

# ANNUAL REPORT



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

## NATIONAL SOCIETY SELF-ASSESSMENT

May 2006

### In Brief

**Appeal No. 05AA092; Appeal target: CHF 664,813 (USD 570,081 or EUR 437,634); Appeal coverage: 30%.**

[<click here to go directly to the attached Financial Report>](#)

*This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. 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, please access the Federation's website at <http://www.ifrc.org>*

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### Overall analysis of the programme

This appeal programme contributed to the realization of the International Federation's objectives by strengthening institutional capacity through the self-assessment process, and overall learning and improvements in programming through ongoing work to regularly evaluate Red Cross Red Crescent actions. This has helped to ensure that through effective monitoring and evaluation processes programmes relevant, effective and implemented to the highest international standards of shared learning and accountability.

During this period, one important development within the Federation took place which will have major positive implications for improving and strengthening the Federation's overall capacity in the area of monitoring and evaluation. As part of the outcomes of an extensive two-year consultation process, the membership of the International Federation adopted a Framework for Action, a five-year programme to strengthen performance, accountability and impact of the Federation network in ten key areas for improvement. One of these areas is to improve planning, monitoring and evaluation. As a result, the Secretariat has merged these functions into a single department. This will reinforce the Secretariat's capacity to support National Societies in these areas, and ensure that the outcomes of this appeal programme (self-assessments and evaluations) are fully integrated into all Federation planning processes.

### Objectives, Achievements, and Constraints

#### National Society Self-Assessment

**Overall Goal: To contribute to building a Federation that is made up of Well-Functioning National Societies with capacity to improve the lives of the most vulnerable, as called for in Strategy 2010.**

The Secretariat was directed by the Federation Governing Board to implement the system to all the Federation members.

**Objectives of the Self-Assessment:**

- Support the Federation Governance in policy making by providing the means to review the members' performance against the Characteristics of a Well-Functioning National Society.
- Assist individual Societies to identify their strengths and weaknesses towards achieving the Characteristics of a Well-Functioning National Society.
- Contribute to organizational learning by highlighting and sharing best practices from national societies.

Fifty-nine National Societies have been invited to participate to the second round of the Self-Assessment process that started in April 2005. To date, more than 50% of the National Societies have answered and returned their answers to the questionnaire. The National Societies that participated to the 2003 Self-Assessment round have been invited to participate in to the 2006 Self-Assessment round in December 2005.

The Monitoring and Evaluation Department has provided Self-Assessment findings to all National Societies which participated in the first round and those that answered to the 2004 and 2005 questionnaire, and will continue the process for the National Societies taking part in the second cycle. The preliminary findings, prepared individually for each National Society, are based on the Self-Assessment questionnaire response and additional documentation sent in by the Society, and contains indicators on the nature and adequacy of National Society functioning in various areas. The purpose of the individual Findings is to acknowledge the information received from the National Societies, ask for clarifications if needed and recommend action following Federation policies.

Based on the findings and the additional comments, the National Society should in consultation with the Regional Delegation or Regional Department prepare a Plan of Action with clear benchmarks, targets, time frames and focal points to make improvements in its functions. The findings and Plans of Actions assist individual Societies in identifying their strengths/weaknesses, demonstrating their commitment for change and prioritizing actions in line with *Strategy 2010*. Crucial to the success of follow-up to the Self-Assessment process is the National Society's ownership of the Self-Assessment process and the resulting Plan of Action. To date, this has been a very useful tool to help National Societies towards this, as well as for the Secretariat to focus and priorities support.

Based on the analysis of the responses by the National Societies that completed the Self-Assessment Questionnaire, a 2005 global report has been prepared and has been presented to the Federation Governing Board and the General Assembly; it has also been sent to all the National Societies. Its objective is to inform the Governing Board and Federation members about the status of the member Societies, to provide means to review the members' performance against the *Characteristics of a Well Functioning National Society*, to identify strengths and weaknesses through a synthesis of findings of Self-Assessment, to compare the results, and to track progress achieved by the National Societies since their first participation in the Self-Assessment process.

The 2005 report included for the first time a historical analysis of global and regional trends, assessing progress made with regards to selected recommendations of the *Characteristics of a Well Functioning National Society* and by comparing thematic "Self-Assessment indicators", allowing the Federation's membership, governance and Secretariat the ability to identify and prioritise issues that require further attention to ensure the Federation network has the capacity to meet current and future humanitarian challenges.

**Tsunami Evaluation**

**Overall Goal: to assist the Movement in ensuring high standards of accountability and good practices in the Tsunami operation, and to enable it to continuously improve the efficiency, effectiveness and impact of its work.**

The Monitoring and Evaluation Department developed a systematic process of real time evaluations for the Asia Earthquake and Tsunami operation<sup>1</sup>. The system was designed within a week of the disaster, and the first round of real time evaluations was conducted in February 2005, concentrating on Indonesia, Sri Lanka, and the Geneva side of the operations. The evaluation has concluded that while the overall performance of the Federation's operations compare reasonably well with that of other organizations, there are aspects of the operation management and leadership within the organization that need to be improved.

The second round of evaluations commenced in August, and focussed on the perspectives of the beneficiaries and affected populations, delivery, and quality/standards, while addressing the issues of how the management of the operation is organized to ensure that the needs of beneficiaries are met and their concerns taken into account. The evaluation round consist of four country or multi-country evaluations, and three sectoral reviews of finance, human resources, and external relations/advocacy.

A proposal for monitoring progress and impact assessment system, has been designed and developed by the Department, and has been endorsed and accepted by the Global Consortium for Tsunami-Affected Countries (2nd meeting of the Working Group United Nations, New York, June 16, 2005). The project has also has been accepted as one of the six themes of the Tsunami Evaluation Coalition. The system consists of two complementary processes- periodic surveys measuring impact, and a monitoring system within which agencies report on their activities. Besides promising to enhance the effectiveness of the different country recovery programmes, the initiative has the added value of promoting the visibility and building the capacities of important national institutions in the affected countries. It also contributes to a common information management framework that reflects the technical expertise of all concerned agencies and best practices in different sectors.

For each of the evaluation/reviews completed management notes were put together. Management notes stipulated actions points with regards to findings and recommendations made. Recommendations which have been taken on board made a positive impact on policies and programme management although they are at times slow to implement. For more information on recommendations and action points on specific evaluations please see individual reports for further detail which can all be found on [www.ifrc.org](http://www.ifrc.org)

The Federation will continue to build on the positive and negative experiences uncovered during the real time evaluation exercises, and learning from the tsunami, to make improvements to both the policy framework and operational capacity of the Federation for future major disaster operations.

### **Evaluation of Programmes, Projects and Processes**

**Overall Goal: To improve the quality and impact of programming through effective evaluations and shared organizational learning.**

#### **Objectives:**

To ensure that evaluations in the Federation are done consistently, and are:

- Relevant;
- Accurate;
- Participatory in seeking to reflect the reaction of beneficiaries;
- Independent, impartial and implemented to the highest standards;
- Used for continuous learning and improvements

During the reporting period the following activities were executed:

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<sup>1</sup> See Asia Earthquake and Tsunami Evaluation Framework

- Strategy 2010 mid-term review completed and endorsed by the General Assembly;
- Americas Final Evaluation of the Hurricane Operation completed;
- Addendum to Monitoring and Evaluation Handbook–the Impact Chapter–completed and disseminated ;
- Continued and active participation in the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP)
- Continued support to regional/technical departments, Regional Delegations, and National Societies through an active help desk facility

The Monitoring and Evaluation team has been very active in updating procedural guidelines for the better functioning of the department. With the reinforced capacity of the newly integrated planning, monitoring and reporting functions, the department will be better placed to provide timely support to all Secretariat departments and National Societies, systematically collect, analyze and disseminate learning and knowledge from evaluations, integrate best practices and proven methodologies into programming planning, and contribute to increased understanding of quality and accountability issues within the Federation and in the humanitarian sector.

**Priorities for next period**

The priorities for the coming period are to integrate planning, monitoring, evaluation and reporting functions in order to significantly contribute to improve performance and accountability in the Federation. This includes continuing to consolidate and improve the self-assessment instrument and ensure that it is integrated into capacity-building efforts, promoting continuous monitoring and reporting into programme management, and building the overall capacity for conducting and following up on evaluations to improve quality and impact of programming. Programme activities will focus on improving planning, monitoring, evaluation and reporting tools to better capture beneficiary satisfaction, quality, accountability and impact, and to meeting or exceeding emerging standards in the sector in these areas.

*[Financial report below; click here to return to the title page and contact details](#)*

# International Federation of Red Cross and Red Crescent Societies

## NATIONAL SOCIETY SELF-ASSESSMENT

Selected Parameters	
Year/Period	2005/1-2005/9998
Appeal	M05AA092
Budget	APPEAL

All figures are in Swiss Francs (CHF)

### I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
A. Budget				664,813		664,813
B. Opening Balance				-6,270		-6,270
Income						
<u>Cash contributions</u>						
<i>British Red Cross</i>				198,760		198,760
<i>C1. Cash contributions</i>				198,760		198,760
C. Total Income = SUM(C1..C6)				198,760		198,760
D. Total Funding = B + C				192,490		192,490

### II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance				-6,270		-6,270
C. Income				198,760		198,760
E. Expenditure				-222,209		-222,209
F. Closing Balance = (B + C + E)				-29,719		-29,719

### III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A		B					A - B	
<b>BUDGET (C)</b>					664,813		664,813	
Land, vehicles & equipment								
Computers & Telecom					2,052		2,052	-2,052
Total Land, vehicles & equipment					2,052		2,052	-2,052
Personnel Expenditures								
Delegates Payroll	326,500				124,715		124,715	201,785
Consultants	71,500				35,900		35,900	35,600
Total Personnel Expenditures	398,000				160,615		160,615	237,385
Workshops & Training								
Workshops & Training	50,000							50,000
Total Workshops & Training	50,000							50,000
General Expenditure								
Travel	35,000				2,453		2,453	32,547
Information & Public Relation	120,000				30,725		30,725	89,275
Office Costs	14,400				6,720		6,720	7,680
Communications	4,200				5,201		5,201	-1,001
Total General Expenditure	173,600				45,099		45,099	128,501
Program Support								
Program Support	43,213				14,444		14,444	28,769
Total Program Support	43,213				14,444		14,444	28,769
<b>TOTAL EXPENDITURE (D)</b>	<b>664,813</b>				<b>222,209</b>		<b>222,209</b>	<b>442,603</b>
<b>VARIANCE (C - D)</b>					<b>442,603</b>		<b>442,603</b>	