

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

30 June 2004

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 181 countries.

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In Brief

Appeal No. 01.96/2004; Programme Update no. 1, Period covered: January to June, 2004.

Appeal target: CHF 464,705 (USD 360,018 or EUR 298,471); Appeal coverage: 53%;
Outstanding needs: CHF 220,728.

(click here to go directly to the attached Contributions List (also available on the website).

Related Emergency or Annual Appeals: N/A

Programme summary: The Finance Training programme is now entering its mature phase. It has trained 645 participants in the field (or going to the field) in the last 20 months. Some 389 participants attended the Budget Holder course to date; its main goal is to help national society managers, Federation budget holders, and local personnel in their daily project management. New delegates also receive a financial induction course when passing through Geneva. For both courses very positive feedback is received.

A roster of 30 finance staff have now received Training of Trainers (ToT) and delivery of local training courses has begun, with the Finance Training Unit providing support. This core group of ToT-trained facilitators helps to ensure the sustainability of the finance training programme. Demand for the Budget Holder course is still high, but as needs of participants have changed slightly, two new courses have been designed; a course for national societies with more emphasis on managing working advances and cash transfers, as well as a budget holder refresher course for participants who need further follow up.

The current funding only provided for one finance trainer and all related travel and workshop costs, but the possibility of hiring a 6-month staff on loan to help increase national society participation is still open.

We would like to take this opportunity to thank the British Red Cross, DFID and the Norwegian Red Cross for their ongoing support and assure them of our continuous commitment to this programme.

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This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning (refer below to access the detailed logframe documents). All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

Operational developments

Goal: Optimise the use of financial resources to address the needs of the most vulnerable.

Objective: To improve financial skills of programme managers in national societies and delegations.

Expected programme result 1; and related projects for this objective: Delegates and Heads of Delegations will have a clear understanding of their roles and responsibilities in the area of financial management, as well as the ability to use the standard financial tools.

- New delegates will attend a half-day induction course covering the following areas:
 - financial planning;
 - budgeting;
 - managing income and expenditure; and
 - donor reporting.

A session on the Financial Monitoring and Reporting system (FMR) which is the most frequently used financial tool in the field will also be included in the training course.

- Heads of Delegations will be given one to one briefing on financial management with a hands-on session on the FMR.
- Finance Delegates will be given briefing on the training programme and its content.

Progress/Achievements

- Since the beginning of 2004, 2 induction courses were organised, with a total of 27 new Delegates. The course content includes all key sections described above; it contains several exercises and gives participants the opportunity to ask a lot of questions. The main financial management tool used at the Federation (FMR) is shown on line and is used as a basis to explain the main features of the financial system, such as Pledge Management Notes or the budget templates. Feedback from participants on the induction course is positive, participants appreciate the “interactive teaching” style and the clarity of the explanations on the different sections. The manual which is distributed to all participants with the key procedures is well received.
- 6 Heads of Delegations and Federation Representatives were given financial training since January 2004. This training is completed further with all details pertaining to their individual country situation with information provided in the Regional Finance Units (RFUs). In the majority of cases, Heads of Delegations and Federation Representatives visit the RFUs as part of their induction briefing. In order to increase its exposure, the Finance Training Unit held a stand during the Heads of Delegations meeting which took place in June, this allowed discussion of training needs for the different delegations, distribution of information and the opportunity to answer questions on the most recent training events and changes in the Finance area. Thanks to this active presence we were able to reach around 50 Heads of Delegations and Federation Representatives.
- 2 Finance Delegates were briefed on the Finance Training Programme. This rather low figure can be explained by the local hiring of finance officers who are being trained by the RFUs. The training effort has therefore been directed towards the development of training skills amongst RFU finance analysts.

Impact:

Roles and responsibilities are clear amongst Delegates and Heads of Delegations. Access to financial information is facilitated which improves and speeds up the operational capacity of Delegates.

Expected programme result 2: Delegates, local staff, Heads of Delegations and programme managers of National Societies working with Federation funding will be able to manage their programmes in line with Federation procedures.

An important feature of the programme is the participation of National Societies programme managers. For 2003, the optimum targets for participation at each course were set at 20% for National Society programme managers, 40% for Delegates and 40% for local employees. In 2004, 40% of all participants will be national society programme managers, 30% will be local staff, and 30% will be Federation delegates. The newly established network of finance trainers and the development and roll out of a new finance module- designed specifically to meet

the needs of national society participants-will contribute to meeting this target. This national society finance module will be developed in collaboration with the Organisational Development Department and a supporting national society.

- Training sessions will take place at the Federation's 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 follow the model delivered in 2003 consisting of a three day interactive workshop, with case studies and hands on exercises on the current financial management tools such as the FMR. The target for 2004 is to deliver or supervise 16 workshops per trainer for 2 trainers, as specified in the 2004 appeal. However, funding constraints have resulted in the possibility of retaining one trainer only.
- Presentation material of financial modules will be sent to the Regional Finance Units on a regular basis to be used as training material for local financial training. Key training modules will be posted on the Federation's extranet.

Progress/Achievements

- In line with the budget, the target for 2004 was set at 16 workshops. From January until the end of June 2004, the - day interactive finance workshops were facilitated in the following countries with respective delegations and national societies: Iraq, Jordan, Turkey, Lebanon, Azerbaijan, Zimbabwe, Thailand and the Democratic People's Republic of Korea. Some of these sessions were combined in one location for efficiency reasons. Feedback from participants is very positive (see details below). Four additional missions will take place in the coming weeks, in China, Senegal, Afghanistan and Kenya.

The most difficult objective to achieve is the participation of national society programme managers. The target for this objective was set at 40% (last years' target was 20%) this number currently stands at 17%. One of the main critical factors to increase this number is the individual travel costs associated with each national society participant. For reasons of efficiency and economy, we try to organise our workshops regionally to avoid multiplying a large number of small workshops with only 4 or 5 participants. This of course, requires national society staff to travel to regional delegations or neighbouring countries which is only possible if the budget allows it. To respond to this need, we have already funded up to CHF 8000 for travel costs of national society staff, however, this is not sufficient to increase the numbers significantly and our budget is also limited. The main possibility for a change is the newly developed national society module (see below).

- Facilitation and presentation material are sent to the field in a regular manner. Detailed speaker notes have been developed and sent to financial personnel to help them facilitate the course. All presentation materials which are distributed to participants are available through the Federation internet FedNet.
 - A new course aimed specially at national society programme managers has been developed. It concentrates on the financial management of working advances and cash transfers. Two national societies have already been identified as partners. The course needs a few more developments before its launch which should take place in the very near future.
 - At the request of former Budget Holder participants, we also developed a "refresher course" which allows budget holders to practice some of the key financial management steps such as budget approvals and revisions. Participants will be asked to fill out a questionnaire on their specific needs prior to the workshop. The workshop will therefore be custom made to suit the needs of the group. The first refresher course will be tested in August 2004, it should last 2 days.

The following table shows details regarding numbers of participants and their technical area.

Number of participants trained from Nov. 2002 until mid-June 2004	Delegates	Local Staff	NS Staff	Total	
Top and Middle management positions	48	3	13	64	17%
Technical Support (Fin/Adm/Logist/Inform/HR)	27	90	21	138	36%
	83	66	31	180	47%

Programme (OD/Health/W&S/Youth/SW/Relief/DPP)				
Total	158	159	65	382
Result	41%	42%	17%	
2004 Target	30%	30%	40%	

Feedback and course evaluations still beyond expectations: In the 2004 objectives, **our target is to obtain a 90% satisfaction rate** for the course evaluation, i.e. Excellent and Good evaluations had to represent a total of 90%. This rate is currently at **99%**, which shows a high result compared to the target. The chart below shows the details of the participants' feedback.

Participants evaluation statistics*	Excellent	Good	Average	Poor
Workshop Contents/Materials	59%	39%	2%	0%
Course Leader	79%	21%	0%	0%
Overall value of the course	61%	38%	1%	0%
Total Answers (4,400)	67%	32%	1%	0%

Impact: To measure the impact of the budget holder training workshops, we have chosen the following 3 criteria:

- awareness of procedures;
- budget approval; and
- adequate use of financial information.

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 being explained and discussed and tools, such as the Financial Monitoring and Reporting (FMR) system are being demonstrated. All new procedures are being discussed. Each participant receives a folder with the key procedures which are then used as a basis for group exercises. The combination of these targeted efforts contributes to improving the participants' awareness of procedures and makes them comfortable using financial systems. Exercises are performed on financial tools to check understanding of financial information.

Constraints: As last year the programme was not able to hire a second trainer, coverage was limited and indirectly affected participation of national society representatives as explained above.

Expected programme result 3: Financial staff will be able to disseminate financial knowledge and experience in Delegations and National Societies to improve financial skills in the field.

- An additional 10 finance staff will be identified within the Regional Finance Units and among local finance personnel to become trained, a target of 10 sessions has been set for 2004.
- An additional 10 finance staff will be identified within the Regional Finance Units and among local finance personnel to become finance trainers and thus increase the local availability of financial trainers.

Progress/Achievements

- In addition to the Budget Holder workshops which are almost systematically co-facilitated by finance analysts from the Regional Finance Units, five training sessions have been directly facilitated by finance staff trained by our unit. These training sessions consisted of 4 Budget Holder training workshops (Peru,

Finance Training; Appeal no. 01.96/2004; Programme Update no. 1

Panama, Sri Lanka and New Delhi, in addition, a short version of the Finance training for trainers (TOT) was organized for 21 finance staff in the Americas.

- A one-week training for trainers was organized in May 2004 for an additional 7 trainers, this brings the total number of trained finance personnel to 30. This result is undoubtedly the most significant one, as regional teams are more and more autonomous in delivering financial management training.

Impact: The core group of financial trainers still continues to grow. The most important impact of our Training for Trainers (TOT) is the availability of local training resources. Training sessions can take place at very short notice and at a reduced cost. An added advantage of the TOT is that it develops communication skills amongst participants and therefore brings finance personnel closer to programme managers and therefore facilitates team work.

Expected programme result 4: Emergency response units (ERUs) and field assessment and coordination team (FACT) members will be prepared to work with the financial aspects of an emergency before leaving on mission.

- Special sessions on financial management in emergency situations will be offered to National Societies organizing ERU workshops to increase financial skills and understanding. The same offer will take place for FACT workshops. Approximately 4 requests for training in emergency situations are expected in 2004.

Progress/Achievements

This year, the Unit received one request to facilitate FACT training. The session was organised by the Australian Red Cross and included 32 participants. Speaker notes were provided by the Finance Training Unit together with presentation material. This brings the total number of trained participants FACT/ERU and Regional Disaster Response Team members to 174 since November 2002.

Impact: Increased skills amongst participants of financial processes especially in the area of budgeting and working advances to National Societies. Readiness to operate.

Conclusion: The Finance Training programme is now well developed and functioning effectively. Feedback from participants remains highly satisfactory. As a result of this training initiative there is improved understanding of Federation systems and procedures in the field. The main challenges for the remainder of 2004 are to respond to the demand for more advanced knowledge to continue improving Delegation finance management. Another challenge is the need to ensure that National Societies are involved and committed to actively participating in this programme.



Training of Trainers in Ferney-Voltaire, France May 2004, RFU Finance Analysts practicing....from left to right, Anand Pilay, RFU Kuala Lumpur, Alex Andwati, RFU Nairobi, Jorge Asprilla, RFU Panama and Umadevi Selverajah, RFU Kuala Lumpur.

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

					TOTAL COVERAGE	
REQUESTED IN APPEAL CHF ----->				464,706		52.5%
CASH CARRIED FORWARD				1,238		
BRITISH - RC		10,000	GBP	22,865	09.02.04	
BRITISH - GOVT/DIFD GRANT 2004				175,000	29.01.04	
NORWEGIAN - RC		250,000	NOK	44,875	15.03.04	
SUB/TOTAL RECEIVED IN CASH				243,978	CHF	52.5%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
Note: due to systems upgrades in process, contributions in kind and services may be incomplete.						
SUB/TOTAL RECEIVED IN KIND/SERVICES				0	CHF	0.0%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	