

# 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

18 December 2003

Appeal No. 01.98/2003

Appeal Target: CHF 442,781 (USD 318,965 or EUR 303,463); revised to CHF 287,000 (see Update no. 1)

Programme Update No. 2; Period covered: June to December, 2003

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### In Brief

Appeal coverage: 85%; for details please refer to the contributions list for this appeal available on the Federation's website.

Related Emergency or Annual Appeals: N/A

**Programme Summary:** over 550 participants in the field (or assigned and enroute to the field) have been trained during 2003. The key training activity is the 3-day Programme Management course, often called "Budget Holder training", the main goal of which is to help national society managers, Federation budget holders and local personnel in their daily project management. Since the beginning of the programme, 311 participants have been able to attend this course in 21 workshops. The demand for the course is high and the feedback received by participants is very positive. To complement the 3-day workshops which take place in the field, all new delegates attend the newly designed Financial Induction course introduced in 2003.

The number of finance staff who have received Training of Trainers (ToT) continues to grow, and now amounts to 21. This group of trainers has already started to deliver financial training in the field and will continue during 2004. This group forms a corner stone of the project, and represents the continuity of the training programme, ensuring a dynamic result despite the shortage of funding in 2003 (70% of the original targets were achieved with 50% of the funds appealed for).

The British Red Cross and DFID, in particular, provided strong support in 2003. Other donors are encouraged to provide early funding for the 2004 programme (no. 01.96/2004) to ensure a continuation of the progress achieved in 2003.

### Background:

As part of its Strategy for Change, the International Federation is placing more emphasis on regional structures, and is therefore transferring increased responsibility to its regional delegations, delegates and local staff in the field, together with national society programme managers. The Finance Training Programme was set up in 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 6 months of its existence the Finance Training programme designed training modules which were offered 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 positive feedback was received. At the beginning of 2003 the first phase of the finance training programme was initiated.

**Goal: to support the Federation's decentralization effort by effectively transferring financial skills to programme managers in the field.**

**Objective 1: To provide key personnel from national societies, field delegates, and local Federation staff with a solid understanding of the financial aspects of the programme management cycle (with hands on practice on the financial tools). The components of this cycle are :**

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

**Planned activity 1:** all new delegates, including heads of delegations, coming through the Geneva Secretariat will receive an induction course of half a day, introducing the financial aspects of budget holders, 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. Plans entailed reaching between 100 and 150 participants a year (7 sessions with around 15 to 20 participants) plus additional sessions led by delegations.

**Progress/Achievements:** since the beginning of 2003, 6 inductions courses were organized with a total of 71 participants. The written feedback received by the participants is very positive. According to the latest evaluations received by participants, the strong point of this course is that it is considered "interactive, practical and informative". Participants also appreciate having "room for questions and answers". The basic financial induction file which is handed out continues to evolve and improve.

**Impact:** delegates are now more able to rapidly become operational in the financial area, they are aware of their responsibilities, and are provided the tools to perform in an efficient manner. The induction course is a first step in their discovery of the financial procedures and management at the Federation; it is followed-up by a complementary induction with the local finance team who will bring the specific aspects of their mission to their attention.

**Constraints:** the number of induction workshops is organized according to the flow of new delegates; a lower number of new delegates have led to a drop of Induction courses from 7 to 6. The average number of delegates per course has also decreased to 12 (as compared to a target of 15).

**Planned activity 2:** training sessions will take place in Federation delegations with the support of our Regional Finance Units (RFUs) who will contribute to content and presentation of the training modules. Training sessions will consist of 3-day interactive workshops, with case studies and hands-on exercises on the current financial management tools such as the Financial Monitoring and Reporting system.

Each session will host around 12 participants, ideally 5 delegates, 5 Federation local staff, and 2 national society employees managing funds transferred from the Federation. As described below the proportions will change during phase 2. The Federation expects to reach approximately 380 participants the first year and the same number the second year. There will be 16 sessions per trainer for 12 participants (on average) per year, assuming 2 trainers for a full year (approximately 384 participants).

**Progress/achievements :**

Since the beginning of the programme, 21 workshops have taken place (including 4 during the testing phase in 2002). The demand for the workshops remains very high for two main reasons: they are effective, and delegates view them as a natural continuation of the induction course. Workshops have taken place in the following locations: Africa (7), Europe (5), Asia-Pacific (6), Americas (2), and MENA (1).

In 2003, a total number of 260 participants were trained (versus a yearly target per trainer of 192). Following the appeal revision the training objectives should have been amended, but due to an effective use of the available financial resources and a higher number of participants per session, good training coverage was achieved.

The participants who attended the workshops are categorized 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 (45%), followed by technical staff (38%), and top and middle management (17%). As indicated in the target for 2003, plans entailed training 12 participants per session, with 2 participants coming from national societies (or 16%), 5 local staff (42%), and 5 delegates (42%). These proportions have been achieved with very minor discrepancies; national society representatives participated slightly higher than targeted with 17.7%, as did local staff with 42.1%. The proportion of delegates was a little under the target with 40.2%. Details are shown in the table below.

Number of participants trained in 2002 & 2003	Delegates	Local Staff	NS Staff	Total	%
Top and Middle management positions	40	3	9	52	17%
Technical Support (Fin/Adm/Logist/Inform/HR)	24	75	19	118	38%
OD/Health/W&S/Youth/SW/Relief/DPP Programme	61	53	27	141	45%
<b>Total</b>	<b>125</b>	<b>131</b>	<b>55</b>	<b>311</b>	
<b>Result</b>	<b>40%</b>	<b>42%</b>	<b>18%</b>		
<b>Initial Target</b>	<b>42%</b>	<b>42%</b>	<b>16%</b>		

**Feedback and course evaluations:** the original plan 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 98.6%. The chart below shows the details of the participants' feedback.

Participants evaluation statistics*	Excellent	Good	Average	Poor
Workshop Contents/Materials	58%	40%	2%	0%
Course Leader	78%	22%	0%	0%
Overall value of the course	60%	39%	1%	0%
<b>Total Answers (3,572)</b>	<b>66%</b>	<b>33%</b>	<b>1%</b>	<b>0%</b>

**Impact:** to measure the impact of the budget holder training workshops, the following two criteria are used: awareness of procedures; and budget approval. Based on the feedback received by participants, one of the key benefits of the Budget Holder workshop is a better knowledge of the financial procedures and tools. During the workshop, procedures are explained and discussed and tools, such as the Financial Monitoring and Reporting (FMR) system are demonstrated. Each participant receives a folder with the key procedures, used as a basis for group exercises. The combination of these targeted efforts contributes to improving the participants' awareness of procedures.

The budget procedure introduced in 2003 has been assessed and analyzed, including the percentage of approved budgets (for active projects) in the countries visited and those not visited. The result of this analysis is that only

7.4% of all projects in countries which received training did not have an approved budget, compared to 16.3% in countries which had not yet received the training. Although 7.4% is not entirely satisfactory, it shows the impact of training on the application of this new procedure. The Federation will therefore continue to train in this specific area and aim for 100% approval.

**Constraints:** the major constraint experienced during the second half of the year was due to funding shortages particularly for training costs of participants. However, thanks to the generosity of the British Red Cross who donated an extra GBP 10,000 to their original contribution, two training sessions were added.

**Objective 2: provide information briefing to all Heads of Delegations about the programme.**

**Planned 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. Since the beginning of the programme, 28 heads of delegations or regional delegations have participated in the financial training workshops. In addition, to ensure that all appropriate staff is targeted for briefing and debriefing, a new programme has been developed and sent to all concerned. This document can also be found on the FedNet.

**Objective 3: provide Emergency Response Units (ERUs) and Field Assessment and Co-ordination Team (FACT) members basic financial and management knowledge before going on mission.**

**Planned activities:** The Federation has a network of ERUs. A special training programme on financial management in emergency situations has been prepared. This is presented in order to increase financial skills and understanding of team members. The FACT who are deployed by the Federation to assess and co-ordinate the Federation emergency response will also receive ongoing training.

**Progress/achievements:** in addition to the 3 presentations on financial management made for the FACT, the ERU workshop, and the Relief Training workshop which hosted a total number of 96 participants during the first half of 2003, 2 additional sessions were given for the Logistics ERU workshop which took place in Denmark in September with 18 participants and for the Team Leader workshop for FACT, ERU and RDRT which took place in Finland with 28 participants. This brings the total participants to 142 for 2003, which significantly exceeds the yearly target of 60 participants

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

**Objective 4: conduct Training of Trainers (TOT) workshops (financial).**

**Planned activities:** potential trainers will be identified within the RFU's, among finance delegates and local finance officers who will be provided with training for trainers. The Federation will organize 2 ToT sessions in Geneva specialized in financial matters. In addition, candidates will be sent to the regional ToTs organized as part of the normal Federation training. This aspect is key to the success of the programme as it will be the means to spread the knowledge and skills beyond this project.

**Achievements/progress:** in addition to the 13 ToT-trained finance staff who participated in the May 2003 workshop, 2 participants sent on behalf of the Finance department were trained in a general ToT which took place at the end of June. Due to the revision of the budget the second ToT could unfortunately not take place. This, however, brings the total number of ToT trained staff to 23 in the Finance Department since the beginning of the programme.

**Impact:** the core group of financial trainers available around the world continues to increase. The most visible impact of the ToT is the ability to draw on local resources and expertise when required. Among the participants trained in May, two have already organized and facilitated a workshop in Peru. A second workshop, organized in

Ankara at the end of June, was jointly facilitated by 2 newly qualified ToT Finance Analysts. An additional workshop, which took place in Moscow, was also co-facilitated by a newly trained finance delegate.

**Constraint:** the second ToT workshop which could not take place due to budget restrictions.

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