

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

EVALUATION AND ORGANIZATIONAL LEARNING

May, 2001

This Annual Report is intended for reporting on the Federation's Annual Appeals only.

Appeal No. 01.76/2000

Appeal Target: CHF 1,000,000

The Context

In adopting its ten-year *Strategy 2010*, the International Federation defined an organization which puts emphasis upon developing and maximizing its comparative advantages, and in particular its network of 176 National Red Cross and Red Crescent Societies. Strengthening knowledge management, institutional learning and coordination of development cooperation are key aspects to realising the aspirations of *Strategy 2010*, both for the Federation's Secretariat and within the Federation at large. During 2000, this global programme focused in particular on sharing knowledge about national society needs and capacities, establishing evaluation and quality assurance systems and developing a participatory approach to building a strategy for the Red Cross and Red Crescent Movement.

Objectives, Achievements and Constraints

Objective 1: To develop a Federation-wide system that helps national societies monitor and improve performance through learning more systematically from collective experience.

Achievements and Constraints

Strategy 2010 defines the performance objectives for national societies and the Federation in the next years - becoming responsive and focused well-functioning national societies that work together effectively. Building understanding of and commitment to *Strategy 2010* and its expected results following its adoption by the General Assembly was therefore a key step to achieving this objective. During 2000 a range of promotional materials (posters, leaflets, video, overhead slide sets) were produced in the four official languages of the organization, distributed and widely taken up and used both by national societies and the Federation's delegations. The Federation's web site was also redesigned to better reflect *Strategy 2010* and enable better knowledge-sharing. The web site now includes a database storing all operations-related materials (appeals, situation reports, Country and Regional Assistance Strategies, national society profiles and news stories). The "hit rate" for the web site shows a general upward trend, and, on average, some 180,000 to 200,000 pages are retrieved each month (1.7 million hits).

2000 saw the establishment of a new Evaluation department at the Secretariat to fulfil its mission in the most relevant, effective and efficient manner possible. The initial emphasis of the department was to support the Federation's governance in monitoring the performance and integrity of national societies. Considerable methodological innovation and progress was achieved through the initial pilot self-assessment exercise of 15 national societies on the Federation's Governing Board. Based on the experience and lessons learned from this, the board at its autumn meeting resolved to adopt the self-assessment process as an institutional tool for continuously monitoring the work, performance, integrity and image of national societies.

The self-assessment system will provide guidance to Federation work through:

- highlighting good practices which will assist in sharing knowledge and experiences among national societies;
- identifying areas which require improvement in governance and management;
- assessing the performance of the Federation as a whole in the implementation of *Strategy 2010*; and,
- serving as an early monitoring system to ensure the Federation's credibility with regard to integrity and image of national societies.

During 2000 measures to set quality criteria and establish an evaluation function were initiated by the Evaluation department, together in discussions with its counterpart at the International Committee of the Red Cross (ICRC) and a group of interested participating national societies, as well as to share experiences and learning and build competence and expertise. The dialogue with ICRC also included the identification of areas of common interest in evaluation, including skills development of staff. A key constraint in making progress with achieving this objective was the availability of staff, due in part to their involvement with the change process and, more particularly, linked to the inevitable challenge of starting up a major new function at a time of limited resources.

Objective 2: To promote knowledge about the capacities, needs and activities of national societies as the basis for improved development cooperation within the Federation.

Achievements

The publication (both in hard copy as well as on the Federation's web site) *Partnerships in Profile 2000-01* was issued in June. The third edition of this publication, it provides a concise overview of 147 national societies, including for the first time many from more industrialized nations. Each profile is structured on the "characteristics of a well-functioning national society", and gives a concise overview of the society's organization, programmes and structure, as well as its existing partnerships and external assistance.

Two sets of guidelines supporting improved development cooperation within the Federation were developed during 2000. Both provide practical "how to" advice, one on planning for partnership meetings, the second on developing partnership agreements. The need for such guidelines was highlighted both by the Federation's delegations and the national societies, reflecting the increasing numbers of partnerships between members of the Federation, an increasing number of which were "brokered" by the Secretariat. The guidelines on partnership meetings are available in English, French and Spanish and were distributed at the end of 2000 to all national societies and Federation staff in the field and in Geneva. The second set of guidelines will be finalized and distributed during 2001.

As part of its ongoing work, the Development Cooperation department provided guidance for the preparation of 20 partnership coordination meetings organized by the Federation during the year. This support is resulting in more consistent methodology across regions in planning for these meetings. The department also tracked 130 partnership agreements that were established between national societies and the Federation in 2000, and provided input into the drafting of some 100 of these.

One important result of this work was the furthering of cooperation with the ICRC. There was particularly close collaboration in working on a common framework for agreements which links together all Movement partners working to strengthen national societies' capacity and performance. These efforts contributed to the process of improving harmonization between the Federation and ICRC.

Because of time constraints and other priorities arising during the year, only limited progress was made in collecting and sharing knowledge among participating national societies of their international cooperation strategies.

Objective 3: To develop knowledge management systems to make the most of being a global network, in terms of efficient accessing and sharing of knowledge and learning to improve programme quality within the Federation.

Achievements

Strategy 2010 identifies the Federation's distinctive characteristic as its network, with "information sharing and knowledge development (having) enormous possibilities, particularly now that the technology to share experience quickly and economically exists" (p. 21). During 2000 the thrust of this global programme objective was to build the technological foundation of a web-enabled knowledge sharing network that can flexibly expand to cover both the knowledge-sharing needs of the Federation's Secretariat (with its increasing mobile population) and, in the longer term, national societies.

Developing Federation systems to be compatible with those of other organizations was another important criteria. During 2000, the Federation's Information Systems department (ISD) had discussions on use of technology for communications with a number of other organizations with similar field operations (e.g. ICRC, UN High Commissioner for Refugees and UN Development Programme), with a view to developing shared approaches and infrastructure. While this approach would clearly be an efficient and cost effective path to take, there is currently no consensus between any of the organizations consulted. In the absence of this consensus, the approach is to develop in a way that keeps options open when and if consensus is achieved.

The platform chosen for the Federation was Lotus Notes. In 2000 technical requirements were completed for the full-scale roll-out of Lotus Notes to all Secretariat staff during 2001, with the Lotus Domino Server hardware upgraded and significant changes made to the overall organization in preparation for the potential number of end-users. During 2000 around 25 per cent of the staff in Geneva migrated to the Lotus Notes e-mail system, with field testing initiated with some key end-users operating from remote locations such as the regional delegation in Bangkok. Results of this field testing will help shape the architecture and planning for future deployment in the field.

Alongside this work, ISD was engaged in a major review of the current/future requirements for an integrated information management and financial system for the Federation, a key step to lay the basis for a modern and responsive technological infrastructure to facilitate the work of national societies and the Federation's Secretariat in the years ahead. While this work impacted upon the capacity of ISD to focus on some of the planned activities of this global programme, a number of initiatives were started to demonstrate knowledge sharing potential for the organization. For example, all delegations now have access to a web-enabled Financial Management Report database which presents consolidated financial information on programme expenditure. The Sphere project mailing list is now a web-based database that can be accessed by a wide range of users, and a secure web site was created to facilitate information and document exchange among members of the Governing Board.

One of the key things learned from this work is that while effective knowledge management requires supportive technologies, user interest cannot be guaranteed without on the one hand ensuring that processes and procedures are in place that enable the technology to be used and on the other encouraging a critical mass of people to start using the new technologies. This was very evident in the field testing of a web-based tool for collaborative communications. Tested during 2000 by a number of working groups of people based in Geneva, certain delegations and national societies, there were very mixed results.

Objective 4: To mobilize the Federation's input into the building of a common strategy for the Movement through a process that builds on lessons from the field and the experience of the Federation's *Strategy 2010* and the ICRC's *l'Avenir* study.

Achievements

Enhancing the Federation Secretariat's partnership with the ICRC continued to be a priority of senior management at both institutions. Consultations in the regular monthly senior management meetings resulted in series of decisions enhancing cooperation in a variety of sectors. Working groups were established and reviews were carried out of current systems and procedures in such areas as planning and evaluation, finance and administration, logistics, human resources and information systems.

A study was also carried out into harmonization experience of peer institutions (MSF, OXFAM, SCF, CARE, NATO and the EU) in order to ensure that experience gained by others is taken into consideration when deciding on further steps in the Movement context. Based on this and feedback from governance institutions, in particular the Standing Commission, the senior management of the ICRC and Federation established strategic objectives towards the end of the year for more intensive harmonization efforts in 2001. Areas identified as priorities include advocacy and communication, human resources and planning, monitoring and evaluations. A follow up system was set into place and the Federation established a full-time staff position devoted to the process and the follow up.

It is anticipated that in 2001 the results of this work will begin to filter down to the field. All harmonization efforts are geared towards ensuring improved service delivery to national societies and the beneficiaries

Conclusions

In all four objectives of this global programme, the year 2000 was spent building solid foundations on which the organization can develop its capacity to access and use its knowledge and experience as a truly global network. There was good progress in carrying out several of the activities foreseen in the first phase of the programme. These covered the promotion of *Strategy 2010*, developing and distributing related training modules for use by national societies and introducing this material into the Federation's delegations. Work to promote information about the capacities, needs and activities of national societies was achieved through the publication of the new edition of *Partnerships in Profile*. Guidelines for partnership meetings and cooperation agreements were produced after consultations with national societies in order to facilitate better development cooperation practices within the Federation. As noted in the introduction, several of the themes underlying this global programme were taken up and reinforced by the change process initiated by the Federation's new secretary general. These include the importance being given to monitoring and evaluation and the sharing and leveraging of knowledge within the Federation at large.

Within many national societies knowledge of the priorities and vision of *Strategy 2010* is beginning to permeate through the senior management/governance layers and evidence of its impact can be seen in some societies which are redefining their own strategic directions along its lines. However, there is still clearly a long way to go until there is broad ownership and implementation of the strategy across

the International Federation. The Secretariat will need to continue disseminating *Strategy 2010* for some time to come.

The aspirations of this global programme to improve the Federation's abilities to become a learning organization are large. One of the key learning points during 2000 was the importance of breaking down these aspirations into small, achievable steps and working systematically to achieve them. Another key learning around the area of knowledge sharing is the importance of approaching this issue in a holistic manner, not just focusing on the technological steps for enabling data and information to be shared, but also on ensuring the appropriate shifts both in supporting processes and mindsets of those involved.

Progress in implementing some activities was hampered by the involvement of a number of key staff in the change process itself, as well as extended processes to recruit appropriately qualified and experienced senior staff and get them into place - particularly in the evaluation and information systems areas. By mid-2000 most of these new staff were in place and the two departments began to make substantial steps toward meeting their objectives.

The focus of this programme is now shifting to a greater emphasis on evaluation and knowledge sharing systems, together with a sharper focus on the Country/Regional Assistance Strategy initiative to promote enhanced coordination and cooperation within the Movement. In 2001 this global programme will build substantially upon the foundations described above. Working in this direction is a key element of implementing *Strategy 2010* and improving the quality and impact of Red Cross/Red Crescent programmes.

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All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.

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Annual Financial Reports 2000

- Explanatory Note -

1. Consolidated Response to the Appeal

- This report provides a global picture on the funding situation of a specific appeal at a specific time.
- The cash column indicates all cash contributions channelled through the Federation, together with the balance carried forward from the previous year. Financial statements in support of the reported income are available upon request.
- The in-kind contributions (goods and services provided in response to the appeal objectives) are registered in a stand-alone system, based on the information provided by the respective donor. The values of these donations are based on information received from donors, and will be reported as such in the income and expenditure part of the consolidated report.
- Direct cash or in kind contributions made to Operating National Societies or in kind donations made to the Federation Delegations in response to the appeal are recorded as in-kind contributions in the report.

2. Balance of Funds - Cash Only

This report is a summary cash statement, providing the information on the balance carried forward from the previous year, cash income (including reallocations), cash expenditure (including reallocations - ref. part III of the consolidated report), and the closing balance at the end of the year.

3. Budget Analysis / Breakdown of Expenditures

This section of the report provides a comparative analysis of the total expenditures (cash and in-kind) versus the last approved budget of the appeal.

- The cash column reports on all expenditures booked against the Federation projects and cost centres . It relates only to the use of cash contributions received by the Secretariat for the specific appeal. Financial statements in support of the reported expenditure are available upon request.
- The in-kind columns (goods/services and personnel) report on the in-kind contributions donated in response to appeals, as per the information received from donors. This information is shown both as contribution and as expenditure against the specific appeal, and is consolidated, together with the cash expenses, against the appeal budget. As financial information is not always available from PNS, and for consistency reasons, a flat rate is applied for the calculation of personnel costs.
- The consumption rate represents the level of total expenditures (cash and in-kind) compared to the total income available (opening balance, cash and in-kind contributions),

4. Pledges vs. Contributions

Attached to this financial report is the list of pledges against the respective appeal.

- The comparative analysis of the list of pledges and the list of actual contributions provides a clear insight into any outstanding pledges in response to the appeal.
- Any differences in values between the two reports are due to fluctuations in exchange rates at the time of booking and the time of reception of the contribution.

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES					
				Interim report	
				Annual report	x
				Final report	
Appeal No & title: 01.76/2000 Evaluation and Organisational Learning					
Period: year 2000					
Project(s): G36000, 36100, 36200, 36300, 36400					
Currency: CHF					
I - CONSOLIDATED RESPONSE TO APPEAL					
FUNDING	CASH		KIND & SERVICES		TOTAL
	Contributions	Reallocations	Goods/Services	Personnel	INCOME
Appeal budget	1'000'000				
less					
Cash brought forward	387'332				
TOTAL ASSISTANCE SOUGHT	612'668				
Contributions from Donors					
Danish RC (DNDK)	62'277				62'277
DFID - British Govt (DFID)	400'000				400'000
Finnish RC (DNFI)	76'921				76'921
Icelandic RC (DNIS)	19'423				19'423
Other income	5				5
DFID - British Govt (DFID)		90'000			90'000
DFID - British Govt (DFID)		20'000			20'000
DFID - British Govt (DFID)		-200'000			-200'000
DFID - British Govt (DFID)		90'000			90'000
DFID - GRANT (DFID12)		-55'240			-55'240
TOTAL	558'626	-55'240			503'386
Coverage	91.2%	-9.0%			82.2%
II - Balance of funds					
			Opening balance	387'332	
			CASH INCOME Rcv'd	503'386	
			CASH EXPENDITURE	-611'441	

			CASH BALANCE	279'277	

Appeal No & title: 01.76/2000 Evaluation and Organisational Learning						
Period: year 2000						
Project(s): G36000, 36100, 36200, 36300, 36400						
Currency: CHF						
III - Budget analysis / Breakdown of expenditures						
Description	Appeal Budget	CASH Expenditures	KIND & SERVICES		TOTAL	Variance
			Goods/services	Personnel	Expenditures	
SUPPLIES						
Shelter & Construction						
Clothing & Textiles						
Food/Seeds						
Water						
Medical & First Aid						
Teaching materials						
Utensils & Tools						
Other relief supplies						
Sub-Total						
CAPITAL EXPENSES						
Land & Buildings						
Vehicles						
Computers & Telecom equip.	40'000	17'022			17'022	22'978
Medical equipment						
Other capital expenditures						
Sub-Total	40'000	17'022			17'022	22'978
TRANSPORT & STORAGE		283			283	-283
Sub-Total		283			283	-283
PERSONNEL						
Personnel (delegates)	60'000	101'786			101'786	-41'786
Personnel (local staff)						
Training						
Sub-Total	60'000	101'786			101'786	-41'786
GENERAL & ADMINISTRATION						
Assessment/Monitoring/experts	275'000	165'236			165'236	109'764
Travel & related expenses	90'000	35'848			35'848	54'152
Information expenses	180'000	176'045			176'045	3'955
Administrative expenses	80'000	43'971			43'971	36'029
External workshops & Seminars	165'000					165'000
Sub-Total	790'000	421'100			421'100	368'900
PROGRAMME SUPPORT	110'000	71'250			71'250	38'750
OPERATIONAL PROVISIONS						
Transfer to National Societies						
TOTAL BUDGET	1'000'000	611'441			611'441	388'559
Consumption rate:						
	Expenditures versus income		121%			
	Expenditures versus budget		61%			

Evaluation and organisational learning						ANNEX 1
APPEAL No. 01.76/2000		PLEDGES RECEIVED				17.04.2001
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CASH						
REQUESTED IN APPEAL CHF ----->				1'000'000		TOTAL COVERAGE 94.9%
Balance carried forward from 1999				387'332		
BRITISH - GOVT				400'000	19.01.00	DFID 1.7
DANISH - RC		300000	DKK	63'180	21.07.00	
FINNISH - RC		50456	EUR	78'575	11.09.00	
ICELANDIC - RC		1000000	ISK	20'273	18.12.00	
SUB/TOTAL RECEIVED IN CASH				949'360	CHF	94.9%
KIND AND SERVICES (INCLUDING PERSONNEL)						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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	
THE FOLLOWING PROJECTS ARE LINKED TO THIS APPEAL:						
G36000,G36100, G36200, G36300,G36400						