

Appeal 2004



International Federation
of Red Cross and Red Crescent Societies

NATIONAL SOCIETY SELF-ASSESSMENT

Appeal no. 01.101/2004

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a global programme and related activities to be implemented in 2004, and the related funding requirements. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

Click on figures below to go to the detailed budget

| | 2004 (in CHF) |
|-----------------------------------|----------------------------|
| Organizational Development | 636,363 |
| Total | 636,363¹ |

Context

Strategy 2010 emphasizes that the performance of each national society affects the entire Movement, and calls for the creation of new mechanisms for monitoring, evaluation, and the support of Federation members in achieving the characteristics of a well-functioning national society. One of the International Federation's primary roles is thus to ensure the quality and consistency of Red Cross and Red Crescent Society actions worldwide. The National Society Self-Assessment process was initiated by the Secretariat of the International Federation at the request of the Governing Board².

National Society Self Assessment

Overall Goal: contribute to building a Federation of well functioning national societies with the capacity to improve the lives of vulnerable people.

Objective 1: assist national societies to identify their strengths and weaknesses and provide support towards achieving the *Characteristics of a Well-Functioning National Society*.

¹ [USD 495,444 or EUR 408,957](#).

² (Decision number 14, Governing Board, November 2000).

Planned activities:

- initiate the second round of the Self-Assessment and invite 60 national societies to participate (154 national societies participated in the Self-Assessment process in the period 2000 - 2003). The list of societies will be agreed with the Federation's regional departments and regional delegations.
- provide individual national society reports to the societies that send their responses, co-ordinating the content of the reports with all relevant departments of the Federation's Secretariat and regional and country delegations, ensuring coherent approach.
- provide support in preparation of national society plans of action based on recommendations included in the individual reports.
- pilot the 'connect peers approach' for direct peer support and exchange of experience in four national societies.
- further develop software to manage the self-assessment data.
- provide support and advice to country and regional delegations with regards to the self-assessment process.
- share knowledge and analysis from the self-assessment to create a basis for programming.
- providing support in emerging areas such as monitoring the branches of the national society by sharing experiences from other societies.

Objective 2: support the Federation's 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*.

Planned activities:

- prepare an annual report informing the Governing Board and members of the Federation about the status of the member societies, including the analysis of global trends among the Federation members, regional trends and comparison of those. The Self-Assessment Global Report 2003 presented a picture of the state of the Federation as it stands now with respect to numerous issues identified as critical by *Strategy 2010*, *Strategy for the International Red Cross and Red Crescent Movement* and the *Characteristics of a Well-functioning National Society*. The 2004 Self-Assessment Report will start a historical analysis by tracking the progress achieved by the national societies since their participation in the self-assessment process first time.
- alerting the Governing Board about potential performance issues and early warning on integrity issues in the national societies.
- provide information to monitor the implementation of *Strategy 2010* and *Strategy of the Movement*.

Expected results:

- second round of the self-assessment initiated, the self-assessment process facilitated in 60 national societies.
- annual report on the status of national societies comparing the results from the first round of the self-assessment prepared. The report is to enable the Federation's governance to actively monitor the performance and integrity of national societies.
- individual self-assessment reports produced for each national society participating in the process in 2004, including recommendations for improvements in the performance of the national society.
- peer review concept further developed including instruments and guidelines, peer review conducted in four national societies.

Evaluation of programmes, projects, and process³**Context**

The evaluation function is first and foremost an important management tool, enabling the International Federation to review its performance, take decisions, learn from experience and account for its actions, thereby improving the International Federation's ability to deliver results. While the emphasis is primarily as a contribution to organizational shared learning, evaluations also support accountability and learning at country level, by providing stakeholders with the information necessary to assess their performance, to plan and to optimise the performance of the Federation and national society's programmes and operations.

³ Due to late developments in the structure of the Federation, the attached budget for this Annual Appeal does not reflect this evaluation component. A Programme Update with a revised programme budget will be issued in early 2004.

Evaluation for accountability looks back at past performance to determine the *degree* of success or failure, while evaluation for learning seeks to improve future performance by determining the *reasons* for success or failure. The evaluation function will assess whether the Federation is “doing things right” and also “doing the right things”. In principle, all evaluations implemented seek to satisfy both criteria, albeit to varying degrees. Accordingly, depending on the evaluation purpose, needs and type, more weight can be assigned to one criterion or the other. In all exercises evaluations are concerned with comparing what was achieved with what was planned, and therefore with measuring the extent to which the objectives or intended results of an operation have been achieved.

Objective: ensure that evaluations are:

- **relevant and used;**
- **accurate;**
- **participatory in seeking to reflect the reaction of beneficiaries (implemented in a collaborative and non-confrontational manner with a view to winning acceptance of the findings by all concerned);**
- **independent, impartial and implemented to the highest standards.**

Planned activities: the Federation’s evolving organizational structure and the increasing challenges and responsibilities for accountability, performance, quality standards and learning generated intensified evaluation activity throughout 2003. In response to the objectives outlined in Strategy 2010, the evaluation function within the Federation has continued to develop throughout 2003. This development is in line with the global acknowledgement of the critical role of evaluation in organisational performance.

Building on the efforts at implementing simple, relevant approaches to evaluation undertaken throughout 2003, the evaluation function has continued to emphasise the learning dimension of evaluation secondary to its accountability objectives. Consolidation of evaluation activity has resulted in the implementation and management of more strategic evaluations and related analytical activities. The department is increasingly participating in a more “hands-off ” advisory approach to evaluations and studies implemented and managed by Regional Departments. The department is increasingly playing a co-ordinating role among all departments and divisions providing technical input to a range of activities and ensuring a more coherent and seamless approach to monitoring and evaluation.

To increase the effectiveness of the evaluation function, activities throughout 2004 will largely focus on more strategic evaluations as well as capacity building based on the handbook for monitoring and evaluation. Consultation with all departments and Regional Delegations has already begun on the preparation of the evaluation workplan for 2004 and will be completed in early January. Moreover, merging of the planning and evaluation departments in January will enhance the effectiveness of the function by facilitating a more seamless approach.

The workplan is likely to include:

- a mid-term review of Strategy 2010 will be implemented. This is a major exercise and will be an opportunity to provide management with evidence-based information on the achievement of the objectives set out in Strategy 2010;
- an evaluation of the Pan American Disaster Response Unit (PADRU);
- a review of the Federation’s experience in implementing operations compliant with SPHERE standards;
- the dissemination of monitoring and evaluation techniques to national societies and delegations. The handbook for monitoring and evaluation will continue to be supported by a series of workshops to enhance the use of the monitoring and evaluation function as a local management tool. This process has already commenced among some national societies;
- continuation of technical support and input into evaluations and assessments (managed by Regional Departments) of major operations to distil lessons learned and demonstrate accountability;
- an evaluation of major sectoral issues or programme areas possibly including a review of the experience of the Federation with organisational development;
- other strategic evaluations as per consultations with new departments and divisions.

Expected results

The expected results are aimed at contributing to the achievement of the following key outcomes:

- a professional organisation with the achievement of results as its central orientation;

- an established culture of organisational shared learning supported by evidence based evaluation and delivered in a seamless way;
- a readily demonstrable transparency and accountability through the use of evaluation and related analytical activities;
- an enhanced capacity and awareness of basic monitoring and evaluation tools in national societies as a support for effective local management; and
- a continued awareness of managers and other stakeholders as to whether the Federation is “doing things right and doing the right things.”

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BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.101/2004

Name: National Society Self Assessment

PROGRAMME:

| | Health & Care | Disaster Management | Humanitarian Values | Organisational Development | Coordination & Implementation | Emergency | 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 | 0 | 0 | 0 |
| Utensils & tools | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other relief supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SUPPLIES | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 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 | 41,363 | 0 | 0 | 41,363 |
| PROGRAMME SUPPORT | 0 | 0 | 0 | 41,363 | 0 | 0 | 41,363 |
| Personnel-delegates | 0 | 0 | 0 | 172,000 | 0 | 0 | 172,000 |
| Personnel-national staff | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Consultants | 0 | 0 | 0 | 218,000 | 0 | 0 | 218,000 |
| PERSONNEL | 0 | 0 | 0 | 390,000 | 0 | 0 | 390,000 |
| W/shops & Training | 0 | 0 | 0 | 50,000 | 0 | 0 | 50,000 |
| WORKSHOPS & TRAINING | 0 | 0 | 0 | 50,000 | 0 | 0 | 50,000 |
| Travel & related expenses | 0 | 0 | 0 | 35,000 | 0 | 0 | 35,000 |
| Information | 0 | 0 | 0 | 120,000 | 0 | 0 | 120,000 |
| Other General costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GENERAL EXPENSES | 0 | 0 | 0 | 155,000 | 0 | 0 | 155,000 |
| TOTAL BUDGET: | 0 | 0 | 0 | 636,363 | 0 | 0 | 636,363 |