the training modules. Training sessions will consist of a three day interactive workshop, with case studies and hands-on exercises on the current financial management tools such as the Financial Monitoring and Reporting (FMR) system.

Each session will host around 12 participants, ideally five delegates, five Federation local staff and two National Society employees managing funds transferred from the Federation. As described below, the proportions will

change during phase 2. Eventually the training will involve approximately 380 participants the first year, and the same number the second year. There will be 16 sessions per trainer training an average of 12 participants (384).

Progress/achievements

Since the beginning of the programme, 17 workshops have taken place, including four during the testing phase in 2002.

For the first half of 2003, 13 sessions have been organised, two of which took place in June. The demand for the workshop is very high for two main reasons: the workshop enjoys a very good reputation and it corresponds to a real need of the budget holders who want to be kept aware of financial procedures and management techniques. These workshops were situated in the following regions.

Africa	Europe	Asia/Pac.	Americas	Total
7	4	4	2	17

For the first half of 2003, a total of 189 participants were trained with one trainer (yearly target per trainer is 192). Due to lower than anticipated appeal coverage (43%), the operational budget was reduced from CHF 442,781 to CHF 287,000. This revision, envisions one trainer instead of two, and workshop costs have been kept at a minimum. On the other hand, the average number of participants per session is higher than planned with 14 participants instead of 12.

The participants who attended the workshops can be categorised according to their professions and whether they are National Society representatives, local employees or delegates (see chart below). The largest category is the programme managers with (42.5%), followed by technical staff (39.2%), and top and middle management (18.3%). As indicated in the target for 2003, the intention is to train 12 participants per session, with 2 participants coming from National Societies (or 16.7%), 5 Delegates (41.6%) and 5 Local Staff (41.6%). These proportions were actually achieved with a small increase in Local Staff (43.3%) and a small decrease in Delegates (40%). Target percentages for National Societies were achieved.

Number of participants trained	Delegates	Local Staff	NS Staff	Total	
Top and Middle management positions	34	3	7	44	18.3%
Technical Support (Fin/Adm/Logist/Inform/HR)	20	59	15	94	39.2%
Programme (OD/Health/W&S/Youth/SW/Relief/DPP)	42	42	18	102	42.5%
Total	96	104	40	240	
	40%	43.3%	16.7%		

Feedback and course evaluations beyond expectations:

In the original plan, **the target was to obtain a 75% satisfaction rate** for the course evaluation, i.e. Excellent and Good evaluations had to represent a total of 75%. **This rate is currently at 98.8%**, these high results are due to the quality of the course, which balances theory and practice in a very interactive and participative workshop but also to the outstanding work of the trainer (see chart below).

Participants evaluation statistics*	Excellent	Good	Average	Poor
Workshop Contents/Materials	58.9%	39.2%	1.8%	0.0%
Course Leader	78.4%	21.1%	0.5%	0.0%
Overall value of the course	58.7%	40.3%	0.5%	0.0%
Total Answers (2'396)	67.0%	31.8%	1.2%	0.0%

* until end of May 2003

Impact

The first measurable impact is a better awareness of key financial procedures (budget approval and authorisations) amongst the persons trained. "After having attended the workshop, budget holders have a better understanding of their managerial responsibilities and know where to get the information", this is the most frequent feedback received from finance staff, when asked about the impact of this workshop in their respective delegations one month after the training.

A small survey was conducted at the end of April, to assess the degree of compliance with the budget approval procedure in the Delegations that have received the training. With very few exceptions, all trained delegations complied with the new procedures for budget approval within the deadlines.

Constraints

The major constraint experienced in this first half of the year is the budget reduction, which will affect the rest of the training schedule if funding is not received urgently.



Above: group picture of the Budget Holder Workshop in Macedonia

Objective 2: Provide information briefing to all Heads of Delegations about the programme

Activity: All Heads of Delegations will be briefed about the financial aspects of their role and will receive detailed information about the programme. In addition, informative presentations about the training programme are planned during their semi-annual meetings in Geneva.

Progress/achievements

Briefings for Heads of Regional Delegations and Heads of Delegations are being given by the Finance Department, which includes the activities of the Financial Training Unit. In addition, Financial training was discussed at the Head of Regional Delegations meeting in February 2003. Since the beginning of the programme, 20 Heads of Delegations or Heads of Regional Delegations have participated in the financial training workshops.

Objective 3: Give Emergency Response Units and Field Assessment and Co-ordination Team members basic financial and management knowledge before going on mission.

Activities: The Federation has a network of Emergency Response Units (ERUs) who are National Society units ready to deliver relief help soon after an emergency. A special training programme on financial management in emergency situation has been prepared, and will be presented in order to increase their financial skills and understanding. The FACT who are deployed by the Federation to assess and co-ordinate the Federation emergency response will also receive ongoing training.

Progress/achievements

During the first half of 2003, presentations on financial management were made for the **FACT workshop** which hosted 32 participants from 18 National Societies in Paris, the **ERU workshop** hosted by the French Red Cross in Modane in February with 35 participants and the **Relief Training** which hosted 29 participants from 8 National Societies in Ghana in June. This brings the total number of participants to 96, which already exceeds the yearly target of 60 participants. This activity is meant to continue during the year to answer requests from different regions and divisions.

Impact

Increased skills amongst participants of financial processes, especially in the area of budgeting and working advances to National Societies.

Objective 4: Train the financial trainers (TOT)

Activity: Potential trainers will be identified within the Regional Finance Units, amongst Finance Delegates and local Finance Officers who will be provided with training for trainers. Two sessions of TOT will be organised in Geneva specialising in financial matters. In addition, the identified candidates will be sent to the regional TOTs organised as part of the Federation's normal training. This aspect is key to the success of the programme, as it will be the means to spread the knowledge and skills beyond the implementation phase of this project.

Achievements/progress

The first finance Training for Trainers was organised in May for 13 candidates coming from all five regions. It was co-facilitated by the Training and Development Unit and the Finance Training Unit. The feedback received from the participants was very positive. All 13 candidates showed good skills and great potential for the future. One workshop has already been organised by the two participants from the Americas in Peru for 15 Participants. Two additional Finance staff are going to attend a general TOT in the beginning of July, which will bring the number of TOT finance staff to 15 for 2003.

Participants evaluation statistics	Excellent	Good	Average	Poor
Workshop Contents/Materials	57.6%	42.3%	0.0%	0.0%
Course Leaders	80.0%	16.8%	3.2%	0.0%
Overall value of the course	84.2%	15.8%	0.0%	0.0%
Total Answers (295)	72.9%	25.5%	1.6%	0.0%

Impact

The core group of financial trainers available around the world is increasing considerably. The most visible impact of the Training for Trainers is the ability to draw upon local resources and expertise when required. Among the participants trained in May, two have already organised and facilitated a workshop in Peru. A second workshop organised in Ankara at the end of June will be co-facilitated by two newly qualified TOT Finance Analysts and the Finance Trainer.

Constraints

The TOT is one of the most powerful tools to disseminate knowledge, additional funding is urgently required to be able to carry out this course. The cost for such a workshop is approximately CHF 15,000 for 10 participants.



Group work at the Training for Financial Trainers (ToT), Ferney-Voltaire May 2003



Group photo of the 13 participants and 2 trainers of the TOT workshop.

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BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.98/2003 (revised budget)

Name: Finance Training

PROGRAMME:	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	2,000	0	2,000
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	0	0	0	0	2,000	0	2,000
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	0	0	0	0	0	0	0
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	0	0	0	0	0	0	0
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	0	0	0	0	0	0	0
TRANSPORT & STORAGE	0	0	0	0	0	0	0
Programme Support	0	0	0	0	18,647	0	18,647
PROGRAMME SUPPORT	0	0	0	0	18,647	0	18,647
Personnel-delegates	0	0	0	0	140,000	0	140,000
Personnel-national staff	0	0	0	0	0	0	0
Consultants	0	0	0	0	0	0	0
PERSONNEL	0	0	0	0	140,000	0	140,000
W/shops & Training	0	0	0	0	78,000	0	78,000
WORKSHOPS & TRAINING	0	0	0	0	78,000	0	78,000
Travel & related expenses	0	0	0	0	40,800	0	40,800
Information	0	0	0	0	0	0	0
Other General costs	0	0	0	0	7,430	0	7,430
GENERAL EXPENSES	0	0	0	0	48,230	0	48,230
TOTAL BUDGET:	0	0	0	0	286,877	0	286,877