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International Federation of  
Red Cross and Red Crescent Societies



**Resource Development  
Capacity Building  
Project**

***Completion Report***

September 1, 1990 through to May 31, 1994

September 26, 1994

# RESOURCE DEVELOPMENT CAPACITY BUILDING PROJECT

USAID GRANT # OTR -0158-A-00-0082-00

## COMPLETION REPORT

September 1, 1990 through May 31, 1994

### BACKGROUND TO THIS REPORT

This Completion Report provides additional information to the Resource Development Capacity Building Project Final Report submitted to USAID in late May 1994 and covers three project elements not complete at the time that report was prepared:

1. Final project activity (two Regional Resource Development Seminars)
2. Final cost and financing amounts
3. External evaluation report

As required by USAID PVO Reporting Guidelines, a Final Report on the Resource Development Capacity Building Project was submitted to USAID through American Red Cross in late May, 1994 in advance of the May 31, 1994 (end of project) reporting deadline. While that report was being prepared in late May, Regional Resource Development Seminars with 20 Red Cross and Red Crescent Societies in the Pacific Islands and Asia were being conducted. Part One of this report includes summaries of those seminars, a major project activity. The summaries are included as Attachment A of this report. A review of all five Resource Development seminars conducted in early 1994 is seen as Attachment B.

Also, in order to meet the May 31 deadline, it was necessary to estimate expenditures for the final year of the project, since actual cost amounts were not yet available at that time. Part Two of this report includes a final account of expenditures and income through May 31, 1994. Four tables are presented as a package to illustrate this part of the report in Attachment C.

The third part of this report is an analysis of the project by an external evaluator, Ms. Emilia Roffe. The evaluation report covers the project's design, implementation, results and early impact. The evaluator studied the project's documentation and material outputs and interviewed 25 persons involved at various stages and levels of the project's history. Ms. Roffe's curriculum vita is presented as Attachment D. The evaluation report is Attachment E.

This Completion Report does not intend to repeat the extensive information provided in the May 1994 Final Report. Rather, it is to provide project and financial details not available earlier and to include some additional reflections on project accomplishments made possible by this important USAID grant. Finally, by enclosing the evaluation report, we are able to add an independent perspective on how the project has progressed toward the original objective of building the capacity of Red Cross and Red Crescent Societies to better serve the world's most vulnerable people.

## PART ONE: FINAL PROJECT ACTIVITY ( Regional Resource Development Seminars)

The project plan called for conducting five Resource Development Seminars in early 1994 to report back to National Societies in pilot project regions on the results of the fundraising consultancies. The first three of these seminars, in Southern Africa, Central America and South America, were covered in the Final Report, Section IV.4. (page 29) and seminar reports were included as Attachments 8 and 15. The final two seminars covered by the project were conducted in Fiji, May 23-25 with 11 Pacific Island National Societies and in Malaysia May 30-June 1 with nine Asian National Societies. These meetings were an additional opportunity to introduce new handbook and video materials produced by the project and to further test the Resource Development Training Programme. The seminars also served as assessment sessions for National Societies to indicate where they need additional training and technical assistance and to explore ways of providing help through regional and country delegations and through experienced practitioners from other National Societies. Reports from those seminars are included here as Attachment A.

Further, the report "A Review of Five Resource Development Seminars: January-June 1994" (Attachment B) brings together the facts and features of all five meetings and states follow up required in each region.

## PART TWO: FINAL COST AND FINANCING AMOUNTS

Final cost and financing information is presented through the following four tables:

### TABLE 1 "Financial Profile of the Project"

- A. Budgeted vs. Actual Expenditures by project elements
- B. Sources of Project Funds for the PVO

### TABLE 2 Expenditure Summary -- a recap of budget vs. actual, plus USAID and Federation share of expenditures for total project, by project elements

### TABLE 3 "Financial Profile of the PVO"

- A. Programme expenditures by category (detailed)
- B. Sources of Project Funds for PVO

### TABLE 4 Summary of Expenditures for Total Project

## PROJECT COSTS

The Project's total costs were estimated at US\$ 1,778,590. Actual expenditures were US\$ 1,655,175 or \$123,415 less than budgeted. The principal reasons for differences between estimated and actual costs in each of the four programme expenditure areas were the following:

### A. TECHNICAL ASSISTANCE

Overall technical assistance expenditures were \$32,287 or 4% more than budgeted. In this category, personnel costs were 3% higher than anticipated. While the project started late, the effective implementation period was only three months longer than planned, thus ending very close to the budgeted amount. Travel costs for resource development personnel were slightly less than budgeted, due to cost savings.

Procurement costs under Technical Assistance were \$15,068 higher than budgeted, or an increase of 16.5%. This is due primarily to costs of translation and production for the Newsletter "Funding News" being higher than anticipated.

The cost of books and subscription, on the other hand, was lower, since fewer materials were needed and some publications were provided by the Federation's Information Resource Center. Computer software was provided under the overall licenses of the Federation and was not charged to the project, thus saving on procurement costs.

### B. TRAINING AND WORKSHOPS

Total costs for Training and Workshops came to \$752,982 or \$52,548 less than the \$805,530 budgeted. The largest savings came from Resource Development Committee meetings. As planned, six meetings were held, but at a much lower cost thanks to scheduling committee meetings to coincide with travel to other international meetings. Savings for the project also came from some committee members from donor Societies paying their own travel and lodging costs. Total cost of Resource Development Committee meetings was \$44,318 or \$84,302 less than planned.

Other savings came from consultants' visits to test sites, and a savings in travel costs for consultants briefings. Also briefing/assessment meetings, held early in the project, cost less than planned.

More was spent on regional workshops than expected. This is due principally because of a need to capitalize on increased awareness and interest by National Societies in participating in regional training sessions.

Other principal costs under Training and Workshops were consultancies to pilot Societies and training by consultants. These costs were slightly higher than foreseen, mainly due to the consultants' period in the field being longer than anticipated.

Procurement costs under Training and Workshops were \$327,618, compared to \$273,420 or \$54,198 higher. They involve mainly the Resource Development Handbook, Training Package and training videos. The Handbook replaces what was initially termed "Adaptation of Fundraising Materials and Brochures". The total costs of writing, editing and designing the Handbook to date have been \$ 125,007. Further costs of completing the Handbook will be additional editing, design, translating, producing and distributing the material. Management decided not to rush this important element of the project to meet the end of project deadline, but instead to focus on producing a quality handbook that will be useful to the maximum number of National Societies. These Handbook completion costs will be borne by the Federation as part of the follow up costs of the project.

The training videos cost \$202,611 compared to planned costs of \$161,440. More training tapes were produced than planned because of the high availability of excellent resource development examples. In addition, overall expenditures for this part of the project were higher because costs of production, translation and distribution were higher than expected.

The cost item of simultaneous translation has not been used and the savings have been applied to the preparation of the Handbook.

### C. EVALUATION

The Federation was advised by the USAID project officer that an in depth evaluation as described in the project proposal was not required under the grant. An external evaluation has been conducted, however, to ensure that the project's lessons are recognized, analyzed and applied to the ongoing Resource Development Programme.

This evaluation consists of two stages. The first stage is an end of project evaluation that has looked at lessons learned and immediate impact. The complete evaluation report produced by Mrs. Emilia Roffe is included here as Attachment E. Work on the evaluation began after the project completion date of May 31, 1994, so the project will not be charged for the costs of the evaluation.

The second stage evaluation will be a follow up impact evaluation to be carried out 12-18 months after project completion. At that time, the materials and training produced by the project will have been applied and the Federation will be better able to determine the project's impact on National Societies. The costs of this latter evaluation will also be covered by the Federation itself, leading to an apparent "saving" to the project of \$70,000.

While practically no evaluation costs were charged to the project, in fact a considerable amount of evaluation activities were carried out through the entire project. They were:

- \* Meetings of the internal Secretariat Steering Group that served to measure results against objectives and to ensure that Resource Development activities were aligned with overall Federation capacity building initiatives.

- \* All six Resource Development Committee meetings included monitoring and evaluation reports and discussions.

- \* Each of the five Resource Development Seminars in early 1994 contained evaluation components that asked participants from National Societies to evaluate the usefulness to them of materials and training sessions produced by the project. An example of the evaluations is found in the Fiji Resource Development Seminar report.
- \* Resource Development Advisor's visits to Bolivia and El Salvador pilot projects in August 1993 provided evaluative information that allowed for refinements in the Handbook and Training Programme, plus input for design of the ongoing Resource Development Programme.
- \* American Red Cross provided a professional evaluator in July 1993 to design a scope of work for the project evaluation. That scope of work created an important framework for the project evaluation carried out from July-September 1994 at Federation expense.
- \* Pilot project consultants meetings in October 1992 and September 1993 were primarily evaluation workshops. The first meeting extracted lessons learned from Phase I to be applied to Phase II strategies. The September 1993 meeting evaluated the six pilot projects for indicators that would strengthen the Handbook and Training Package and the Federation's ongoing Resource Development Programme.

#### D. PROGRAMME MANAGEMENT

The costs of project management were lower by \$32,704, primarily because an external audit was not required by USAID. The Federation's own regular audit procedures apply to this project.

#### FINANCING

The project was supported financially by the USAID grant of \$750,000 and a major contribution of \$400,333 from American Red Cross. Additional donations totaling \$154,931 came from British, Finnish and Japanese Red Cross and from private sources in Hong Kong. The Federation itself contributed a total of \$349,911 in cash and in kind from its own resources. In addition, the Federation has committed itself to a two-stage evaluation at its own expense and will cover the costs of translating, editing, designing, producing and distributing the Resource Development Handbook and Training Programme as part of its ongoing Programme. Thus the Federation has fully complied with its commitments for project counterpart contributions.

### PART THREE: EXTERNAL EVALUATION REPORT

The Federation engaged an external evaluator, Ms. Emilia Roffe, to conduct an independent evaluation of the Resource Development Capacity Building Project. Ms. Roffe, whose curriculum vita is seen as Attachment D, carried out the evaluation between July 28 and September 21. Her final report contains a copy of the Terms of Reference, a work plan, a list of documents reviewed and a list of persons interviewed.

On September 15, 1994, Ms. Roffe presented her findings in a debriefing session for selected members of the Secretariat, including the project's Internal Steering Group, plus a representative from American Red Cross. In her presentation and the ensuing group discussion, Ms. Roffe focused on conclusions, lessons learned and recommendations. While the entire report should be of interest to USAID as the project's major source of financial support, these three sections should be especially noted for their relevance to meeting project objectives and implications for the Federation's ongoing Resource Development Programme. The full evaluation report and attachments are presented as Attachment E.

### SUMMARY AND ACHIEVEMENTS WITH FUTURE IMPACT

As stated in the May 1994 Final Report, the USAID funded Resource Development Capacity Building Project has already made a significant difference in improving Red Cross and Red Crescent fundraising capabilities worldwide. The grant has enabled the Federation to build and test a system for advancing Resource Development. Prior to the grant, such a system simply did not exist. As a result, improving National Societies' resource development through training and technical assistance is now becoming a regular part of the Federation's regional programme planning.

The external evaluation report concludes that "the project has made a substantive contribution to develop and put into operation a solid structure for capacity building in resource development on behalf of National Societies." Further, the report points out that the Federation "has a focal point with expertise in resource development..." the importance of which "...is fully recognized by National Societies".

In addition to this significant increase in capacity and awareness, other "bi-products" of the project are now surfacing that should strengthen the Federation's service to National Societies over the next several years. They are:

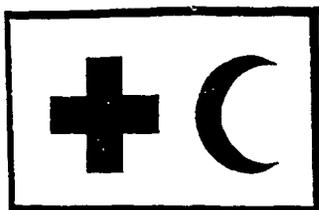
\* A Resource Development Handbook and Training Programme that stresses **putting in place the basics** before employing the techniques, i.e. build a strong foundation first. These materials are designed to provide guidance but also to be flexible, adaptable and to use video to make learning interesting and real. There are early indications that the material will be very useful. Training programmes with National Societies in West and Central Africa, Eastern and Central Europe and Central Asia, for example, are adapting and applying the Handbook and training curriculum to advance fundraising and revenue generating plans and activities.

\* The Federation now has a Resource Development Programme that **integrates with the Institutional Development Programme**. The two programmes need each other, support each other and the materials and training refer to each other. They will be introduced at about the same time and will be used together. This important integration strengthens the Federation's overall capacity building initiative (Goal #4 of the Strategic Work Plan) and is being field tested in Central Asia and Eastern European training activities in the second half of 1994.

\* The emphasis on **training based on sharing National Society examples** takes advantage of the enormously rich resource of experience available in the Red Cross/Red Crescent global network. This was a key intent of the Capacity Building Project and it is now clear that demonstrating widely how National Societies raise money is an inviting, non threatening way of encouraging other National Societies to move into new resource development activities.

\* Resource development is **integrating steadily into regional activities** and regional work plans, so that the function becomes regionally based, accessible to National Societies regionally and draws on regional expertise from delegations and nearby Societies' staff and volunteers.

\* Finally, **presenting seminars and workshops** in recent months has allowed the Federation to introduce new materials and techniques and has enabled National Societies to share their own experiences with fundraising and revenue generating activities. At the same time, these work sessions are creating opportunities for regionally based resource development programmes as those participating begin to organize themselves for ongoing self support.



ASIA RESOURCE DEVELOPMENT SEMINAR

MING COURT HOTEL, KUALA LUMPUR.

30 MAY - 1 JUNE 1994

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JKR 32, Jalan Nipah, Off Jalan Ampang, 55000 Kuala Lumpur, Malaysia. Telex: MACRES MA 30166 Tel: 03-4578122 Fax: 03-4579867

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ATTACHMENT A

# REPORT

ASIA RESOURCE DEVELOPMENT SEMINAR

MING COURT HOTEL, KUALA LUMPUR

30 MAY - 1 JUNE 1994

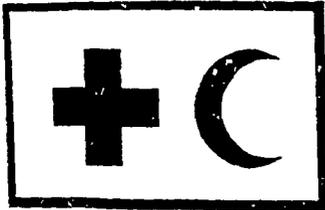


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  - c. Keynote Address by YB Dato' Lim Kok Wing, Chairman, MRCS National Committee for Fund Raising and Member of the Federation's Communications Advisory Group.
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# INTRODUCTION



## ASIA RESOURCE DEVELOPMENT SEMINAR

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30 MAY - 1 JUNE 1994

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### INTRODUCTION

The Asia Resource Development Seminar was organised to give National Societies in South East Asia the opportunity to share, learn and plan strategies for achieving financial self reliance.

The Seminar was an expanded follow up to a meeting that took place in Bali with five National Societies in 1991, the first year of the Federation's Resource Development Programme. At that meeting, the Resource Development Programme was introduced, National Society funding needs were articulated and a promise was made to return to the region to report results of this experimental capacity building programme.

This Seminar in Kuala Lumpur is the fifth of five similar meetings planned for early 1994. Previous seminars have taken place in Southern Africa, Central and South America and the Pacific Islands.

Planning for the Seminar has been shared by the Resource Development Programme, the Asia Pacific Department in Geneva, the Regional Delegation Kuala Lumpur and the Malaysian Red Crescent Society. The agenda was designed to both inform participants of recent resource development activities and available materials, and to draw on their own experiences that might help all National Societies in the region to move their funding programme forward.

Accordingly, the three day programme comprised:

- *a review of the Federation's function, funding and available Resource Development activities and materials available.*
- *Workshops and discussions on key elements of resource development including financial management, public relations and planning.*
- *Presentations of participants actual experiences.*

Participants were typically Secretary Generals, Volunteer leaders or paid staff persons with fundraising responsibilities.

Each National Society attending presented a description and analysis of either their overall resource development programme or one activity within it.



This report reviews papers presented, and summarizes discussions and work sessions. It also contains text of opening and closing comments. Finally, it presents recommendations made by participants and action steps they intend to take in order to apply learning from the Seminar to improve their own resource development programmes.

The funding challenges facing Red Cross and Red Crescent Societies in the region are formidable. It is clear however, from the spirit and enthusiasm of this Seminar, the quality of participants' presentations and the determination of the principals responsible for meeting financial goals, that the future prospects for significantly stronger Red Cross & Red Crescent resource development programmes are positive indeed.



MICHAEL HAYES  
Advisor, Resource Development Programme and  
Director, Asia Resource Development Seminar

**RECOMMENDATIONS, ACTIONS**

**AND**

**REGIONAL PROJECT**

RECOMMENDATIONS, NATIONAL SOCIETY ACTIONS  
AND REGIONAL PROJECT

Red Cross and Red Crescent Societies in Asia met to exchange views and experiences on resource development issues and realities and to discuss strategies for contributing to solutions at the National and Regional level. Recommendations, actions and a Regional Project were agreed as follows:

1. IMAGE BUILDING, MARKETING AND PUBLIC RELATIONS

A strong and positive image is an essential prerequisite to marketing the Red Cross and Red Crescent nationally, regionally and internationally and thus achieving successful resource development programmes. The Philippine National Red Cross Society have offered to host an Information Workshop in Manila in early 1995 targeted at enhancing the skills and experience of National Society information/public relations practitioners in both Asia and, if appropriate, the Pacific. Accordingly:

- the Federation is urged to accept this proposal and follow up by starting the search for funding sources at once.

2. INTEGRATION

In order to maintain development programmes through the longer term, it is essential to plan for sustainability from the outset. Accordingly, the Seminar:

- urges the Federation to incorporate income generating activities in all project proposals;
- counsels National Societies to integrate Resource Development at all stages of the programme planning process; further to incorporate a resource development component in all externally funded development/disaster preparedness programmes.

3. REGIONAL COOPERATION

Serving the needs of the most vulnerable through Red Cross and Red Crescent programmes and activities requires well functioning National Societies with access to the necessary resource development expertise.

The need to establish strong intra-regional working relationships is essential - including encouraging the Federation to give due consideration to local cultural sensitivities - in order to share experiences and coordinate activities. Accordingly the Seminar exhorts National Societies to:

- utilise to the full existing conduits of information exchange, including Funding News and Asia Pacific Focus;
- support agreed regional fund-raising and image building projects fully and enthusiastically;
- when appropriate make technical expertise in resource development, including intellectual property and management/implementation skills, freely available to sister Societies;
- disseminate and maximise resource development information provided by the Federation and from other sources;
- promote and apply the Federation's resource development programme at every opportunity.

#### 4. EMBLEM USAGE

The Seminar asks the Federation to clarify the guidelines for use and display of the Red Cross and Red Crescent emblems in fund-raising, marketing and public relations activities.

#### 5. CORPORATE SPONSORSHIP

The Seminar identified corporate sponsorship as a potentially rich and previously untapped source of income in Asia and calls on the Federation to:

- explore with National Societies new funding relationships with national, regional and international corporations;
- prepare guidelines on strategies and techniques for obtaining corporate sponsorships and also avoiding possible pitfalls;
- work with National Societies in Asia to clarify issues of ethics and conflicts of interest and image that may arise in developing new fund-raising projects with the corporate sector.

6. NATIONAL SOCIETY ACTIONS

Delegates to the Seminar agreed to encourage their National Societies to pursue resource development activities and initiatives as follows:

CAMBODIA

- Expand communications systems, develop membership and introduce income generating projects.

INDONESIA

- Upgrade public relations and marketing of fund-raising.

LAOS

- Upgrade image building, marketing and public relations.

MALAYSIA

- Increase networking and encourage pooling of resources within the Region.

MYANMAR

- Apply experience and knowledge gained from this Seminar.

PHILIPPINES

- Review and intensify public relations programmes.

SINGAPORE

- Investigate methods of tapping Federation funding resources.

THAILAND

- Provide more information on activities and upgrade public relations function.

VIETNAM

- Develop and apply new marketing skills.

## 7. REGIONAL PROJECT

### 7.1 *Asia-Pacific Run for Humanity*

The proposal from the Malaysian Red Crescent Society was endorsed and the following actions agreed:

- all Asian Red Cross/Red Crescent Societies, including the Pacific if appropriate, should begin planning their participation forthwith;
- all presentational elements will be handled by Dato' Lim Kok Wing;
- the target start date is 5 May 1996, culminating in Manila in October 1996 to mark the 50th anniversary of the Philippine National Red Cross Society;
- National Societies will confirm their participation to the Malaysian Red Crescent, as the event coordinators;

### 7.2 *Cultural Fashion Show*

A proposal from Singapore Red Cross for the show to tour Asian countries in 1995 will be further developed to enable National Societies to consider their involvement.

**AGENDA**

# AGENDA

## DAY 1 -- MONDAY 30/5

- 0900 - 0930 Opening Session & Keynote Address
- 0930 - 1000 COFFEE BREAK
- 1000 - 1020 Introductions
- 1020 - 1045 Expectations
- 1045 - 1100 Introductory Video
- 1100 - 1115 Goals/Objectives/Agenda
- 1115 - 1145 Funding Problems
- 1145 - 1215 Federation Briefing - Structure  
- Funding
- 1230 - 1330 LUNCH
- 1330 - 1415 Resource Development Project report  
Resource Development Handbook, Training  
Video
- 1415 - 1545 3 National Societies presentations  
- Singapore, Laos, Malaysia
- 1545 - 1600 COFFEE BREAK
- 1600 - 1700 Building a Base - Financial Management  
Workshop  
Video - Income Generating - Zimbabwe
- 1700 - 1730 Review/Reflection  
Preview Next Day  
Evaluation
- 2000 Poolside Get Together Buffet Dinner

DAY 2 -- TUESDAY 31/5

0830 - 1000	3 National Societies presentations - Thailand, Cambodia, Indonesia
1000 - 1015	COFFEE BREAK
1015 - 1115	Branch Fund Raising - Problems / Opportunities
1115 - 1245	3 National Societies presentations - Vietnam, Myanmar, Philippines
1300 - 1400	LUNCH
1400 - 1530	Image building, marketing, public relations
1530 - 1700	COFFEE BREAK Video - Income Generating - Costa Rica Review funding sources
1700 - 1730	Review/Reflection Preview Next Day Evaluation
2030	City Tour by Night (Optional)

DAY 3 -- WEDNESDAY 1/6

0830 - 1000	The Process of Planning a Resource Development Programme
1000 - 1015	COFFEE BREAK
1015 - 1130	Continuation
1130 - 1230	Presentation of Plans
1230 - 1400	LUNCH
1400 - 1500	Regional Project (Fund Raising)
1500 - 1515	COFFEE BREAK
1515 - 1700	Regional Delegation's Role Conclusions/unfinished business Recommendations
1700 - 1745	Closing Session & Presentation of Certificates
2000	Farewell Dinner

SUMMARY  
OF  
PROCEEDINGS

## SUMMARY OF PROCEEDINGS

MONDAY 30 MAY 1994

### Opening Ceremony

Chairman for the Day: Datin Paduka Ruby Lee.

Welcoming, participants and guests, Mr Carl Naucler recalled the 14th Asia and Pacific Regional Conference, which took place in China a year ago and concluded with the signing of the Beijing Declaration by all National Societies present.

To further the aims and objectives of this document, which sets the framework for Red Cross and Red Crescent activities in the Region for the 1990s, a Plan of Action has been prepared, coordinated by a Working Group reporting to the Implementation Task Force. "The process is being carried out by the Region for the Region," said Mr Naucler.

He added that the Seminar was 'timely' since the strategies and activities outlined in the Declaration would require significant resources and he ended by wishing the participants well in their deliberations and hoping they would gain 'ideas relevant to your Societies at home'.

Mr Michael Hayes recalled the previous four Resource Development Seminars - in Southern Africa, Central America, South America and the Pacific - and gave a series of examples of fund raising and income generation projects across the world. "We must adopt a business oriented approach to income generation and fund raising if we are to achieve our primary goal of improving the situation of the most vulnerable," he said. Including those here today, he added. 47 National Societies have attended the five Seminars.

Mr Hayes was followed to the podium by Dato' Lim Kok Wing, who delivered the keynote address. He began by reminding delegates that the International Federation of Red Cross and Red Crescent Societies was the 'leading and largest' humanitarian organisation in the world and also commented on the high level of vulnerability in the Asia Region. He went on to outline a series of catastrophes that had occurred in Asia during 1994.

"Which is why the purpose of this Seminar is so important," he said. "Without the necessary resources - money, people and equipment - the Red Cross and Red Crescent cannot hope to meet even the basic necessities of the millions of needy people who depend on the commitment and compassion of its volunteer network for mere survival."

"And of course it falls to National Society managements, often working with external expertise, to develop sufficient resources for this crucial work to continue and grow, as the needs arise. And this is what lies at the heart of resource development in the context of our Seminar - expanding the financial base, mainly through fund-raising and income development projects, to enable the fulfillment of planned humanitarian activities on behalf of the most vulnerable whilst laying firm foundations for future emergencies and ultimately financial self reliance."

Dato' Lim then went on to say that the days of the 'enthusiastic amateur' in coordinating and implementing Red Cross and Red Crescent work were over. "For our resource development activities, we need an uncompromisingly professional and hard-nosed approach."

Looking to the future, he reminded delegates not to assume that the Red Cross and Red Crescent would automatically retain the dominant position in the humanitarian sphere it holds today. Competition for funds was tough and would become tougher, he stressed; professionalism in all aspects National Societies activities was essential - targeted ultimately at achieving financial self reliance.

Dato' Lim also detailed certain key strengths of the Red Cross and Red Crescent, including the visibility of the emblems and a strong emphasis on working together. As an example of the latter he recalled last year's 'Run for Humanity' in the six Asean countries which involved more than 200,000 people.

"But this was much more than a Fun Run. Stated simply, it was 200,000 people expressing to the Region and the World, their belief in the Red Cross and Red Crescent Movement as a agent for change in the lives of needy people everywhere" he said.

"The Seminar we are starting this morning will underpin still further that strong commitment to regional cooperation in Red Cross and Red Crescent Societies throughout Asia."

Dato' Lim then officially opened the Seminar.

### Morning Session

Datin Paduka Ruby Lee began by introducing Syed Hamid Alhabshi. After introducing each other, the participants were then asked to list their expectations for the Seminar which can be summarised:

- share experiences;
- successful fund-raising strategies;
- guidelines on usage of the emblem for fund-raising;
- plan of action;
- closer regional cooperation;
- sourcing fund-raising materials.

### Goals and Objectives

Following an introductory video (Resource Development - A Fundamental Need) Mr Hayes outlined the Seminar's main goal:

*To assist in strengthening your resource development programme by:*

- *reviewing elements of a strong base;*
- *introducing new materials;*
- *sharing examples of fund-raising/income generation;*
- *seeking ways to increase local and external funding;*
- *addressing individual National Societies resource et development needs and opportunities*
- *exploring regional opportunities for cooperation and support.*

He then took delegates through the Agenda in detail and also identified certain areas which could not be covered including specifics on individual fund-raising techniques - direct mail for instance - since circumstances varied from country to country.

He asked delegates to consider two 'bottom lines'

- proposals for a regional project;
- the production of a consolidated statement on the outcome and aspirations of the Seminar coupled with achievable actions from individual National Societies.

### *Funding Problems*

Syed Hamid returned to lead the session on funding problems: he asked participants to list the main problems they might encounter in funding operations. A number of groupings emerged:

- increasing competition for the same pie;
- insufficient marketing/technical skills;
- donor fatigue syndrome;
- inadequate logistics;
- lack of committed volunteers.

### *Federation Briefing*

The morning closed with a presentation from Mr Naucier on the structure and funding of the Federation. He began by showing the increase in number of Red Cross and Red Crescent Societies which together have 110 million members and some 245,000 paid staff. He then outlined the overall and specific objectives of the Federation and stressed the wide variety of activities, with particular reference to disaster preparedness and relief. Turning to the statutory bodies of the Federation - the General Assembly, the Executive Council and Constitutional Commissions - Mr Naucier described their duties and composition before displaying the organogram of the Geneva Secretariat, highlighting the Asia Pacific regional and country delegations. He also summarised the agreement between the Federation and International Committee of the Red Cross defining the division of responsibilities.

With the regard to funding, Mr Naucier concluded by describing the key appeal mechanisms utilised by the Federation and donor response. He pointed to the relatively high coverage of relief appeals in Asia Pacific and the difficulties encountered by the Development Appeal and also with the Statutory Contributions from National Societies. "There are so many wishes but the money is still not there," he said.

## Afternoon Session

### *Resource Development: Projects*

Mr Hayes opened the afternoon session by tracing the progress of the resource development project from its inception at the instigation of the American Red Cross through various initiatives (including Funding News and a databank) to the placement of consultants on pilot projects in six National Societies at different stages of development - Namibia, Zambia (Africa), Bolivia, El Savador (Central/Southern America), Fiji, Malaysia (Asia Pacific), culminating in the production of a resource development Handbook. Among the lessons learned/points to be noted from meetings with the consultants, he listed:

- the reality of change;
- the importance of training;
- need for proactive communication;
- planning must be based on needs/services;
- readiness of the National Society;
- technical assistance constraints;
- caution with technology transfer;
- analyse market strategy and stay with the winners.

Mr Hayes also indicated his own conclusions which included considering alternatives to consultants, the need for working together and keeping it simple. He then invited an intervention from Malaysian Red Crescent on their experience with the Resource Development Project. Mr Colin Rozells said that the consultant's report was a disappointment since it contained no 'new thinking' coupled with an inability to understand the cultural constraints and workings of the Society. Following up, Mr Hayes agreed with the general comment, adding that the overall benefits of the programme would continue to be felt in the foreseeable future.

Mr Hayes introduced the Resource Development Handbook and concluded the overhead presentation by detailing the perceived results of the Resource Development Programme as follows:

- recognition that resource development is vital for the future of the Federation;
- the Geneva Secretariat is a key centre for the process;
- strong commitment from National Societies is an essential prerequisite for success.

A video, 'Zimbabwe - the multiplier effect', concluded this element of the afternoon session.

*National Society Presentation: SINGAPORE*

Datin Aw It Haw highlighted the innovative fund-raising activities of her National Society. She gave a few examples of successful programmes which have been carried out including an international bazaar, Red Cross Golf Day, flower shows and an annual donation draw. Datin Aw It Haw pinpointed the following guidelines:

- the need for dedicated volunteers;
- good leadership;
- passing on experience.

*National Society Presentation: LAOS*

In a wide-ranging presentation, Mr Souvannavong outlined the Society's strategic and tactical approach to fund-raising against a background of low activity in recent years. He described the potential for developing the Society and concentrated in particular on fund raising plans covering lotteries, special events, service activities, a development fund, business sponsorship and joint ventures with international companies. He concluded by highlighting three essential challenges for the future:

- the comparative inactivity of the Lao Red Cross over many years;
- the lack of skilled staff;
- the necessity to reorganise the fund-raising committee.

*National Society Presentation: MALAYSIA*

Dato' Dr Nellie Tan-Wong from Negeri Sembilan, one of the smallest states in Malaysia, reviewed the branch's decision to build a training centre/camp site in the light of Government safety at work requirements. She explained that Malaysia was fortunate in being a country with few natural disasters and first aid training was a real need throughout industry. The project required funding of some MR two million and Dr Tan-Wong described in detail the raising of over MR 100,000 from an exclusive golf tournament, supported by the (current) King of Malaysia. The key elements of Dr Tan-Wong's presentation are as follows:

- prepare a full, accurate and detailed budget and stick to it;
- go for 'big money' fund-raising and try to obtain as many sponsorships as possible, thus minimising expenditures;
- gain the support of a VIP to enhance credibility for the project.

#### *Financial Management Workshop*

The session resumed with a financial management exercise with participants breaking into three groups to consider the following situations:

1. Adverse public reaction to a Red Cross/Red Crescent event and press allegations of misappropriation of funds.

The main elements of the group's recommendations were as follows:

- tell the truth, face the music if necessary and take action to clear the problem;
- receipts for all donations and advice on how donations should be presented;
- bank account in the name of the Red Cross/Red Crescent Society;
- at least two signatories for each cheque;
- project audit.

2. Adverse audit report on the handling of donations, including the length of time between receipt and banking:

The main elements of the groups's recommendations were:

- all donations should be handled by appointed officials only;
- keep daily records;
- present monthly accounts;
- procedures should be disseminated throughout the organisation;

3. Overrun of budgeted expenditure with income remaining static.

The main elements of the group's recommendations were:

- immediate investigation by approved auditors;
- better planning and stricter conformance to the budget;

*Review/Reflection*

The day concluded with a review of lessons learned/further requirements including:

- innovative fund-raising processes
- extent of resources available from the Federation;
- need for greater information/experience exchange.

TUESDAY 31 MAY 1994

**Morning Session**

Chairman of the Day, Mr. Mario R. Nery.

Syed Hamid Alhabshi began by asking the participants to keep in mind three questions during the presentation of the papers by National Societies:

- What catches your attention ?
- What more do you want to know ?
- What's something you could apply ?

*National Society Presentation: THAILAND*

Mrs Thanpuying Nualpong Senanarong focused her presentation on the Annual Fair which has been regularly organized since 1922. With the support of a video tape, she explained how the Annual Red Cross Fair both attracts public interests and raise a large sum of income. She added that the Royal Patronage is a key element for the Thai Red Cross to achieve good results from fundraising activities and provide a wide range of services to the general public. She concluded her speech by enlightening the following priorities for action:

- keeping a successful Annual Fair with participation of private sectors
- promoting public's awareness of the importance of the Thai Red Cross activities
- adaptating fundraising methods to the particular life styles of the country

*National Society Presentation: CAMBODIA*

Dr. My Samedi summarized the history of the National Society and described the main tasks which have been implemented since 1992 such as Emergency Relief (assistance given to more than 300,000 returnees from Thailand in the process of resettlement) and Development (Dissemination and Fundraising activities).

He underlined the fact that the fundraising section has just made its first step and that the collection of resources in Cambodia remains very limited. As a conclusion, he emphasized the three current priorities of the Cambodia Red Cross:

- assistance to the most vulnerable, returnees and internally displaced
- development of the National Society through key activities (health, tracing, blood...)
- appeal for assistance to support the reunited Cambodia Red Cross.

*National Society Presentation: INDONESIA*

Mrs. Aswi Nugroho opened by describing the structure and main activities of the Indonesian Red Cross. She gave a general view of the sources of funds used to cover the costs of activities (membership's fee, government subsidy, public contribution...) and focused on the fundraising programme of the Red Cross. She added that the Branches are operational units to implement fundraising throughout the country. The key elements of her presentation can be summarized as follows:

- the structure and the main activities of the Indonesia Red Cross
- the different sources of funds
- the organization of fundraising programmes and its obstacles

*Branch Fund-raising*

Mr. Nery invited Mr. Colin Rozells to lead this session. He began by recalling the overall fundraising problems and opportunities identified on the first day of the Seminar. Building on those deliberations, Mr. Rozells broke participants into groups, tasking them to 'go to the next stage' and consider funding problems, opportunities and communications at the grass roots level.

Group I identified the following six problems:

- influence of local politicians;
- too many organizations seeking funds;
- communication problems due to distance;
- insufficient public relations;
- cultural problems;
- territorial difficulties.

Among the issues raised in discussion were the distribution of Geneva/Regional publications and ensuring the availability of these texts throughout National Societies.

Group II were asked to consider funding opportunities at local level including:

- attracting the interest of an influential 'personality';
- the importance of good relations with government authorities;
- identification of relevant groups;
- joint ventures;
- press participation;
- harness energy of youth members;
- creche facilities.

A number of items under communications were proposed by Group III:

- difficulties between national headquarters and branches;
- security considerations
- lack of committed volunteers
- cultural and legal constraints

The group suggested that each branch should formulate grass roots communications action plans in conjunction with their National Headquarters.

*National Society Presentation: VIETNAM*

Mr. Nguyen Thiep opened with a short historical background of the National Society before presenting its overall activities. He highlighted the priority for raising funds locally and for launching appeals for public donations. He explained how the Vietnamese Red Cross is involved in developing some income generating projects and carrying out a variety of fundraising activities. As a conclusion, he defined the following priorities for the next step of action:

- promote fundraising at all levels (with an emphasis on branch projects)
- initiate income generating projects at the branch level
- sharing experiences in fund raising with the Societies in the region.

In subsequent discussion, Mr Thiep was asked to give more details on the Society's development fund, which was established in 1990 with donations from sister Societies in the Republic of Korea, the Netherlands and Finland. Mr Thiep explained that these funds were used as seed money for small development projects - including pig-rearing, fish ponds and coffee-making - in 53 branches.

*National Society Presentation: MYANMAR*

U Tun Myint described the structure and activities of the overall fundraising programme. He reviewed some income generating aspects of the Myanmar Red Cross such as ambulance services, motor workshop, sale of calendars and postcards, sale of quarterly periodicals etc. The key elements of his presentation can be summarized:

- essential resource development support material should be made available
- skilled members of Red Cross and Red Crescent should be more involved
- more basic material for the development of National Societies should be provided

*National Society Presentation: PHILIPPINES*

Mr. Mario R. Nery began by discussing the origin of the Philippines National Red Cross Society before giving a global picture of its today activities. He focused on the resource development programme and explained the fund-raising organization chart for National Headquarters and Branches. He underlined the great need for reviewing resource development strategies and programmes periodically and drew the following conclusions regarding fundraising strategy:

- need for improving the way to achieve fundraising goals
- need for a management audit conducted by a reputable firm
- need for professionalising the staff and launching new approaches and methodologies

*Afternoon Session*

*Image Building, Marketing, Public Relations*

Mr. Nery welcomed Dato' Lim Kok Wing to lead the discussion on image building, marketing and public relations. Dato' Lim opened with a general review of resource development principles, describing the activity as the 'engine-room' of

the Movement and stressed the need for maintaining trust and respect among the donor publics. He identified the following components as key to the long-term success of resource development programmes:

- market planning;
- relevance;
- positive public image.

"Resource development must be performance driven, reflecting the needs and achievements of National Societies," he added.

Turning to the competition facing the Movement, he recalled his keynote address and the warning that there were many other humanitarian organisations with strong and compelling messages. "Currently we are ahead of most of the competition due to our worldwide prominence," he said. "But this may not last unless we continue ensuring respect for the Red Cross and Red Crescent in our own countries. That is where it all begins."

Dato' Lim then went onto examine in detail major elements in coordinating resource development - including information / experience exchange between Societies - and how these can be utilised to meet and beat the competition.

He concluded this section of his presentation by summarising a series of steps and actions central to winning public support through enhancement of the Red Cross and Red Crescent image, both domestically and internationally.

During a short interlude for questions, Mr Very explained how the Philippines Red Cross continued to attract public support for its programmes by intensive training of volunteers for rapid response to disaster situations.

In the second half of his presentation, Dato' Lim concentrated on the specifics of marketing the Red Cross and Red Crescent through a strong strategic approach and sound public relations and image building. Calling on participants to encourage their National Societies always to adopt a competitive stance, he said that the Red Cross and Red Crescent must position itself as the most deserving and preferred charity through a combination of creative and innovative marketing techniques and an absolute adherence to professionalism.

It was essential to be proactive: "Telling is not selling," he said. "We must package our message for easy delivery, focus on the main issues and always be truthful and humble - we are asking for public support, we cannot demand it".

He then listed a number of opportunities support for the Red Cross and Red Crescent offered donors and the general public:

- involvement with something meaningful;
- helping those in need;
- association with a worthy cause;
- serving society and the nation;
- recognition in the community;
- enhancement of corporate and personal image.

After detailing potential audience types and support sources, Date' Jim took the Seminar through the key practical components of developing a communications strategy and the building blocks for a positive public image.

He urged participant to avoid 'publicity for publicity's sake' and overselling the message: "Integrity, proficiency and leadership are the essential ingredients for enhanced presence, visibility and credibility," he said. He added that the right approach to marketing Red Cross and Red Crescent involved being on the same side as the public, informing rather than preaching to them and appeal for their support, not demanding it.

He concluded by urging participants:

- not to take the public for granted;
- to remember we need the public as much as they need us;
- to accept we are answerable to the public;
- never to forget that respect is earned, not given.

#### *Potential funding sources*

A video "Revenue generation in Costa Rica" was shown to introduce the next agenda item on potential funding sources. It provided participants with some useful examples of sound income generation projects - including delivery of telephone books to subscribers - demonstrating good cooperation with the government/industry and meeting service needs. Mr Hayes followed on with a summary of potential funding sources covering:

- National Society activities;
- National institutional sources;
- Red Cross/Red Crescent Movement;
- International sources.

He invited an intervention from Mr Naucier who discussed the bilateral approach and stressed the parameters of the various Federation funds available to National Societies. He also counselled caution in the area of 'relief funds saved', which could disturb the original donor, but he urged participants not to forget possible assistance from the ICRC. With regard to international sources Mr Naucier said that funds at the level of UN agency regional representative level had increased and National Societies should seek to penetrate this source; in addition UN agencies were more decentralised than they were in past and were often looking for 'credible' organisations with whom to place the funds. He added that UNDP and UNICEF often had funds available for specific projects. In conclusion Mr Naucier said that all service programmes should have a resource development element.

#### *Review/Reflection*

The day concluded with a review of lessons learned/main points of interest including:

- the range and extent of fundraising sources;
- the importance of professional communications systems and public relations/marketing practices;

WEDNESDAY, 1 JUNE 1994

#### **Morning Session**

Chairman for the Day: Mrs. Thanpuying Nualpong Senanarong

#### *Meeting the Challenge*

Syed Hamid Alhabshi opened the session by returning to the expectations and problems related to fundraising activities identified on the first day. He asked the participants to break into working groups and to consider solutions to the following timescales:

1. Long-term: more than one year
2. Short-term: less than one year
3. You can do: immediate action

The groups were asked to consider two key problems:

- a) insufficient marketing/technical skills
- b) increased competition for the same pie

Group I identified the following solutions:

1. - review strategies/directions/orientations (a)  
- tap regional resource (a)  
- lateral thinking (b)  
- establish closer relations with the government (b)
2. - organize workshops (a)  
- upgrade equipment, staff (a)  
- establish personal credibility (b)  
- develop strategies/marketing plan (b)
3. - evaluate strengths and weaknesses (a)  
- recruit the right persons (a)  
- motivate staff and volunteers (b)  
- start meetings to implement programmes (b)

Group II drew the following conclusions:

1. - presentation at school and universities to enhance awareness and recruitment (a)  
- promotion of publicity campaign (a)  
- promotion of a five-year plan (b)
2. - development of a pool of trainers (a)  
- creation of a network with other NGOs (a)  
- setting up an ad hoc Committee of influencers (b)  
- publication of goals and results (b)
3. - drawing up monthly/yearly programmes for training and recruitment (a)  
- getting professional help (a)  
- creating a data base of donors (b)  
- becoming number one in the donor mind (b)

Group III focused on the following solutions:

1. - promote training (a)  
- form guidelines for policies (a)  
- build a strong VIP contact (b)  
- build a competitive spirit (b)
2. - organize regular meetings for staff & branches (a)  
- develop an operational network (b)  
- formulate a concrete plan of action (b)
3. - publicize current project activities (a)  
- create a strong corporate identity (b)

A video "Events, the Singapore Fair - the elements of success" was shown as an other example of funding source.

*Planning a resource development programme*

Mr. Hayes introduced a new case study for the groups to work on the preparation of resource development programme over three years against a background of falling income. As each group made its presentation, delegates from the other groups acted as members of a National Society Executive Committee.

Group I decided against any change of budget goal and staff though an immediate 10% reduction in utilities would be implemented. More positively, the group proposed measures to enhance the profile of the National Society including contact with a VIP. For the coming years intends to hold down expenditure and limiting costs. New sources of income will be sought, including a golf tournament and a fair, using the experiences of the Singapore and Thai Societies.

Group II began by concentrating on the roots of the problem and considered a range of difficulties, including lack of leadership and guidance, insufficient income generating activities and poor image among the general public. Among the solutions proposed were a review of current programmes and image enhancement, revitalisation of the leadership (with the help of a consultant), a fund-raising programme targeting embassies, NGOs, foundations to increase income by 15% annually. In addition, the group suggested giving greater emphasis to the training of the members and volunteers.

Group III expressed surprise at the lack of programmes and activities with a significant proportion of income directed towards staff salaries and administrative costs. The group proposed a number of measures to increase income, including the employment of a fundraising director; setting up a special VIP fundraising task force; implementing relevant projects to raise money among the general public; improvement of the image. In addition, a reduction in overall staff costs would be implemented.

Syed Hamid Alhabshi concluded the exercise by summarising similarities in the solutions suggested by the three groups:

- more relevant projects
- trim overheads
- focus on the pivotal role of leadership
- increase in membership.

## Afternoon Session

### Regional Project

Dato' Lim Kok Wing introduced proposals developed with the Malaysian Red Crescent for the 'biggest Run ever organised on planet earth' - The Asia-Pacific Run for Humanity. This would involve all Red Cross/Red Crescent Societies in Asia, with the Pacific invited to join as well. Dato' Lim put the provisional fund-raising target at US\$ 3,000,000. "We have more people in Asia than in the rest of the world," said Dato' Lim. "So it should be possible to put more runners onto the streets than ever before."

Dato' Lim envisaged participation by 4.3 million people across Asia with simultaneous runs involving all the Region's royalty, presidents and political leaders. "It would be the biggest show of support for vulnerable people ever held and a major show of strength by the Red Cross/Red Crescent Movement," he said.

National Societies would be expected to organise the Run throughout their respective countries with the objective of enhancing the Red Cross/Red Crescent image, raising funds and recruiting volunteers. There would be good openings for extensive media coverage and corporate sponsorship, he said. The event would cross borders through the production of one theme song in several languages and a single identity tailored to a variety of merchandise.

Dato' Lim's proposal received a favourable reaction from the Seminar with all participants agreeing to advocate the proposal within their National Societies and confirm their participation to the Malaysian Red Crescent. A start date of 5 May 1996 was suggested for the first run, culminating in Manila in October 1996 to mark the Philippine National Red Cross 50th anniversary.

With the Malaysian Red Crescent celebrating their golden anniversary in 1998, delegates were also receptive to a suggestion from Datin Paluka Ruby Lee for a similar event to take place bi-annually.

Delegates then heard another fund-raising proposal from Singapore Red Cross for the staging of cultural fashion shows in countries across Asia during 1995 with individual National Societies benefiting from the proceeds. Delegates also agreed to raise this proposal with their managements.

### *Role of the Federation*

Dani Naugier outlined the role of the Regional Delegation in Kuala Lumpur including terms of reference and 1994 Plan of Action for Asia Pacific drawn from the Beijing Declaration. He described some tasks implemented by the Regional Delegation, for instance the promotion of human resource development, encouraging skills exchange programmes and coordination of training for fund-raising persons. He then introduced the Regional delegates who described some of their activities. Dr. Michel Tailhades explained his work on the preparation, production and distribution of a first aid manual in association with National Societies in the region and also organizing a regional HIV/AIDS taskforce. The first meeting will take place in Bangkok in July 1994. Charles Eldred-Evans identified four priorities for the regional information delegate: to be a professional/technical sounding board for National Societies, disaster response, international media and Asia Pacific Focus. Mr. Nguyen Thanh Ky reviewed progress on the forthcoming regional data base while Stanley Maung Khin U reminded delegates of the importance of youth activities.

### *Recommendations and National Society Actions*

Mr Hayes asked participants to identify one action, based on the experience of the past three days, which would assist resource development in their respective National Societies. Delegates then reviewed the proposed Recommendations and adopted them subject to final scrutiny by a representative group including the Malaysian Red Crescent and Philippine National Red Cross Society.

### *Conclusions and Closing Ceremony*

Mr Hayes asked delegates to identify certain pivotal points during the Seminar:

- identification of expectations and problems faced by National Societies;
- focusing on the importance of public relations and fundraising;
- videos on different aspects of fundraising.

Mr. Mario Nery was asked to summarise his main conclusions on behalf of delegates and the main achievements. He focused on the importance of follow-up to the Seminar once the participants return to their National Societies.

Datin Aw It Haw then presented mementoes of the Seminar from the Singapore Red Cross to the Federation (received by Mr V T Nathan) and Malaysian Red Crescent (Dato' Lim Kok Wing).

Before presenting certificates to all delegates and observers, Mr. Nathan delivered the closing address which congratulated the Seminar on its hard work. He noted in particular the recommendation to hold an Information Workshop and thanked the Philippine National Red Cross Society for agreeing to host the event.

"In the spirit of the Beijing Declaration, your recommendations also focus on regional cooperation," he said. "This element of our strategy cannot be over-stressed. It is at the heart of everything we do, enabling sister Societies to learn from each other, exchange resources and grow regionally as well as nationally.

"In a nutshell, regional cooperation is the yeast in our humanitarian loaf."

PLANNING PROCESS - RESOURCE DEVELOPMENT

NATIONAL SOCIETY "X" CORE COSTS

EXPENDITURES

	1994	1995	1996	1997
Staff Salaries	600,000			
Office rent	120,000			
Utilities	35,000			
Vehicle Maintenance	24,000			
Fuel	25,000			
Insurance	60,000			
Membership/Meetings/Conferences	5,000			
Subscription/Publications	5,000			
Office Supplies	24,000			
Office Equipment Maintenance	12,000			
	-----			
TOTAL EXPENDITURE	910,000			
	=====			

INCOME (PROJECTED)

Donor Society "Y"	400,000
Government Social Welfare Grant	100,000
Annual Appeal (RC Week)	200,000
Annual Dinner Dance (October)	50,000
Membership Fees (2000 @ 5)	10,000
	-----
TOTAL INCOME	760,000
	=====

## SITUATION

Your National Society has just been informed by Donor Society "Y" that the core support grant of 400,000 that it has been giving since 1986 will no longer be available as of January 1, 1998.

Also, because of changes in the National government, the Government Social Welfare Grant which has been tentative as best in recent years, is also in doubt.

Your budget review in mid May revealed that income from Red Cross/Red Crescent Week this year was down by 50% (200,000 vs 300,000 last year). Further, because of decreasing membership and lack of volunteer help, it appears that the annual dinner dance will bring in only 50,000 this year vs 150,000 in 1993. Result: a projected shortfall of 150,000 for 1994.

You are the Secretary General and fundraising Committee of your National Society:

- A. What steps will you take to meet the projected 150,000 deficit for 1994?
- B. What plans do you recommend to build your revenue so you will be independent of external support (including Government) for core costs by January 1998?
- C. Prepare a presentation that you will make to the other participants who will act as your Executive Committee.

Your presentation should include:

- \* Goal for 1994.
- \* Sources and methods for obtaining that goal.
- \* Human and financial resources needed.
- \* Timetable and Action Steps.

Assumptions:

- \* You operate a blood programme and do first aid training.
- \* You do not currently have a paid staff person responsible for resource development.
- \* You have 10 branches.

Likewise, for 1995 - 1997, project your overall funding goals for each year and include:

- \* Sources and methods.
- \* Human and financial resources needed.
- \* Timetable and action steps.

LIST OF PARTICIPANTS

1. CAMBODIA: DR. MY SAMEDY  
(Vice President &  
Secretary General)  
  
MR. SEK KIMSORN  
(Chief of Dissemination &  
Fund Raising)  
  
MR. TAING YOU SENG  
(Volunteer)
2. INDONESIA: MRS. JOENIARSIH DJATMIKO  
(Personnel)  
  
MRS. ASWI NUGROHO  
(International Relations)
3. LAOS: MRS. VANASY ONEMALIVANA  
(Vice President)  
  
MR. SOUVANNAVONG OUDEUAN  
(President - Fund Raising  
Committee)  
  
MR. SOUVANNAVONG VIENGGHAM  
(Member)
4. MALAYSIA: DATUK DR. NELLIE TAN-WONG  
(Chairman, Negeri Sembilan  
Branch)  
  
MR. COLIN ROZELLS  
(Asst. SecGen, Development &  
Services)
5. MYANMAR: MR. U TUN MYINT  
(Hon. Treasurer)  
  
DAW NU NU YEE (Ms)  
(Administration Officer)
6. PHILIPPINES: MR. MARIO R. NERY  
(Member, Board of Governors)  
  
COL. JAIME L. CANATTOY  
(Member, Board of Governors)

## RESOURCE PERSONS

1. IFRC, GENEVA MR. MICHAEL L. HAYES  
(Advisor, Resource Development)
  
2. IFRC, K. LUMPUR MR. CARL NAUCLER  
(Head of Regional Delegation  
for Asia)  
  
DR. MICHAEL TAILHADES  
(Regional Health Delegate)  
  
MR. CHARLES ELDRED EVANS  
(Regional Information Delegate)  
  
MR. NGUYEN THANH KY  
(Regional Development Delegate)
  
3. MRCS, K. LUMPUR DATO' LIM KOK WING  
(National Chairman Fund Raising)  
  
DATIN PADUKA RUBY LEE  
(Secretary General)
  
3. LENS INTERNATIONAL TUAN SYED HAMID ALHABSHI

## OBSERVERS

1. MRCS MR. JAMES WEE LAI KHOON  
(Vice Chairman, Sarawak Branch)  
  
MR. BAISUL KHAN SALMAN FARIS  
(Vice Chairman, Sabah Branch)  
  
TUAN HJ. IBRAHIM B. MOHD SAAD  
(Administrator, Perlis Branch)  
  
MR. N. GENGATHARAN NAIR  
(Vice Chairman, Selangor Branch)  
  
MR. NIKA SINGH  
(Hon. Secretary, Negeri Sembilan  
Branch)  
  
EN. ZAINOL ABEDIN BIN HAJI HASHIM  
(Administrator, Pahang Branch)

7. SINGAPORE:

DATIN AW IT HAW (AKIKO)  
(Vice Chairman)

MRS. NANCY KHOO NEE CHONG  
(Administrative Officer)

MS. ZABE JASMINE KIN  
(Manager, Services)

8. THAILAND:

MRS. NUALPONG SENANARONG  
(Asst. SecGen & Director of Fund  
Raising Division)

MRS. SURAPEE SNIDVONGS  
(Deputy Director of Volunteer  
Division)

9. VIETNAM:

MR. NGUYEN THIEP  
(Member of Central Committee and  
Director of Fund Raising)

MR. NGUYEN SY BEN  
(Chairman of Giang RC)

ORGANISING COMMITTEE

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Mr. Ameerjit Singh  
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Mr. Muniandy Doraisamy

Reception/Social  
Functions : Col. (R) Y. M. Chan  
Ms. Ainin bte Abdul Manan



ASIAN RESOURCE DEVELOPMENT SEMINAR EVALUATION : DAY 2

1. Did the sessions meet your needs in the subject area ? Responses : 14

# of responses

1

1

9

3

Not at all

1	2	3	4	5
---	---	---	---	---

Perfectly

2

2. Were you given enough information to be adequately prepared ? Responses : 14

# of responses

1

1

4

6

2

Not at all

1	2	3	4	5
---	---	---	---	---

Perfectly

3. Were the sessions efficiently and professionally conducted ? Responses : 14

# of responses

1

2

9

2

Not at all

1	2	3	4	5
---	---	---	---	---

Perfectly

4. What sections of the day's programme were the most useful ?

- Image building, Marketing, Public Relations (10)
- Fundraising opportunities/problems (3)
- All (1)

5. Which sections were least useful ?

- None (14)

6. Please give your specific suggestions as to how we could improve this programme ?

- Focus on planning session is important
- More documents (of each presentation or speech)
- Initiate more involvement from quiet delegates
- Speakers must keep to time allocated
- Follow up should be intensified





6. Please give your overall rating of this seminar  
# of responses

	1	3	10	2
Poor	Satisfactory	Good	Very Good	Excellent

7. Other general comments :

- Thank you very much - congratulations to organisers !
- Very interesting and impressive
- Please organise more seminars regionally and sub- regionally every year
- Very useful and should have continuous follow up and cater for specific needs of the NS
- Secretariat staff were very impressive
- More communication among NS is required
- Some leisure time should have been organised such as a tour

**REPORT**

**RESOURCE DEVELOPMENT SEMINAR**

**FIJI, 23-25 MAY 1994**

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  - VI EVALUATION SUMMARY

## INTRODUCTION

The Pacific Resource Development Seminar took place at the Fiji Red Cross Society on May 23 - 25, 1994. This was the fourth in a series of five seminars conducted by the Resource Development Programme in early 1994. While the original purpose of the seminar was to report results of a Fiji Red Cross pilot fundraising consultancy, the seminar agenda was expanded to include more Resource Development topics with practical application to National Societies in the region. The three day programme was developed by the Resource Development Advisor in consultation with the Asia /Pacific Department, the Fiji Red Cross Director General and the Head of Delegation, Sidney. The seminar began with briefings on the Federation in general and its Resource Development Programme, then featured presentations of financial development programmes and activities of all 11 National Societies. Other sessions included workshops on financial management branch fundraising challenges, image building, fundraising planning and a regional fundraising project. It was felt that this combination of information, sharing of experiences and work sessions would assist participants in advancing their resource development programmes over the next several months and over the longer range as well.

## PARTICIPANTS

All eleven National Societies who were invited sent representatives. They were :

Australian Red Cross  
Cook Islands Red Cross  
Fiji Red Cross  
Kiribati Red Cross  
New Zealand Red Cross  
Papua New Guinea Red Cross  
Solomon Islands Red Cross  
Tonga Red Cross  
Tuvalu Red Cross  
Vanuatu Red Cross  
Western Samoa Red Cross

A list of participants and their positions is found in Appendix IV.

## FACILITATORS

A team of planners/facilitators organised and managed the seminar. They were :

- Terry Butt, Head of Regional Delegation, Sidney
- Susan Douglas, Director General, Fiji Red Cross Society
- Charles Eldred-Evans, Regional Information Delegate
- Michael Hayes, Advisor, Resource Development
- Beryl Raufer, Deputy Secretary General, Australian Red Cross

RESOURCE DEVELOPMENT SEMINAR

FIJI

23-25 MAY 1994

AGENDA

DAY 1 - Monday 23 May

9.00 - 9.05	Welcome
9.05 - 9.15	Introductions
9.15 - 10.15	Expectations, Goals and Objectives
10.15 - 10.45	Regional Funding Issues
10.45 - 11.00	MORNING TEA/COFFEE
11.00 - 11.30	Federation Briefing
11.30 - 12.30	Resource Development Project Report
12.30 - 2.00	LUNCH
2.00 - 3.30	National Society Presentations: Vanuatu Papua New Guinea Kiribati
3.30 - 3.45	AFTERNOON TEA, COFFEE
3.45 - 4.45	Building a Base - Financial Management Workshop
4.45 - 5.00	Review, Preview and Evaluation

DAY 2 - Tuesday 24 May

8.30 - 10.00	National Society Presentations Fiji Solomon Islands Cook Islands
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10.00 - 10.15	MORNING TEA/COFFEE
10.15 - 11.15	Branch Fundraising Challenges/Opportunities
11.15 - 12.45	National Society Presentations Western Samoa New Zealand Tuvalu
12.45 - 2.00	LUNCH
2.00 - 3.30	Image Building, Marketing and Public Relations
3.30 - 3.45	Reviewing Funding Sources
3.45 - 4.00	AFTERNOON TEA/COFFEE
4.00 - 5.00	National Society Presentations Tonga Australia
5.00 - 5.15	Review, Preview and Evaluation

DAY 3 - Wednesday 24 May

8.30 - 10.00	National Society Resource Development Plans
10.00 - 10.15	MORNING TEA/COFFEE
10.15 - 12.30	National Society Resource Development Plans Presentations
12.30 - 2.00	LUNCH
2.00 - 3.00	Regional Project
3.00 - 4.30	Conclusions, Evaluation and Close

## SUMMARY OF PROCEEDINGS

**SUNDAY, 22 MAY 1994**

Mr Michael Hayes welcomed those present at an informal reception in the Berjaya Hotel, Suva.

**MONDAY, 23 MAY 1994**

### MORNING SESSION

*Chair:* Mrs Susan Douglas, Fiji Red Cross

After a brief welcome from Mrs Susan Douglas Director of the host National Society, and personal introductions by representatives from the 11 Red Cross Societies present and facilitators/resource persons from the Federation, the session opening with a summary of expectations by the participants. In the main, these focused on the wish to share ideas and ways of finding innovative solutions to fund-raising problems.

Mr. Hayes explained how the agenda had been developed and presented the goal and objectives of the seminar as follows:

**TO ASSIST IN STRENGTHENING NATIONAL SOCIETY RESOURCE DEVELOPMENT PROGRAMMES BY:**

- emphasising the importance of a strong base;
- introducing new materials and support;
- sharing examples of fund-raising/income generation;
- seeking means of increasing local/external funding;
- addressing individual and National Society resource development needs and opportunities;
- seeking regional opportunities for co-operation and support.

### **Regional fund-raising and Federation briefing**

Mr Terry Butt then asked delegates to identify the main fund raising difficulties faced by their Societies, with 'competition' and 'capacity' heading the list; other areas highlighted included timing, sustainability and lack of resources.

Mr Butt also explained the structure and main reporting lines of the Federation's Geneva-based Secretariat, with particular reference to the Asia Pacific Department and the Regional Delegations in Sydney and Kuala Lumpur. He listed the Federation's main donors and outlined the response to recent relief and development appeals.

## **Resource Development Project**

The session ended with a report by Mr Hayes on the Federation's resource development project. Mr Hayes explained the criteria adopted in selecting six National Societies - Zambia, Namibia, Fiji, Malaysia, Bolivia and El Salvador - for an intensive resource development analysis by ex-patriate consultants, who were also expected to assist in the implementation of pilot project in each country. Mr Hayes described the outcome as 'mixed', with the most positive results being seen in Namibia, Fiji, El Salvador and Bolivia.

In the subsequent discussion, Mrs Susan Douglas and Mrs Alison Cupit described in detail the experience of Fiji Red Cross from the programme. Mrs Douglas referred in particular to the structural changes in the Fiji Red Cross which had resulted from participation in the project.

### AFTERNOON SESSION

*Chair:* Mrs Nikki Rattle, Cook Islands Red Cross

#### **NATIONAL SOCIETY PRESENTATION: Vanuatu - Willie Arusiro**

Describing Vanuatu's fund-raising activities on World Red Cross/Red Crescent Day, Mr Arusiro emphasised the following points:

- the importance of projecting the likely returns from fund-raising projects;
- anticipate problems arising from population-spread, competition and support levels;
- innovate wherever possible.

#### **NATIONAL SOCIETY PRESENTATION: Papua New Guinea - Nicky Haro**

Mr Haro outlined the focus and direction of the Miss Frangipani 'Quest', organised by the Society's East New Britain branch and drew the following conclusions:

- efforts should be made to obtain sponsorship from more business houses;
- as a major fundraiser for the Society, it is essential for the event to be held at least bi-annually;
- total commitment and support of the membership is a vital prerequisite for success.

#### **NATIONAL SOCIETY PRESENTATION: Kiribati - Meme Tong**

In her presentation on fund-raising for the Kiribati Red Cross, a Society in development, Mrs Tong stressed the following points:

- a small population affects funding income;
- the costs of servicing the needy in outlying islands are high;
- limited income limits programme activities.

## **Financial management workshop ( 3 case studies)**

The afternoon continued with a financial management workshop. After a brief introduction from Mr Hayes, participants broke into three groups to develop solutions to the following problems:

1. Adverse public reaction to a Red Cross/Red Crescent event and press allegations of misappropriation of funds:
  - brief a sympathetic journalist on the Society's position;
  - introduce new procedures for handling cash donations.
  
2. Adverse audit report on the handling of donations, including the length of time between receipt and banking.:
  - all donations should be handled by appointed officials only;
  - keep daily records
  - present monthly accounts
  - procedures should be disseminated throughout the organisation
  
3. Overrun of budgeted expenditure with income remaining static.
  - immediate investigation by approved auditors;
  - better planning and stricter conformance to the budget;
  - revise the target to maintain the 5:1 ratio and seek immediate funding;
  - review suppliers' invoices for possible cost savings.

## **Income generation**

Reviewing a video on income generation activities in Zimbabwe, Mr Hayes asked participants what lessons could be learned. The subsequent discussion centred on how the Zimbabwe Red Cross had identified key needs in the community and were meeting them. Concerns raised included the reliance of certain aspects of the Zimbabwe programme on external sources and the possibility of Government action to protect the local clothing industry.

**TUESDAY, 24 MAY**

### MORNING SESSION

*Chair:* Mr Willie Arusiro, Vanuatu Red Cross

### **NATIONAL SOCIETY PRESENTATION: Fiji - Alison Cupit**

Mrs Cupit described the organisation and implementation of the Society's '500 Club', a draw restricted to 500 tickets four times per year, which had generated significant "seed money" income since its recent inception. Mrs Cupit identified the following strengths of the scheme:

- no sponsorship or donations of prizes required;
- quick time frame, 6-8 weeks;
- targeted at new members/supporters of other events.

**NATIONAL SOCIETY PRESENTATION: Solomon Islands - William Walekwate**

Mr Walekwate explained that 80% of Solomon Islands funding has to be raised locally and he outlined the challenges associated with meeting this target as follows:

- the limited number of committed volunteers;
- the increasing demand for the Society's services;
- the need to improve the Society's fund-raising activities and also its management team and premises.

**NATIONAL SOCIETY PRESENTATION: Cook Islands - Nikki Rattle**

Mrs Rattle described the Cook Islands' Society's 'curry and rice' initiative, which had generated a significant level of funding over the past year. In particular, she highlighted the following:

- concentrate on producing a product of consistent quality;
- ensure a regular supply to retain customer loyalty;
- involve the membership in best ways suitable to them..

**Branch fund-raising: challenges and opportunities**

Beryl Raufer with support from Sam Broughton - who spoke on his experiences with South Australia Red Cross - led the discussion which culminated in participants sharing their ideas for grass-roots fundraising, including pig competitions, hospital trolleys, weedathons and quiz nights.

**NATIONAL SOCIETY PRESENTATION: Western Samoa - Juno Laban**

Ms Laban began by recalling the advice given to the Island Societies at a recent workshop in New Zealand: "There's no such thing as a free first aid course". She described how these words were being put into practice in Western Samoa and concluded by counselling participants as follows:

- professionalism includes pitching the programme at a level the community can understand;
- cast the 'first aid net' as wide as possible and ensure flexibility;
- combine the training with recruitment of members.

**NATIONAL SOCIETY PRESENTATION: New Zealand - John Searle and  
Martin Robinson**

Mr Searle provided participants with an in-depth exposition of the New Zealand Red Cross strategic approach to market targeting, image presentation and fund-raising/income generation projects. He described in detail the results of a survey into the public perceptions of the Society in 1990, the conclusions drawn and the actions taken to date, including key restructuring decisions and the 'repositioning' of the Red Cross profile in New Zealand: "We have made considerable progress in a relatively short period," he said. "But in reality our task is just beginning." At the request of the participants' Mr Searle's presentation was extended to take in discussion and video of a fund-raising initiative 'let's go the races' and the New Zealand Director General also outlined the main features of the Red Cross credit card. After the lunch break, Mr Robinson spoke on the Society's public relations activities. The main points from both presentations are summarised as follows:

- a positive public image/profile is essential to enable potential supporters to know what the Society does, how this is achieved and the benefits provided to the community;
- there are no easy solutions to fund-raising challenge: being smarter and better than the competition is a vital prerequisite;
- recognise human resource limits and don't 'burn our' the fund-raisers; praise and reward their efforts;
- fund-raising cannot exist on its own; it must be supported by effective Public Relations programmes.

**AFTERNOON SESSION**

*Chair:* Meme Tong, Kiribati Red Cross

**NATIONAL SOCIETY PRESENTATION: Tuvalu Red Cross - Siuila Toloa**

Ms Toloa outlined the Society's main fund-raising activities among a population of 9,000 and concluded:

- maintaining the fund-raising impetus in a small country is a major problem;
- good relationships with the business community are essential;
- every available resource must be tapped.

**Image building, marketing and public relations**

Beryl Raufer facilitated a discussion-based item, taking participants through their National Society activities in these key areas with particular regard to World Red Cross/Red Crescent Day. Among the main themes to emerge were:

- the role of disaster response and prevention in profile building;
- the Red Cross/Red Crescent caring image;
- importance of the responsible use of funds;
- subliminal reminder to donors: 'you may need us some day'.

Mr Charles Eldred-Evans concluded by summarising priorities for the Regional Information Delegate.

#### **NATIONAL SOCIETY PRESENTATION: Tonga - Katokakala Latavoa**

Mrs Latavoa concentrated the Tonga presentation on the Society's activities in Red Cross/Red Crescent week:

- this is the main fund-raising opportunity of the year;
- marketing the week beforehand is essential;
- success depends on the combined efforts of committee members, volunteers and supporters.

#### **NATIONAL SOCIETY PRESENTATION: Australia - Sam Broughton**

Mr Broughton delivered the last of the National Society presentations by discussing in detail the South Australia Red Cross appeals' department upcoming programme - following restructuring - and the underlying strategies. He counselled participants: "Be in charge of your own fund-raising; your Societies and their branches must be accountable for all Red Cross money raised in their name." The key points from Mr Broughton's presentation can be summarised:

- National Societies must diversify their fund-raising activities and not rely on one or two products;
- regular review of all fund-raising programmes is essential;
- allow time for research and development of further fund-raising initiatives.

#### **Potential funding sources (See Appendix II)**

Mr Hayes and Mr Butt jointly presented this item which centred on:

- National Society activities;
- National institutional sources;
- Red Cross and Red Crescent Movement;
- International sources.

Participants expressed strong interest in funding available from the Movement and Mr Butt outlined the mechanics of the Federation's Development Appeal, Development Fund and relief appeals.

#### **Conclusions from the day**

Mr Hayes rounded off the day by reminding the Seminar of its main items. He then asked participants to suggest the major lessons learned. This exercise provided a wide cross-section of answers including: new ideas for fund-raising, the importance of a strong positive image and always say 'thank you'.

**WEDNESDAY, 25 MAY**

MORNING SESSION

*Chair:* Mr Nicky Haro, Papua New Guinea

**Meeting the challenge**

Beryl Raufer introduced this additional item to the agenda, intended to assist participants identify solutions to the fund-raising problems specified on the first morning, addressing in particular, competition. Ms Raufer listed various aspects of competition and asked the Seminar to break into groups and consider the following:

Group I - competition too aggressive:

- improve image by better marketing;
- adopt a more professional approach and/or increase spend on promotion.

Group II - duplication of services:

- determine core activities;
- phase out inappropriate programmes;
- establish priorities and concentrate on these.

Group III - duplication of target groups:

**Resource development planning**

Mr Hayes introduced an exercise intended to focus the Seminar's energies on setting down a resource development plan for the attending National Societies. Participants were asked to identify key activities and strategies which would overcome a projected shortfall in income in the coming year and then move the Society towards financial self reliance in the following two years. With time starting to run short, it was not possible for all National Societies to present and the Seminar heard brief outlines from Fiji, the Cook Islands and Kiribati.

Mr Hayes asked participants what lessons had been learned from the exercise and among the points raised were:

- too much reliance on the 'aid dollar';
- the difficulties of budget cutting;
- reluctance to always go 'cap in hand' to the Federation.

## AFTERNOON SESSION

*Chair:* Mrs Susan Douglas, Fiji Red Cross

### **Regional Project**

Mr Hayes asked the Seminar to break into groups and return with a viable regional fund-raising project. The first two groups suggested a variety of activities including bazaars, a walkathon and canoe races. The third group put forward a proposal for "Bridging the Pacific" whereby Red Cross volunteers in each National Society would walk 100,000 kilometres (four times round the world) as a regional fund-raiser in 1995.

This suggestion was well received and Mr Sam Broughton agreed to prepare a detailed proposal for circulation and comment later in the year.

### **Role of the Regional Delegation** *(See Appendix III)*

Mr Butt facilitated this item and listed thirteen ways the Regional Delegation in Sydney can help Pacific National Societies, six of which were currently undertaken.

### **Position Statement and Actions** *(See second section of this Report)*

Mr Eldred-Evans presented this item. Participants agreed to sign the Statement as drafted with one wording change requested by Mr Butt (and subsequently inserted). The proposal for delegates also to identify one resource development action they would encourage their Societies to pursue did not proceed.

### **Conclusion**

The Seminar concluded with some closing remarks from Susan Douglas and William Wakekate who thanked the Fiji Red Cross and the Federation for their support throughout. Certificates were then presented to all participants before a group photograph and, later in the evening, a dinner at which Mr Hayes and Mr Butt thanked participants and facilitators for their good work and Fiji Red Cross for their fine support

CASE STUDY ONE

You are the Secretary General of a small but relatively successful National Society. It is time to begin preparing the annual budget and you have asked the Honorary Treasurer to give you an update of the present state of finances compared with the budget.

You are alarmed to see that although income has remained roughly in line with the budget, expenditure has not been controlled and has risen dramatically as follows:

Income:	\$ 1 million
Budgeted Expenditure:	\$ 200'000
Actual Expenditure:	\$ 250'000

This means that instead of being 5:1 as budgeted, the ratio is only 4:1, a figure you believe would be unacceptable to National Society supporters and the public in general.

- a. What reasons can you put forward for such a situation?
- b. What immediate steps would you take to ease the situation?
- c. What procedures would you recommend being implemented in the future so that it does not occur again?

CASE STUDY TWO

You are the Senior Management team of a National Society, and have just received an audit report which is not favourable.

It particularly criticises the way in which donations are handled when they are received, both by Headquarters and by the Branches, and the length of time it takes for them to be banked.

a. What procedures would you recommend the Executive Council brings in to ensure the safe and responsible handling of all donations?

b. What would you recommend as the minimum standards to be followed?

c. What checks should be built in to ensure all monies have been handled according to these procedures?

d. How would you introduce these procedures, once they have been agreed by the Executive Council?

### CASE STUDY THREE

Your National Society has just held a public event which unfortunately disturbed some sections of the community who believe it reflected badly on the reputation and name of the Red Cross/Red Crescent Movement.

A Newspaper has published a story criticising the way the event was managed and questioning the way money was handled - the suggestion being that some funds have been misappropriated.

- a. Say how you would handle the media situation.
- b. Draw up some recommendations regarding procedures for the handling of money at events which will both safeguard against misappropriation of funds and provide information for those questioning how money has been handled.
- c. Make a list of types of fundraising activities which National Societies should consider carefully before holding because of moral and public relations issues.

Which of the above will you do first?

## SOURCES OF DEVELOPMENT FUNDING

### National Society :

- \* fundraising
- \* appeals
- \* revenue earnings
- \* savings
- \* user charges

### National Sources :

- \* Government
- \* donors/sponsors
- \* other NGOs
- \* embassies

### RC/RC Movement:

- \* Participating National Societies
- \* Federation:
  - Development Appeal
  - development funds
  - emergency appeals
  - ICRC

### International Sources:

- \* U.N. agencies: UNDP; UNICEF; UNFPA; UNIFEM; WHO; UNESCO; FAO; WFP etc.
- \* Development Banks
- \* European Union
- \* bilateral fund
- \* international NGOs

## HOW CAN THE REGIONAL DELEGATION HELP ?

- \* 1. Provide regional funding information
- \* 2. Assist with applications for funds.
- \* 3. Assist with monitoring and reporting
- \* 4. Manage regional grants for specific activities in all Societies.
- \* 5. Liaise with PNS.
- \* 6. Coordinate specific practical assistance as required.
- 7. Help develop forward plans and frameworks for  
development cooperation
- 8. Build a regional development fund to make small grants or loans as seed money.
- 9. Promote human resource development and make technical assistance available.
- 10. Arrange for a regional resource development delegate.
- 11. Help locate appropriate resource people.
- 12. Coordinate training for fundraising persons.
- 13. Include fundraising articles in the regional newsletter.
  
- \* Currently undertaken.

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Nicky Haro	Papua New Guinea Red Cross Society	East New Britain Branch P.O. Box 164 Rabaul, ENBP, PAPUA NEW GUINEA Ph : (675) 922801 Fax: (675) 923633
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NAME	NATIONAL SOCIETY & POSITION	ADDRESS TELEPHONE/FAX
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Siuila Tolca	Tuvalu Red Cross Society  Secretary General	P.O. Box 14 Funafuti, TUVALU Ph : 688 20746 Fax: 688 20-800
Meme Tong	Kiribati Red Cross Society  Secretary/General	P.O. Box 213 Bikenibeu, TARAWA  Ph/Fax : 28128
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# RESOURCE DEVELOPMENT SEMINAR

## FIJI - MAY 23-25 1994

### POSITION STATEMENT

The Pacific Red Cross Societies attending the above Seminar in Suva are firmly committed to building strong resource development programmes and investigating possible income generating activities with the aims of improving the services provided, enhancing the capacity of the Societies and working towards achieving financial self-reliance.

The Societies also recognise that effective planning, Regional co-operation and the sharing of ideas and resources are fundamental to achieving these objectives, thus extending Red Cross services in the community.

Australian Red Cross *B. K. ...*

Cook Islands Red Cross *...*

Fiji Red Cross *Juan Douglas* *Alisa C...*

Kiribati Red Cross *...*

New Zealand Red Cross *...*

Papua New Guinea Red Cross *...*

Solomon Islands Red Cross *...*

Tonga Red Cross *M. ... K. ...*

Tuvalu Red Cross *Soloi*

Vanuatu Red Cross *...*

Western Samoa Red Cross *...*

**PACIFIC RESOURCE DEVELOPMENT SEMINAR**

*Fiji, 23-25May, 1994*

**SEMINAR EVALUATION**









6. Please give your overall rating of this seminar

# of responses

4

7

4

Poor   Satisfactory   Good   Very Good   Excellent

7. Other general comments :

- On the whole this seminar has resulted in a lot of new ideas, professionally presented. Thanks to the organisers and to Australian & New Zealand RC for their well presented presentations.
- Very good experience for the small Island Societies
- Teaching aids assisted in keeping participants' attention focused on the subject matter.
- Participants responded and contributed very well to a difficult subject (Resource Development
- The seminar should be held occasionally
- Organisers should follow up with the NS in about six months to one year
- The sharing of ideas was very interesting, enjoyable and beneficial
- Involve a local facilitator to help facilitate the workshop
- The quality and commitment of Federation representatives and Society participants was impressive
- " It (the seminar) was beneficial towards the improvement of my society's intended fundraising programmes
- Better use of time if sessions were shorter so that the interest could be maintained
- Copies of fundraising ideas presented by NS should have been distributed

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14.06.94



FEDERATION INTERNATIONALE DES SOCIÉTÉS DE LA CROIX ROUGE ET DU CROISSANT ROUGE  
INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES  
FEDERACION INTERNACIONAL DE SOCIEDADES DE LA CRUZ ROJA Y DE LA MEDIA LUNA ROJA  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

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ATTACHMENT B

## RESOURCE DEVELOPMENT PROGRAMME

### A REVIEW OF FIVE RESOURCE DEVELOPMENT SEMINARS

JANUARY - JUNE 1994

SOUTHERN AFRICA--JOHANNESBURG, SOUTH AFRICA  
CENTRAL AMERICA--SAN JOSE, COSTA RICA  
SOUTH AMERICA--SANTIAGO, CHILE  
PACIFIC--SUVA, FIJI  
ASIA--KUALA LUMPUR, MALAYSIA



## A REVIEW OF FIVE RESOURCE DEVELOPMENT SEMINARS: JANUARY - JUNE 1994

As part of the process of assisting National Societies to build a stronger financial and material resource base, the Resource Development Programme presented five seminars in the first half of 1994 with National Societies in Southern Africa, Central and South America, Pacific Islands and Asia. In all, 97 participants attended the seminars from 47 National Societies.

Planning and conducting of the seminars was shared by Resource Development, Regional Departments in Geneva, Regional Delegations and Host National Societies. As might be expected, planning was smoothest when Regional Delegation and National Society principals could meet with the Resource Development Advisor in Geneva well in advance of the seminar to agree on responsibilities. This was the case in Southern Africa, Pacific and Asia seminars. Such meetings were not possible before Central and South American seminars, thus planning was more difficult there. The professionalism, flexibility and hard work of the Regional Delegations in Costa Rica and Bolivia, however, assured smooth, successful seminars in the Americas.

The initial purpose of the seminars was to report back to National Societies the results of fundraising pilot projects that took place in their region in 1992-93 as part of the Resource Development Capacity Building Project. The agendas were expanded, however, to allow National Societies to present their fundraising and revenue generating activities to each other and to include briefings, to introduce new resource development materials and to have work sessions on financial management and fundraising planning. The following goal and objectives were presented at the opening of each of the three day sessions:

To assist in strengthening National Society resource development programmes by:

- reviewing elements of a strong base
- introducing new materials
- sharing examples of fundraising/income generation
- seeking ways to increase local and external funding
- addressing individual National Societies resource development needs and opportunities
- exploring regional opportunities for cooperation and support.

The following pages contain a review of the attendance, programme and special features of each seminar. While each seminar included some skill-oriented training sessions as a way of introducing new materials, the purpose was primarily to share new techniques and to help begin, advance or revitalize National Society resource development programmes. More in-depth technical training is intended at the National Society level as a follow up activity.

This review includes only the compilation of participants' ratings of the 3 day seminar. The full seminar reports present a clearer picture of what participants liked and disliked, suggestions for improvements and overall value and applicability. Generally speaking, each seminar appeared to provide participants with what they expected--useable examples from colleagues in other countries, tips for strengthening their programmes and the knowledge that help was available when needed.

**From the Resource Development Programme perspective, the seminars provided a further base to build on, a reinforcement of the belief that we can better capitalize on existing Red Cross and Red Crescent resources and an affirmation that the Programme is generally on the right track in producing a handbook and training programme for regional and local application.**

**The issue of follow up to these meetings --how to advance all National Society programmes by providing ongoing training and direct assistance--was discussed at each of the seminars and will continue to be addressed by the Resource Development Programme and by Regional Departments, Regional Delegations and National Societies.**

A complete report of each seminar is available on request.

Michael Hayes  
Advisor, Resource Development  
20 June, 1994

REVIEW OF 5 RESOURCE DEVELOPMENT SEMINARS JAN.-JUNE, 1994

1) SOUTHERN AFRICA - Johannesburg, Jan. 26-28, 1994, ESKOM Conference Center  
Host NS - South Africa Red Cross Society

<u>10 NS</u>	<u>19 Participants</u>	<u>Positions</u>
	Botswana	Pres. & SG
	Lesotho	SG
	Malawi	Fundraising Off. & Treasurer
	Mozambique	SG & Exec. Council Member
	Namibia	SG & Res. Dev. Off.
	South Africa	Dir. Gen. & Natl. FR Off. & Vol.
	Swaziland	SG & Natl. Exec. Member
	Tanzania	Fin/Admin. Coord.
	Zimbabwe	SG & Natl. Exec. Council Member

Facilitators: John Morris, HOD Harare  
Tom Buruku, Delegate. So. Africa  
Michael Hayes, Advisor, Res. Dev.

Programme/Sessions

- Expectations/slogan
- Federation briefing
- Res Dev. Update - Handbook, Training video
- 10 NS presentations
- 3 consultant presentations
- NS Planning to achieve sustainable funding for core costs
- "How can the Regional Delegation Help?"
- "Projects in Common"
- Revisit expectations
- Evaluations

Evaluations (overall)

Poor	Satisfactory	Good	Very good	Excellent
0	1	3	8	2

Special Features

- First in series of five
- Created slogan from "Expectations" session
- Experimented with different chair each 1/2 day
- Planning to cover core costs was popular and listing ways regional delegation can help seemed important.

Follow up Provisions

No explicit plan at seminar, but Reg. Del. has contacted most participants since seminar.  
Will send questionnaire to all participants re: actions since seminar and assistance needed.

2) CENTRAL AMERICA- San Jose, Costa Rica, April 11-13, 1994, Gran Hotel Costa Rica  
Host NS Costa Rica Red Cross Society

<u>8 NS</u>	<u>17 Participants</u>	<u>Position</u>
	Honduras	Administrator & Fundraiser
	Costa Rica	Dir. Tico Bingo, Publ. Tel. Admin.
	Panama	Treasurer & Fundraising Director
	El Salvador	Gen. Manager & Fundraising Director
	Dominican Republic	Fundraising Coord., Study Coord. & Vol. from Fundr. Comm.
	Nicaragua	Treas. & Annual appeal coord.
	Guatemala	Internal Auditor
	Mexico	Pres. of Fundr. Comm. & Assistant

Facilitators: Gustavo Ramirez, HOD Costa Rica  
Gunilla Kullberg, Dev. Del.  
Maria Aminta Quirce, Consultant, Costa Rica  
Michael Hayes, Advisor, Res. Dev.

Programme/Sessions

- ° Expectations
- ° Goal and objectives
- ° Presentation of "Study of Future of RC in Latin America"
- ° "Preconditions"
- ° Res. Dev. Update - Handbook, Training Video
- ° NS presentations
- ° Financial Management Case Studies Workshop
- ° National fundraising planning
- ° Regional fundraising project: Holiday cards from paintings
- ° "Role of Regional Delegation"
- ° Recommendations
- ° Evaluations

Evaluations (overall)

Poor	Satisfactory	Good	Very good	Excellent
0	2	1	4	9

Special Features

- ° Native Spanish speaker (fundraising consultant/trainer) helped plan and conduct seminar
- ° used Study of Future of Red Cross in Latin America & Caribbean as basis for seminar.
- ° videos in Spanish
- ° Introduced financial management case studies from training programme

Follow up Provisions - Participants put heavy emphasis in recommendations on follow up through additional workshops, communication and direct assistance. Regional Delegation will send questionnaire to all participants in June to determine what activities have been carried out as result of seminar and what further assistance may be needed.

3) SOUTH AMERICA Santiago, Chile, April 18-20, 1994, Hotel El Conquistador  
Host NS: Chilean Red Cross Society

<u>9 NS</u>	<u>23 Participants</u>	<u>Positions</u>
Argentina		Treasurer & Finance Director
Bolivia		Treasurer & Fundraising director
Brasil		2 communications advisors
Chile		Dir of Finances, Strategic Planning Coord., & Finance Directors from 5 regions
Colombia		Nat. Exec. Comm. member & Dir. of Fundraising
Ecuador		Treasurer & Branch Treasurer
Paraguay		Fundraising Coord. & Fundr. Comm. member
Peru		President & Natl. Exec. Comm. member
Venezuela		Sec. Gen. & Fundr. Comm. member

Facilitators: Alvaro Bermejo - Regional Delegate, Bolivia  
Maria Aminta Quirce - Consultant, Costa Rica  
Michael Hayes, Advisor, Res. Devel.

Programme/Sessions

- ° Expectations
- ° Goal and Objectives of Seminar
- ° Study of future of Red Cross in Latin America
- ° Institutional Development - prerequisites
- ° Res. Dev. update & Handbook, Training, Video
- ° 9 NS presentations
- ° Financial Management case studies workshop
- ° Charging for Services
- ° Potential funding sources
- ° Branch fundraising - problems, opportunities
- ° National fundraising planning
- ° Regional fundraising project
- ° Role of Regional Delegation
- ° Recommendations
- ° Evaluations

Evaluations (overall)

Poor	Satisfactory	Good	Very Good	Excellent
0	0	1	10	12

Special Features

- ° Representatives from 5 Branches in Chile - developed session on branch fundraising
- ° Focus on institutional development
- ° Study on Future of Red Cross presented by participant
- ° Added "Charging for Services" and "What do you recommend?"
- ° Recommendations presented by Regional Delegate and by participants

Follow up Provisions Strong emphasis on follow up in recommendations, e.g., another seminar/workshop in 18-24 months. Regional Delegation will send follow up questionnaire in June.

4) PACIFIC - Suva Fiji, May 23-25, 1994, Host: Fiji Red Cross Society

10 NS      17 Participants

	<u>Positions</u>
Australia	Dep. SG & So. Austr. Appeals Mgr.
Cook Islands	Field Officer
Papua New Guinea	Branch Mgr. & HQ Projects Coord.
Vanuatu	Vol. & Assistant CEO
Solomon Islands	Fundraising comm. member & Admin. Off.
Tonga	Treasurer & Field Officer
New Zealand	Dir. Gen. & PR Off.
Fiji	Deputy Director
Tuvalu	Sec. Gen.
Kiribati	Sec. Gen.
Western Samoa	Vol.

Facilitators: Terry Butt, HOD Sydney  
Charles Eldred-Evans, Reg. Info. Del., K.L.  
Beryl Rauffer, Australian Red Cross  
Michael Hayes, Advisor, Res. Dev.

Programme & Sessions

- Expectations
- Introductory video
- Goal & Objectives
- Fundraising problems
- Federation briefing
- Res. Dev. Update
- 11 NS presentations
- Financial Mgmt. Workshop
- Branch fundraising
- Image building, marketing, PR
- Potential funding sources
- Dealing with competition
- NS Resource Development Plan
- Regional fundraising project
- Role of Regional Delegation
- Recommendations
- "Unfinished business"
- Evaluations

Evaluations (overall)

Poor	Satisfactory	Good	Very good	Excellent
0	0	4	7	4

Special Features

- Only seminar held on Red Cross premises (FRCS Training Room)
- Facilitators included Regional Information Delegate Charles Eldred-Evans
- Dep. Sec. Gen. from Australia Red Cross played important role as planner & facilitator
- Participants identifying problems on first day, then working in groups to address them
- Possible linking of Australia & New Zealand expertise with several Island Societies
- Potential for regional fundraising project ("Bridging the Pacific") that grew out of seminar and will be pursued by So. Australia representative.

Follow Up Provisions

Much follow up activity covered in Regional Delegation presentation of ongoing and proposed new activity. A questionnaire in July-August will determine what steps have been taken and what additional help is required.

5) ASIA - Kuala Lumpur, Malaysia, May 30-June 1, 1994, Ming Court Hotel  
 Host NS: Malaysian Red Crescent Society

<u>9 NS</u>	<u>21 Participants</u>	<u>6 Observers</u>	<u>Positions</u>
	Cambodia		Sec. Gen., Fundr. Dir., & Vol.
	Indonesia		Dir. Intl. Re. & Head of Personnel
	Laos		Vice Pres., Pres. Fundr. Comm. & member of " "
	Malaysia		Asst. Sec. Gen. & Branch chair
	Myanmar		Treasurer & Admin. Off.
	Philippines		Vice Chair & Bd. of Gov. Member
	Singapore		Vice Chair, Admin. Off. & Mgr. Services
	Thailand		Asst. SG & Dep. Dir. Vol. Div.
	Vietnam		Central Comm. member & Branch Chair

Facilitators/Planners

- Carl Naucler - HOD Kuala Lumpur
- Datin Paduka Ruby Lee - Sec. Gen. Malaysian Red Crescent
- Dato Lim Kok Wing - Chair, MRCS Fundraising Committee
- Charles Eldred-Evans - Reg. Info. Del, K.L.
- Syed Hamid Alhabshi - Trainer/Facilitator, K.L.
- Michael Hayes - Advisor, Res. Devel.

Programme/Sessions

- Expectations
- Intro video
- Goal, objectives
- Funding Problems
- Federation briefing
- Res. Dev. update
- 9 NS presentations
- Financial Management Workshop
- Branch fundraising
- Image building, marketing, public relations
- Revenue generating video
- Review potential funding sources
- Dealing with competition and capacity
- Planning a Resource Development Programme
- Regional fundraising project
- Role of Regional Delegation
- Recommendations
- Evaluations
- Closing

Evaluations (overall)

Poor	Satisfactory	Good	Very good	Excellent
0	1	3	10	2

Special Features

- Professional trainer/ facilitator from region
- Participation of MRCS volunteer/professional Dato Lim and many MRCS Staff and Vols.
- Possibility of Asian Run for Humanity (Reg. FR project)
- Ability to build on Fiji experience, e.g., problems, planning and recommendation sessions
- Interest in public relations & Philippine follow up workshop
- Report complete for participants' departure

Follow up Provisions

Strong emphasis on follow up in recommendations. Session on "National Society Actions" identified specific NS needs. A questionnaire plus further action on Regional fundraising project will keep attention on Resource Development.

RESOURCE DEVELOPMENT CAPACITY BUILDING PROJECT  
COMPLETION REPORT  
FINAL COST AND FINANCING TABLES

TABLE 1 : FINANCIAL PROFILE OF THE PROJECT

TABLE 2: EXPENDITURE SUMMARY

TABLE 3 : FINANCIAL PROFILE OF THE PVO

TABLE 4 : SUMMARY OF EXPENDITURES FOR TOTAL PROJECT

As at May 31, 1994

TABLE 1

FINANCIAL PROFILE OF THE PROJECT

**A. BUDGETED VERSUS ACTUAL EXPENDITURES**

Year 1 : 9/1/90 - 8/31/91

PROJECT ELEMENTS	A.I.D		PVO	
	BUDGET USD	EXPEND. USD	BUDGET USD	EXPEND. USD
1. PROGRAMME COST	181'525	63'818	181'525	63'818
2. PROCUREMENT	26'915	6'420	26'915	6'421
3. EVALUATION	1'500	0	1'500	0
4. INDIRECT COSTS	7'705	4'890	7'705	4'890
TOTAL PROJECT	<u>217'645</u> =====	<u>75'128</u> =====	<u>217'645</u> =====	<u>75'128</u> =====

**GRAND TOTAL**

BUDGET : 435'290  
EXPENDITURE : 150'256

FINANCIAL PROFILE OF THE PROJECT

**A. BUDGETED VERSUS ACTUAL EXPENDITURES**

Year 2: 9/1/91 - 8/31/92

PROJECT ELEMENTS	A.I.D		PVO	
	BUDGET	ACTUAL EXPENDITURE	BUDGET	ACTUAL EXPENDITURE
	USD	USD	USD	USD
1. PROGRAMME COST	181'880	179'763	264'250	179'765
2. PROCUREMENT	43'650	12'242	87'300	12'242
3. EVALUATION	2'825	0	2'825	0
4. INDIRECT COSTS	5'280	5'710	5'280	5'710
<b>TOTAL PROJECT</b>	<u>233'635</u> =====	<u>197'715</u> =====	<u>359'655</u> =====	<u>197'715</u> =====

GRAND TOTAL

BUDGET : 593'290  
EXPENDITURE : 395'432

FINANCIAL PROFILE OF THE PROJECT

**A. BUDGETED VERSUS ACTUAL EXPENDITURES**

Year 3 : 9/1/92 - 8/31/93

PROJECT ELEMENTS	A.I.D		PVO	
	BUDGET USD	ACTUAL EXPENDITURE USD	BUDGET USD	ACTUAL EXPENDITURE USD
1. PROGRAMME COST	194'958	213'379	283'252	213'379
2. PROCUREMENT	64'277	63'075	128'553	63'075
3. EVALUATION	30'990	90	30'990	90
4. INDIRECT COSTS	8'495	5'067	8'495	5'067
TOTAL PROJECT	<u>298'720</u> =====	<u>281'611</u> =====	<u>451'290</u> =====	<u>281'611</u> =====

GRAND TOTAL

BUDGET : 750'010  
EXPENDITURE : 563'222

A. BUDGETED VERSUS ACTUAL EXPENDITURES

Year 4 : 9/1/93 - 5/31/94 a)

<u>PROJECT ELEMENTS</u>	<u>AID Actual USD</u>	<u>PVC Actual USD</u>
1. PROGRAMME COST	99'191	164'007
2. PROCUREMENT	90'022	180'379
3. EVALUATION	0	0
4. INDIRECT COSTS	6'333	6'333
TOTAL PROJECT	<u>195'546</u> =====	<u>350'719</u> =====

GRAND TOTAL

ACTUAL (USAID/PVO) : 546'265

a) Adjustments in May 31, 1994 to table submitted to USAID on 25th May 1994

FINANCIAL PROFILE OF THE PROJECT

**A. BUDGETED VERSUS ACTUAL EXPENDITURES**

Years 1-4 : 9/1/90 - 5/31/94

PROJECT ELEMENTS	A.I.D		PVO	
	BUDGET	ACTUAL EXPENDITURE	BUDGET	ACTUAL EXPENDITURE
	USD	USD	USD	USD
1. PROGRAMME COST	558'363	556'151	729'027	620'968
2. PROCUREMENT	134'842	171'759	242'768	262'118
3. EVALUATION	35'315	90	35'315	90
4. INDIRECT COSTS	21'480	22'000	21'480	22'000
TOTAL PROJECT	<u>750'000</u> =====	<u>750'000</u> =====	<u>1'028'590</u> =====	<u>905'176</u> =====

GRAND TOTAL

ORIGINAL BUDGET : 1'778'590  
EXPENDITURE : 1'655'175

B. SOURCES OF PROJECT FUNDS FOR THE PVO

Years 1-4 : 9/1/90 - 5/31/94

USD

A.I.D MATCHING GRANT

Received 750'000

TOTAL A.I.D 750'000

PRIVATE

Cash 686'921

Federation (1'033)

In-kind 219'287

TOTAL 1'655'175  
=====

Inkind

Year 1 52'260

Year 2 64'143

Year 3 62'540

Year 4 40'344

TOTAL INKIND 219'287  
=====

24

As at May 31, 1994

## RESOURCE DEVELOPMENT CAPACITY BUILDING PROJECT

TABLE 2

## EXPENDITURE SUMMARY

PROJECT ELEMENTS	YEAR 1 9/1/90-8/31/91		YEAR 2 9/1/91-8/31/92		YEAR 3 9/1/92 - 8/31/93		YEAR 4 9/1/93 - 5/31/94		TOTALS YRS 1-4 9/1/90- 5/31/94	
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL
<b>1. Programme Cost</b>										
AiD Share	181,525.00	63,818.00	181,880.00	179,763.00	194,958.00	213,379.00	0.00	99,191.00	558,363.00	556,151.00
Federation Share	181,525.00	63,817.00	264,250.00	179,765.00	283,252.00	213,379.00	0.00	164,007.00	729,027.00	620,968.00
<b>2. Procurement</b>										
AiD Share	26,915.00	6,420.00	43,650.00	12,242.00	64,277.00	63,075.00	0.00	90,022.00	134,842.00	171,759.00
Federation Share	26,915.00	6,420.00	87,300.00	12,244.00	128,553.00	63,075.00	0.00	180,379.00	242,768.00	262,118.00
<b>3. Evaluation</b>										
AiD Share	1,500.00	0.00	2,825.00	0.00	30,990.00	90.00	0.00	0.00	35,515.00	90.00
Federation Share	1,500.00	0.00	2,825.00	0.00	30,990.00	90.00	0.00	0.00	35,515.00	90.00
<b>4. Indirect Costs</b>										
AiD Share	7,705.00	4,890.00	5,280.00	5,710.00	8,495.00	5,067.00	0.00	6,333.00	21,480.00	22,000.00
Federation Share	7,705.00	4,890.00	5,280.00	5,710.00	8,495.00	5,067.00	0.00	6,333.00	21,480.00	22,000.00
<b>TOTAL</b>										
AiD Share	217,645.00	75,128.00	233,635.00	197,715.00	298,720.00	281,611.00	0.00	195,546.00	750,000.00	750,000.00
Federation Share	217,645.00	75,128.00	359,655.00	197,717.00	451,290.00	281,611.00	0.00	350,719.00	1,028,590.00	905,175.00
<b>Grand Total</b>	<b>435,290.00</b>	<b>150,256.00</b>	<b>593,290.00</b>	<b>395,432.00</b>	<b>750,010.00</b>	<b>563,222.00</b>	<b>0.00</b>	<b>546,265.00</b>	<b>1,778,590.00</b>	<b>1,655,175.00</b>

A. Programme expenditures by category

TABLE 3

As at May 31, 1994

	EXPENDITURE - RESOURCE DEVELOPMENT CAPACITY BUILDING PROJECT									
	Project Yr 1		Project Yr 2		Project Yr 3		Project Yr 4		TOTAL Yrs 1-4	
	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
<b>A. TECHNICAL ASSISTANCE</b>										
<b>A1. Personnel/Consultants</b>										
Operations & Public Affairs Officers	21,500.00	32,250.00	25,511.00	22,140.00	23,117.00	23,490.00	18,130.00	0.00	88,258.00	77,880.00
Resource Development Officer, Administrative Assistant & Support Staff	86,740.00	169,170.00	157,012.00	159,450.00	165,454.00	180,010.00	108,406.00	0.00	517,612.00	506,630.00
<b>TOTAL A1.</b>	<b>108,240.00</b>	<b>201,420.00</b>	<b>182,523.00</b>	<b>181,590.00</b>	<b>188,571.00</b>	<b>203,500.00</b>	<b>126,536.00</b>	<b>0.00</b>	<b>605,870.00</b>	<b>586,518.00</b>
<b>A2. Travel Per Diem</b>										
Resource Development & Public Affairs Officers Travel to Regional mtgs	6,257.00	23,400.00	46,266.00	28,440.00	35,536.00	39,080.00	720.00	0.00	88,779.00	90,920.00
<b>TOTAL A2.</b>	<b>6,257.00</b>	<b>23,400.00</b>	<b>46,266.00</b>	<b>28,440.00</b>	<b>35,536.00</b>	<b>39,080.00</b>	<b>720.00</b>	<b>0.00</b>	<b>88,779.00</b>	<b>90,920.00</b>
<b>A3. PROCUREMENT</b>										
Computer & Software	3,434.00	7,500.00	0.00	0.00	0.00	0.00	0.00	0.00	3,434.00	7,500.00
Books & Periodicals	471.00	5,230.00	1,192.00	3,150.00	1,408.00	3,310.00	300.00	0.00	3,371.00	11,690.00
Meeting & Conference Materials	135.00	600.00	350.00	530.00	722.00	220.00	1,357.00	0.00	2,564.00	1,350.00
Translation	2,500.00	3,750.00	3,870.00	3,940.00	6,903.00	4,130.00	71.00	0.00	13,351.00	11,870.00
Newsletter	0.00	7,500.00	8,355.00	10,500.00	12,377.00	11,030.00	9,769.00	0.00	30,501.00	29,030.00
Fax, Photocopy & Telephone	6,300.00	9,450.00	10,710.00	9,930.00	18,033.00	10,420.00	17,994.00	1.00	53,037.00	29,800.00
<b>TOTAL A3.</b>	<b>12,840.00</b>	<b>34,030.00</b>	<b>24,484.00</b>	<b>28,050.00</b>	<b>39,443.00</b>	<b>29,110.00</b>	<b>29,491.00</b>	<b>0.00</b>	<b>106,258.00</b>	<b>91,190.00</b>
<b>A4. OTHER COSTS</b>										
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>GRAND TOTAL A.</b>	<b>127,337.00</b>	<b>258,850.00</b>	<b>253,273.00</b>	<b>238,080.00</b>	<b>263,550.00</b>	<b>271,690.00</b>	<b>156,717.00</b>	<b>0.00</b>	<b>800,987.00</b>	<b>768,628.00</b>

As at May 31, 1994

ACTUAL EXPENDITURE - RESOURCE DEVELOPMENT CAPACITY BUILDING PROJECT

TABLE 3

	Project Yr 1		Project Yr 2		Project Yr 3		Project Yr 4		TOTAL Yrs 1-4	
	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
<b>B. TRAINING &amp; WORKSHOP</b>										
<b>B1. Personnel/Consultant</b>	0.00	6,000.00	30,133.00	50,400.00	87,040.00	52,920.00	8,200.00	0.00	125,373.00	109,320.00
<b>TOTAL B1.</b>	0.00	6,000.00	30,133.00	50,400.00	87,040.00	52,920.00	8,200.00	0.00	125,373.00	109,320.00
<b>B2. Travel Per diem</b>										
RD Committee Mtgs	205.00	40,800.00	15,481.00	42,840.00	16,814.00	44,980.00	11,818.00	0.00	44,318.00	128,620.00
consultants briefing	0.00	18,600.00	8,235.00	0.00	4,853.00	0.00	7.00	0.00	13,088.00	18,600.00
Consultants' visits to test sites	0.00	0.00	27,893.00	75,600.00	33,592.00	79,380.00	8,078.00	0.00	69,563.00	154,980.00
regional workshops	0.00	0.00	1,362.00	53,030.00	681.00	0.00	87,866.00	0.00	89,909.00	53,030.00
NS Briefing /assessment mtgs	0.00	51,130.00	32,147.00	0.00	11,641.00	0.00	0.00	0.00	43,788.00	51,130.00
Training by Consultants	0.00	0.00	0.00	0.00	34,052.00	16,430.00	5,273.00	0.00	39,325.00	16,430.00
<b>TOTAL B2.</b>	205.00	110,530.00	85,118.00	171,470.00	101,633.00	140,790.00	113,035.00	0.00	299,991.00	422,790.00
<b>B3. Procurement</b>										
Brochure Blocked Currency	0.00	0.00	0.00	5,250.00	0.00	0.00	0.00	0.00	0.00	5,250.00
Videotape production supplies & distribution	0.00	0.00	0.00	78,750.00	53,498.00	82,690.00	149,113.00	0.00	202,811.00	161,440.00
Resource Development Handbook	0.00	0.00	0.00	0.00	33,210.00	55,130.00	91,797.00	0.00	125,007.00	55,130.00
Simultaneous Translation	0.00	19,800.00	0.00	18,900.00	0.00	12,900.00	0.00	0.00	0.00	51,600.00
<b>TOTAL B3.</b>	0.00	19,800.00	0.00	102,900.00	86,708.00	150,720.00	240,910.00	0.00	327,818.00	273,420.00
<b>B4. OTHER COSTS</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>GRAND TOTAL B.</b>	205.00	136,330.00	115,251.00	324,770.00	275,381.00	344,430.00	362,145.00	0.00	752,982.00	805,530.00

02

As at May 31, 1994

	ACTUAL EXPENDITURE - RESOURCE DEVELOPMENT CAPACITY BUILDING PROJECT										TABLE 3
	Project Yr 1		Project Yr 2		Project Yr 3		Project Yr 4		TOTAL Yrs 1-4		
	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	
<b>C. EVALUATION</b>											
<b>C1. Personne/Consultants</b>											
evaluator	0.00	3,000.00	0.00	1,550.00	0.00	17,890.00	0.00	0.00	0.00	0.00	22,440.00
<b>TOTAL C1.</b>	<b>0.00</b>	<b>3,000.00</b>	<b>0.00</b>	<b>1,550.00</b>	<b>0.00</b>	<b>17,890.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>22,440.00</b>
<b>C2. Travel per diem</b>											
Evaluator	0.00	0.00	0.00	4,100.00	180.00	31,090.00	0.00	0.00	180.00	180.00	35,190.00
<b>TOTAL C2.</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4,100.00</b>	<b>180.00</b>	<b>31,090.00</b>	<b>0.00</b>	<b>0.00</b>	<b>180.00</b>	<b>180.00</b>	<b>35,190.00</b>
<b>C3. Procurement</b>											
Re-administer HD survey	0.00	0.00	0.00	0.00	0.00	13,000.00	0.00	0.00	0.00	0.00	13,000.00
<b>TOTAL C3.</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>13,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>13,000.00</b>
<b>C4. OTHER COSTS</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>GRAND TOTAL C.</b>	<b>0.00</b>	<b>3,000.00</b>	<b>0.00</b>	<b>5,650.00</b>	<b>180.00</b>	<b>51,980.00</b>	<b>0.00</b>	<b>0.00</b>	<b>180.00</b>	<b>180.00</b>	<b>70,630.00</b>

As at May 31, 1994

	ACTUAL EXPENDITURE - RESOURCE DEVELOPMENT CAPACITY BUILDING PROJECT										TABLE 3
	Project Yr 1		Project Yr 2		Project Yr 3		Project Yr 4		TOTAL Yrs 1-4		
	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	
<b>D.PROGRAM MANAGEMENT</b>											
<b>D1. Personnel/Consultants</b>											
Oversight Officer & Administrative Assistant	10,801.00	16,900.00	12,385.00	11,180.00	10,827.00	18,640.00	12,667.00	0.00	46,680.00	46,680.00	46,720.00
Independent Financial Audit	0.00	0.00	0.00	0.00	0.00	33,080.00	0.00	0.00	0.00	0.00	33,080.00
<b>TOTAL D1.</b>	<b>10,801.00</b>	<b>16,900.00</b>	<b>12,385.00</b>	<b>11,180.00</b>	<b>10,827.00</b>	<b>51,720.00</b>	<b>12,667.00</b>	<b>0.00</b>	<b>46,680.00</b>	<b>46,680.00</b>	<b>79,800.00</b>
<b>D2. Travel per diem</b>											
Oversight officer	2,133.00	4,800.00	3,100.00	3,050.00	3,150.00	3,200.00	2,040.00	0.00	10,423.00	10,423.00	11,050.00
<b>TOTAL D2.</b>	<b>2,133.00</b>	<b>4,800.00</b>	<b>3,100.00</b>	<b>3,050.00</b>	<b>3,150.00</b>	<b>3,200.00</b>	<b>2,040.00</b>	<b>0.00</b>	<b>10,423.00</b>	<b>10,423.00</b>	<b>11,050.00</b>
<b>D3. Procurement</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>D4 OTHER COSTS</b>	9,780.00	15,410.00	11,423.00	10,560.00	10,134.00	16,990.00	12,666.00	0.00	44,003.00	44,003.00	42,960.00
indirect costs Amcross 40'150 x 107.5%	9,780.00	15,410.00	11,423.00	10,560.00	10,134.00	16,990.00	12,666.00	0.00	44,003.00	44,003.00	42,960.00
<b>TOTAL D4.</b>	<b>9,780.00</b>	<b>15,410.00</b>	<b>11,423.00</b>	<b>10,560.00</b>	<b>10,134.00</b>	<b>16,990.00</b>	<b>12,666.00</b>	<b>0.00</b>	<b>44,003.00</b>	<b>44,003.00</b>	<b>42,960.00</b>
<b>GRAND TOTAL D.</b>	<b>22,714.00</b>	<b>37,110.00</b>	<b>26,908.00</b>	<b>24,790.00</b>	<b>24,111.00</b>	<b>71,910.00</b>	<b>27,373.00</b>	<b>0.00</b>	<b>101,106.00</b>	<b>101,106.00</b>	<b>113,810.00</b>
<b>GRAND TOTAL A, B, C,D</b>	<b>150,256.00</b>	<b>435,290.00</b>	<b>395,432.00</b>	<b>593,290.00</b>	<b>563,222.00</b>	<b>750,010.00</b>	<b>546,265.00</b>	<b>0.00</b>	<b>1,655,175.00</b>	<b>1,655,175.00</b>	<b>1,778,590.00</b>

## B. Sources of Project funds for the PVO

TABLE 3

CONTRIBUTIONS	Yr 1	Yr 2	Yr 3	Yr 4	TOTAL
USAID Matching Grant	48'995	125'000	256'000	178'005	
		142'000			
<b>TOTAL USAID</b>	<b>48'995</b>	<b>267'000</b>	<b>256'000</b>	<b>178'005</b>	<b>750'000</b>
<b>PRIVATE</b>					
Japanese RC	15'817				15'817
British RC	16'667			14'234	30'901
Finnish RC	22'000			18'180	40'180
Federation	50'000		81'457	200	
				- 1'033	130'624
Hongkong Cartier		68'033			68'033
American RC			225'000	92'000	317'000
American RC (Amexco)			83'333		83'333
<b>TOTAL CASH</b>	<b>153'479</b>	<b>335'033</b>	<b>645'790</b>	<b>301'586</b>	<b>1'435'888</b>
<b>IN KIND Contributions</b>	<b>52'260</b>	<b>64'143</b>	<b>62'540</b>	<b>40'344</b>	<b>219'287</b>
<b>TOTAL Contributions Received</b>	<b>205'739</b>	<b>399'176</b>	<b>708'330</b>	<b>341'930</b>	<b>1'655'175</b>

At as May 31, 1994

## SUMMARY OF EXPENDITURES :

RESOURCE

DEVELOPMENT

CAPACITY BUILDING

PROJECT

TABLE 4

		YEAR_1 ACTUALS	YEAR_2 ACTUALS	YEAR_3 ACTUALS	YEAR_4 ACTUALS	TOTAL ACTUALS	TOTAL BUDGET
<b>TECHNICAL ASSISTANCE</b>							
A1	PERSONNEL	108,240.00	182,523.00	188,571.00	126,536.00	605,870.00	586,510.00
A2	TRAVEL PER DIEM	6,257.00	46,266.00	35,536.00	720.00	88,779.00	90,920.00
A3	PROCUREMENT	12,840.00	24,484.00	39,443.00	29,491.00	106,258.00	91,190.00
A4	OTHER COSTS	0.00	0.00	0.00	0.00	0.00	
A.	<b>TOTAL</b>	<b>127,337.00</b>	<b>257,273.00</b>	<b>263,550.00</b>	<b>156,747.00</b>	<b>800,907.00</b>	<b>768,620.00</b>
<b>TRAINING / WORKSHOP</b>							
B1	PERSONNEL	0.00	30,133.00	87,040.00	8,200.00	125,373.00	109,320.00
B2	TRAVEL PER DIEM	205.00	85,118.00	101,633.00	113,035.00	299,991.00	422,790.00
B3	PROCUREMENT	0.00	0.00	86,708.00	240,910.00	327,618.00	273,420.00
B4	OTHER COSTS	0.00	0.00	0.00	0.00	0.00	0.00
B.	<b>TOTAL</b>	<b>205.00</b>	<b>115,251.00</b>	<b>275,381.00</b>	<b>362,145.00</b>	<b>752,982.00</b>	<b>805,530.00</b>
<b>EVALUATION</b>							
C1	PERSONNEL	0.00	0.00	0.00	0.00	0.00	22,440.00
C2	TRAVEL PER DIEM	0.00	0.00	180.00	0.00	180.00	35,190.00
C3	PROCUREMENT	0.00	0.00	0.00	0.00	0.00	13,000.00
C4	OTHER COSTS	0.00	0.00	0.00	0.00	0.00	0.00
C.	<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>180.00</b>	<b>0.00</b>	<b>180.00</b>	<b>70,630.00</b>
<b>PROGRAMME MANAGEMENT</b>							
D1	PERSONNEL	10,801.00	12,385.00	10,827.00	12,667.00	46,680.00	79,800.00
D2	TRAVEL PER DIEM	2,133.00	3,100.00	3,150.00	2,010.00	10,423.00	11,050.00
D3	PROCUREMENT	0.00	0.00	0.00	0.00	0.00	0.00
D4	OTHER COSTS	9,780.00	11,423.00	10,134.00	12,666.00	44,003.00	42,960.00
D.	<b>TOTAL</b>	<b>22,714.00</b>	<b>26,908.00</b>	<b>24,111.00</b>	<b>27,373.00</b>	<b>101,106.00</b>	<b>133,810.00</b>
<b>GRAND TOTAL (A,B,C,D)</b>		<b>150,256.00</b>	<b>395,432.00</b>	<b>563,222.00</b>	<b>546,265.00</b>	<b>1,655,175.00</b>	<b>1,778,590.00</b>

## RESUME

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## EDUCATION

1955-60 High School  
Liceo de Niñas No.7, Santiago. Chile

1961-1966 University  
Universidad de Chile. Escuela de Sociología

1975-77 Post-Graduate Studies  
Université de Genève. Faculté de Psychologie  
et des Sciences de l'Education .

Courses and Seminars  
University of Jerusalem. Department of  
Education and Sociology (1965)  
Université de Genève. Faculté des  
Lettres (1974)

Management Training  
Broad Management Skills Seminar. UNHCR (1987)  
Team Building and Decision Making. UNHCR (1988)  
Train the Trainers. UNHCR (1988)  
Effective Management. UNHCR (1989)

## DEGREES

1969 Licencia en Sociología. Universidad de Chile

1974 Certificat d'Etudes. Ecole des Langues et  
Civilisation Françaises, Faculte des Lettres.  
Université de Genève.

1977 Diplôme d'Etudes Avancées en Sciences de  
l'Education, mention Developpement et  
Planification des Systemes de Formation.  
Université de Genève.

## WORK EXPERIENCE

- 1967-68            Research Assistant.  
Columbia University. New York.  
Youth training and community development  
project.
- 1969-70            Project Director  
Ministry of Education. Chile  
Project on Sex Education and Family Life.
- 1970-72            Researcher/Professor  
Instituto de Educación. Universidad de Chile.
- 1977-80            Research Assistant.  
Secretariat International Year of the  
Child (IYC). Geneva.
- 1981-82            Consultant  
World Health Organization. Geneva
- 1983-89            Education Officer  
United Nations High Commissioner for Refugees.  
Geneva.
- 1989-              Freelance Consultant    (see list of  
Consultancies)
- 1992- 94           Entrepreneur  
Launching an Enterprise in Chile

## ACADEMIC WORK

- 1969-70            Professor.  
Methods and Techniques of Social Research.  
Universidad de Chile.
- 1972                Professor  
Centro de Perfeccionamiento, Experimentación  
e Investigaciones Pedagógicas.  
Ministry of Education. Chile
- Professor  
Escuela de Educación de Párvulos  
Universidad de Chile.

## PUBLICATIONS

- 1968 Jointly with Davis M., Nunez N. and Vieira A.  
"Estudio Descriptivo de Estratificación Social  
en el area urbana del Gran Santiago: la  
situación de clase". Universidad de  
Chile. 1965.
- 1972 Jointly with Briceno L., Losada J. and Maltes.  
Socialización, un estudio en Familia y  
Sexualidad. Revista de Educación No 34  
Ministerio de Educación. Chile. 1972.
- 1978-79 IYC Register of Activities. 4 vol.  
International Year of the Child Secretariat.  
Geneva.
- 1983-89 Series of Mission Reports. UNHCR Educational  
Assistance. UNHCR. 1983-89.
- Information Brochures on UNHCR Scholarship  
Assistance. UNHCR. 1984.
- Guidelines on Primary Education for Refugee  
Children. (Co-ordinator). UNHCR. 1989.

## LANGUAGES

Spanish mother tongue.  
Proficiency English and French  
Read and understand Italian and Portuguese.

**INTERNATIONAL FEDERATION  
OF  
RED CROSS AND RED CRESCENT SOCIETIES**

**RESOURCE DEVELOPMENT CAPACITY BUILDING PROJECT**

**EVALUATION**

**EMILIA ROFFE  
External Evaluator  
Consultant**

**AUGUST 1994**

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## ACKNOWLEDGMENT

The Evaluator would like to thank the management of the project, particularly Mr. Michael Hayes, Advisor, Resource Development and Ms. Nyamekye, Administrative Assistant, Resource Development for their support. I would like to express my gratitude to all the persons interviewed, particularly those who no longer work with IFRC, for enabling this evaluation to accomplish its goals.

## INTRODUCTION

1. At the request of the International Federation of Red Cross and Red Crescent Societies (IFRC), Resource Development, Development and Structures Department, an end of project evaluation of the "Resource Development Capacity Building Project" was undertaken by an external Evaluator.
2. The evaluation was accomplished in 25 working days, starting on 29 July 1994. The purpose and the terms of reference of the evaluation are attached in Annex I.
3. The present report has been prepared considering the mentioned terms of reference as well as an analysis of the project in the light of its original objectives. Thus, this evaluation is concerned with activities, preliminary effects of the project and actual results. The impact or effects of the project on its environment will be measured at a later stage.
4. This evaluation has attempted to verify the extent to which the positive results of the project are likely to be sustained. It has tried to analyze the degree of efficiency and effectiveness of the activities undertaken. In addition, the evaluation examined the causal factors involved in the results of the project. This issues are included in this report as comments by the evaluator to the project design and implementation and project management.
5. The following methodology was adopted to carry out the evaluation in accordance with the terms of reference:
  - \* a work plan was designed by the Evaluator and submitted to the Advisor, Resource Development. (See Annex II)
  - \* perusal of incoming and outgoing project correspondence, including internal memorandums and notes for the file and background documents related to the project. (The list of documents is attached as Annex III)
  - \* interviews with IFRC former and present staff members related to the project. Telephone interviews to National Societies (NS) personnel and Resource Development Committee members. (For a comprehensive list of interviewees see Annex IV).
  - \* project outputs were appraised through documents and videos as well as through interviewees' perception of the results produced by these outputs. People interviewed were requested to assert the objectives of the planned output and rate the output accordingly. (Refer to Annex V).
  - \* guiding questions were designed for interviews. (See Annex VI)

## PROJECT CONTEXT

6. In the late 80's, the International Federation of Red Cross and Red Crescent Societies (IFRC), among other agencies devoted to international humanitarian work, was facing new challenges. The increasing needs of the population world-wide were confronted with diminishing financial resources. Improved efficiency to maximize resources became a matter of concern to IFRC.
7. In 1986, the Board of Governors of the American Red Cross (ARC) recommended, among other measures, that ARC should have an increased responsibility for developing the capacities of national Red Cross and Red Crescent Societies world-wide.
8. The proposal of ARC to initiate a project to develop Red Cross and Red Crescent National Societies capabilities, particularly in fund raising was welcomed by IFRC.
9. Funds to support the above project were sought on the basis of the project document proposal prepared by ARC. (See list of donors, Annex VII). A project agreement between the initial donor agency the United States Agency for International Development (USAID), the ARC and IFRC was signed and the project began in October 1990.

## PROJECT DOCUMENT

10. The overall goals of the project were twofold: first, to transfer Red Cross knowledge, skills and talents in resource development, to promote networking for the enhancement of self-reliance, independence and service sustainability. Second, increase the amount of corporate and private resources addressed to the Red Cross and Red Crescent in "the emerging economic powers around the world"<sup>1</sup>
11. Building a resource development capacity of National Societies (NS) in developing countries as a way to increase self sufficiency was highlighted as the Programme Purpose.
12. The programme outputs consisted of:
  - \* Newsletter
  - \* Resource Center and DataBase
  - \* Roster of National Societies fundraising personnel
  - \* Regional meetings to inform on project
  - \* Fund Raising consultancies. Pilot tests
  - \* Resource Development Handbook and Training Manual

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<sup>1</sup> Sarah Saeger. Building the Resource Development Capacity of Red Cross and Red Crescent Societies in Less Developed Countries. American Red Cross National Headquarters. pp 11. August 1990.

- \* Videotapes produced for training purposes
  - \* Survey of fund raising methods and expertise
  - \* International fund raising projects
13. Inputs consisted of : personnel, material resources, training and funding according to year of implementation for a total of a three year period.
14. The plan of action of the project contained:
- \* description of activity, including regions targeted
  - \* beneficiaries, ultimate beneficiaries being the general public and secondary beneficiaries in-country Red Cross personnel
  - \* implementation plan per year
  - \* sustainability
  - \* relationship to other USAID funding
15. The Programme Management was divided into :
- \* organization, stating that the Director of Public Affairs of the League of Red Cross/Crescent Societies would co-ordinate the project under the supervision of his Secretary General. Project staff and external support was defined.
  - \* implementation plan, per year, starting in August 1990, finishing in July 1993
  - \* sequence of events
  - \* program constraints ; matching grants, involvement and support of less developed societies
16. The Financial Management was to be executed by ARC. A Monitoring and Evaluation was included in an appendix.
17. The Programme Financial Plan for a period of three years estimated the total project cost at US \$ 1,778,590.

## CONCLUSIONS AND RECOMMENDATIONS

18. The format used to present the Conclusions and Recommendations is based on four issues/questions formulated in the terms of reference of this evaluation and to which the Evaluator was asked to contribute.

## CONCLUSIONS

### A. How the project has expanded Resource Development Capacity and Activities

19. The project is the first systematic attempt undertaken by IFRC on Resource Development Capacity Building. IFRC Secretariat, at the inception of the project did not have a staff member, nor a focal point to deal with these matters. Material and human resources had not been assigned to cover this need previous to this project. The organization had neither elaborated a conceptual framework nor collected systematic knowledge in the area of fund raising nor resource development. Therefore, the project has made a substantive contribution to develop and put into operation a solid structure for capacity building in resource development on behalf of National Societies.
20. At present, IFRC has a focal point with expertise in resource development. There are two established posts, (an Advisor and an Assistant) to deal on a daily basis with matters related to resource development. The functions of these staff members are well defined and the lines of command and co-operation within the organization have been established.
21. The importance of an established focal point for resource development is fully recognized by National Societies. Proof of its importance may be seen through correspondence, delegates visits and opinions expressed by the interviewees.
22. The project has contributed in identifying, devising and developing various systems of material resources required for capacity building in resource development. It has created an information base as well as training tools and programmes.
23. The information base, established in IFRC Geneva, serves to disseminate information on issues, activities, persons and institutions involved in resource development within and outside IFRC and its National Societies. The evaluator's detailed comments on the information base are contained in paragraphs 72 to 80 below.
24. The information base consists of:
  - \* A Newsletter "Funding News", containing ideas for fund raising, potential sources of funding and news on events. The Newsletter has been of aid to National Societies with a basic degree of development in fund raising. It has had a restricted dissemination and moderate impact.

- \* A Resource Center on resource development located at the Secretariat's Information Resource Center. The results achieved by this project output are difficult to measure.
  - \* A Data Base; containing cross-referenced information on National Societies activities in fund raising. Of high potential, it is as yet a passive, inconclusive tool.
  - \* A Fund raising Personnel Directory; providing information to facilitate networking. Regularly updated, serves as a basic tool for communication among National Societies.
25. Training programmes and tools have been designed and developed by the project. Comments by the Evaluator on these points appear in paragraphs 97 to 106. The training programmes and tools consist of:
- \* A Resource Development Handbook, providing National Societies with ideas and advice on how to improve resource development. Prepared with inputs gained by the project, it is a well designed tool covering relevant issues. It has not yet been applied and thus its effects will need to be measured at a later stage.
  - \* A Training Manual, referred as training curriculum or training package, has been recently prepared and requires testing.
  - \* A video showing concrete examples of resource development which is a useful visual aid.
26. The project has provided direct assistance to National Societies through Fund raising consultancies. National Societies selected for pilot projects benefited from the advice, suggestions and recommendations provided by consultants. This output served National Societies, it raised awareness about the need to become self reliant, to systematically established plans, strategies and implement actions leading towards resource development. In other cases it served to strengthen institutional structures. A few National Societies initiated fund raising and income generating activities.
27. Pilot projects served mostly to identify the need for the Secretariat to provide advice and direct assistance to National Societies. There is an increasing demand for this service. Detailed comments by the Evaluator to Fund raising Consultancies: Pilot Projects are included in paragraphs 85 to 91 of this report.

**B. How the project has promoted the sharing of Resource Development skills and expertise among Red Cross and Red Crescent Societies**

28. The following project outputs and activities have had an effect on skills and expertise sharing:

- \* Five Regional meetings were held at an early stage of the project in Zimbabwe, Fiji, Indonesia, Costa Rica and Ecuador to exchange experiences amongst forty five National Societies. Results of the discussions varied among National Societies. For Asia, this meeting resulted in a common fund raising event, called "ASEAN run for Humanity" involving six ASEAN National Societies. These meetings in the other continents, resulted on a rather passive exchange of fund raising activities. See paragraphs 81 to 84 for a further assessment of these meetings.
- \* Four training sessions in the Caribbean, the Netherlands, Switzerland and the United Kingdom as well as an exhibition for the General Assembly were held these might have had an effect of skills and expertise sharing. The Evaluator did not have enough documentation on these activities to provide an assessment of its results.
- \* Five Resource Development Seminars took place in South Africa, Costa Rica, Chile, Fiji and Malaysia. The meetings were an occasion to share National Societies resource development experiences in the regions. In addition it provided assistance in individual and regional planning of projects. These seminars were carefully planned, providing a good opportunity to test training materials and apply concepts and techniques for planning fund raising and income generating activities. For further comments see paragraph 92 to 96 of this report.
- \* Six fund raising pilot projects consultancies served to foster skills and expertise. Specialized consultants were selected to provide expertise, suggest plans of action as well as provide training to National Societies in Namibia, Zambia, Fiji, Malaysia, El Salvador and Bolivia.
- \* Skills and expertise have also been shared through the distribution of the Fund raising Newsletter distributed to all National Societies
- \* Expertise has been provided on request, by the Advisors of the project. This information has not been assessed by the Evaluator.
- \* The Resource Development Handbook is the most important element to equip National Societies with the skills and expertise that would promote self reliance among National Societies. Though the IFRC Secretariat and National Societies have been introduced to it, it is too early to draw conclusions concerning its effects.

- \* IFRC personnel, including delegates and Secretariat staff, through meetings of various nature, have become familiar with the concept and operational implementation of resource development.

**C. What internal and external factors have influenced National Societies' resource development performance**

29. To measure adequately National Societies performance, an in depth in-country evaluation should have been conducted, which was not the case of this evaluation. Another impediment for an accurate evaluation of National Societies performance has been the lack of a clear statement concerning the situation to be achieved at the end of the project. Nevertheless the Evaluator will provide an analysis of some factors that might have an influence on National Societies resource development.
30. The following external factors might influence National Societies performance:
  - \* The economic, social and political situation of the country are major factors in resource development. The example of Zambia in the pilot project, demonstrates that countries undergoing economic problems have greater difficulties to diversify their sources of revenues. Social conditions might have a negative impact in the recruitment and retainment of voluntary personnel within a country, this might have been the case of Namibia. Countries with a centralized economic and political system might have less experience and be less prone to individual initiative and risks.
  - \* The geo-political model of a country might have an impact in resource development capacity building. The size of the country, its geographic and administrative conditions as well as its demographic characteristics will have an impact in the development and monitoring of activities conducive to National Societies resource development. This is the case of Bolivia with an unbalanced population distribution and difficult access to country regions.
  - \* Most important, the cultural traits of a country ranging from a continuum of traditionalism to modernism might certainly determine the values and attitudes of the population and Red Cross Red Crescent National Societies and will tend to influence performance in resource development
  - \* The degree of exposure to change and innovation of a particular country determines the degree of adaptability to modify attitudes and behavior. Countries which have an important entrepreneurial inclination might have National Societies with the same characteristics. This could be the case of Malaysia.

31. Through telephone interviews and documentation review, the evaluation has identified the following internal factors that might influence National Societies performance in resource development:

- \* Historical background and experience of the National Society plays an important role in capacity building. National Societies with experience might be less prone to adopt a trial and error approach and will rely more heavily in their historical memory. Younger, less experienced National Societies might embark in plans which might not correspond to their capabilities.
- \* The structure of the National Society might be a highly relevant factor in resource development performance. As identified by the pilot projects, El Salvador National Society's main obstacle to fund raising was considered to be its present structure.
- \* Management plan and strategy are essential factors which influence National Societies performance in resource development. During pilot projects, all consultants identified these points as obstacles or weaknesses of the National Societies under study. Recommendations included; a long term plan with clear attainment targets must be developed for Malaysia; a fund raising strategy needs to be established for Namibia. It was recommended for Zambia, that lines of communication be established between headquarters and the branches. A national fundraising strategy needs to be developed for Fiji. A national fund raising plan needs to be drawn for Bolivia
- \* Human resources with adequate management skills are key factors in the performance of National Societies capacity building in resource development. Institutional and individual management skills for implementing operational systems are decisive for any resource development enterprise. According to pilot projects reports, most National Societies failed to reach the minimum standards required for fund raising. Some might have individual staff with a good degree of performance but all National Societies where consultancies took place, required institutional support in terms of human resources and management skills.
- \* Relevant support materials to enhance skills, learn techniques and acquire know-how are important tools to allow National Societies to overcome difficulties and obstacles they might find in the implementation and evaluation of their plans and strategies. In other cases, these support materials might serve to initiate plans and provide guidance for improved efficiency and effectiveness in operational management.
- \* Availability of funds is an essential factor which will directly determine the results of any other action undertaken on behalf of resource development capacity building. Funds are required to initiate plans and strategies; to provide training for improved human resources; to equip National Societies in operating systems and to disseminate information.

## RECOMMENDATIONS

- D. **How the project's impact might be applied to provide better support to National Societies through the on-going programme**
32. Recommendations by the Evaluator are based on two criteria: all decisions and actions taken as future plans, should consider ways and means to improve IFRC institutional building, and every measure geared towards the future should serve to obtain sustainable effects.
  33. The "on-going programme" as per above evaluation question (D), refers to the Federation's Global Resource Development Programme which appears in Annex X of this report.
  34. It is recommended that the Programme establish clearly, in operational and measurable terms (as requested by the Strategic Work Plan) which is the situation expected at the end of the five year Programme. National Societies "secure financial basis" require further operational definition.
  35. It is suggested that a typology of National Societies be adopted as strategy to measure progress. This approach will establish a scale of National Societies along a continuum.
  36. The Programme should focus on Training and Direct Assistance. Information should serve training and assistance and should be modelled according to these needs.
  37. Training must be tailored to suit the needs and level of the National Society. It might be necessary to be put together training packages for practical purposes. Nevertheless, it is recommended that the definition of the number of packages and its contents should be decided once the National Societies typology is established.
  38. The project under evaluation has produced training materials. It is recommended that the Training Manual be pre-tested to validate this instrument as well as ensure its application cross-culturally.
  39. National Societies will need electronic software to operate efficiently and effectively their "financial base". The Programme should offer this tool to National Societies. A computer programme geared to assist in the planning, management, implementation, monitoring and evaluation of resource development would be an important contribution.
  40. Accountability is an essential requirement to obtain sustainable results by this Programme. The programme should be established as a service to National Societies, an agreement should be signed with each National Society willing to embark upon this Programme. Assistance should not be given unconditionally, it should be subject to progress in the implementation and achievement of goals.

41. Performance criteria and progress indicators need to be established and closely monitored. These requirements involve financial and human resources.
42. The regional scope of the Programme seems ambitious. These interventions in order to produce sustainable effects require long term in-depth support. It is recommended that the Programme Plan be developed on a smaller scale and more intensively, particularly in terms of direct assistance.
43. The strategy proposed seems adequate and realistic. Seeking support at regional level, intensive use of local consultants, enlisting the assistance of National Societies, exchange of expertise are efficient modalities to implement the Programme.
44. Volunteer recruitment and retention needs to be given a higher priority within the Programme. The lives of National Societies depend on this resource. Serious consideration should be given to this item.
45. Adequate human and financial resources are necessary to support this Programme. The team to carry out this Programme should consist of two senior and one junior staff member to plan, co-ordinate, monitor, provide direct assistance, and assess progress.
46. It is essential to consider in the budget an item to provide financial support to National Societies who embark upon this project.

## COMMENTS ON PROJECT DESIGN

47. The Evaluator has the following observations concerning the design of the project.

### Problem

48. The increase of cash, maximizing resources and rendering NSs less dependent on external funding, was identified by ARC as a problem for IFRC. Faced with decreasing resources and stiff competition, and the need for inducing stabilization on its sources of funding, IFRC perceived this project as a systematic attempt to respond to this problem.
49. All persons interviewed agreed that the problem identified by the project was of a high relevance at the time when the project was originated. It was considered to be a matter of highest priority for IFRC.
50. The relevance of the problem has been confirmed by the commitment of the IFRC to embrace resource development as a major element in the Strategic Work Plan.<sup>2</sup>

### Participants in Project Design

51. The project was conceived, formulated and planned by ARC. The United States Agency for International Development (USAID) was the first financial contributor to the project and retained control over the project implementation. The IFRC was to execute the project.
52. At the time the project was designed, IFRC did not have a focal point for Resource Development (RD) or fund raising nor the expertise in these issues. This project represented IFRC's first systematic attempt in the domain of resource development.
53. The project draft designed by ARC was submitted to IFRC, USAID and other potential donors. The upper management of IFRC provided comments mainly on administrative and budgetary issues. No screening or in-depth appraisal of substantive matters was applied. Aspects of project control and expected results were neglected.
54. According to the author of the project design, National Societies were approached for advice but no reactions were received. The project design did not contain the views of the intended beneficiaries.

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<sup>2</sup> IV Regional Conference of European Red Cross/Crescent Societies, 1992.

55. Consequently, the project in its initial stage suffered from an alienation syndrome. Staff members of IFRC Secretariat felt the project foreign and unrelated to their concerns and priorities. National Societies participating in project implementation did not clearly understand the objective of this endeavor and did not perceive its potential benefits.
56. Furthermore, this lack of institutional participation undermined the effectiveness of the project. Significant efforts and time had to be invested by the project managers to obtain acceptance and gain credibility.

### Programme Goal and Purpose

57. The first overall goal of the project consisted partly in transferring Red Cross knowledge, skills and talents . There have been different interpretations of this goal, ranging from horizontal transfer among developing countries NSs to transfer of technology and knowledge from developed countries' NSs to less developed NSs.
58. The lack of clarity in the statement of the overall goal prevents an accurate assessment of the major objective to be achieved. In this context the following questions can be raised: who was implied in this transfer, what was the direction this transfer would take?
59. The main purpose of the project was to build resource development capacity to increase self sufficiency. However, this purpose as stated, does not indicate the situation expected to prevail at the end of the project. The programme purpose was not stated in verifiable terms, preventing an accurate evaluation of the progress and performance of the project.
60. During interviews with IFRC staff members, NSs staff, and various persons directly related to the project, the Evaluator confirmed that the goals and purposes of the project have had different meanings and interpretations such as helping NSs to fund raise; learning lessons from pilot experiences; building IFRC Secretariat resource development capacity.
61. A series of assumptions were made in the Goals and Purpose of the project, thus introducing bias in its implementation. A few of these assumptions were:
  - \* NS ability to screen, assess and process information to be transferred
  - \* NS ability to identify, produce and communicate information for networking
  - \* availability of expertise at NS and IFRC in resource development

- \* IFRC institutional capacity to conceptualize and put into operation the resource development project.

These assumptions were to be recognized as conditions in the project document to ensure its effectiveness and sustainability.

- 62. Operations necessary to ensure project sustainability were not clearly established. The chapter included in the design on sustainability, refers to institutional recognition rather than pre-requisites for sustainability.

### Strategy

- 63. The project design strategy was based on a demonstration effect model. It implied that the exposure of NSs to the positive experiences of other NSs and the promotion of networking among NSs would induce basic changes in their resource development and particularly in their fund raising capacity.
- 64. The majority of the outputs selected to achieve the intended objectives were based on the above mentioned model, i.e. newsletters, regional meetings for purposes of information, resource center and database. Less emphasis was given to outputs which required long term intervention or sustained efforts, such as training.
- 65. The degree of effectiveness of such a model varies with the degree of development of the NS. Some NSs lack the expertise and know-how to process and properly assess information. Although most NSs staff members recognized the exchange of information as positive, only few referred to it as having a major effect on their daily work.

### Outputs

- 66. The "Program Outputs" was over ambitious. The scope of the project ranged from the publication and distribution of a Newsletter; setting an operational funding resource center and database; undertaking regional meetings to assess and network NSs; designing, organizing, carrying over and evaluating six Pilot Projects and providing training to NS.
- 67. IFRC institutional capabilities were not adequately assessed to ensure suitable support and co-ordination for this project. Furthermore the project did not provide the minimum necessary human resources to respond efficiently and effectively to the planned outputs.

## COMMENTS ON PROJECT IMPLEMENTATION

68. As previously mentioned, IFRC has been the implementing agent of the project. There was no precedent in IFRC history of a systematic approach to Resource Development Capacity Building. This experience has been considered as a learning process by some IFRC staff members.
69. Institutional arrangements provided in the project design prevented the project from being integrated into the mainstream of IFRC Secretariat in Geneva. For almost half a year the project did not have a permanent room to function. Moreover it took as well a long time for the project to be adequately placed within the institution organisational chart.
70. In addition to the original alienation of the project within IFRC Secretariat, was the problem of institutional confinement of the project. Exceptional efforts were deployed by the first project manager to have institutional recognition and support.
71. The ambitious range of activities led to a lack of focus. This contributed to operational difficulties, which culminated in a dilution of the projects' potential effectiveness. Liberal interpretation of project objectives and strategies biased the replicability of Pilot Project Consultancies. Absence of an implementation plan based on priorities maintained the project unfocused and lacking an analytical perspective.
72. The following section describes the "Programme Outputs" carried out by the project.

### A. Newsletter

73. As originally designed, a quarterly Newsletter was published. Most interviewees mentioned that the Newsletter objective was to share information, others said that it was a mean to disseminate information and one person indicated that the Newsletter served to raise awareness on fund raising. Half considered the Newsletter to be good in serving its purpose, five rated it fair and two viewed it rather poorly.
74. One NS has put into implementation a few examples contained in the Newsletter. Some interviewees expressed concern with the costs, the dissemination policy and its adequacy in terms of local languages. Many concerns dealt with financial constraints by NSs to maximize the information contained.
75. The Newsletter presentation and quality has consistently improved. It has been of more assistance to NSs with a basic level of development on RD. Its dissemination has been very restricted and subject to NSs availability of funds. Its effects have been rather limited.

## B. Resource Center, Fund raising Directory and DataBase

76. A resource center based in Geneva for the use of national societies, and other non-profit human services organizations was established. Materials such as books and periodicals were purchased or obtained for this resource center. When a major contribution by Canada International Development Agency (CIDA) was granted on behalf of IFRC library, the resource center was transferred to the library.
77. A fund raising directory containing names, addresses and telephone/telex/fax numbers was created by the project. It was published in English, updated every six months and distributed to all NSs worldwide. It is a useful tool for contacts and a potential source for information exchange.
78. The purpose of the database was not stated in the original project document. The database was designed and built upon with external assistance using secondary data.
79. Few people interviewed by the Evaluator were aware of this activity. Four interviewees were unaware of the existence of the database; two mentioned that the purpose of the database was unclear to them; six indicated that the database served to share and exchange information and, one person said that it contributed to network more effectively. Results achieved by the database were considered by the interviewees to be moderate to poor.
80. A database can be a tool of assistance to an institution and of great service to its users, though it requires important investments in funds and human resources. The project document did not provide adequate support to this output. The database resulted in a poor collection of piecemeal information, concentrating more on inputs than information retrieval. No system was conceived of for updating the information.

### C. Regional Meetings

81. Five Regional Meetings were held in Zimbabwe, Fiji, Indonesia, Costa Rica and Ecuador. The purpose of the meetings, as per letter of invitation to the participants, was to discuss NSs concerns and successes in fund raising, identify materials, training and assistance to expand fund raising efforts.
82. According to documents reviewed and comments by interviewees, the project concept to promote networking was very well received. National Societies with a more advanced degree of development in fund raising benefited more of this experience and plans were drawn to undertake common fund raising ventures such as "ASEAN run for Humanity".
83. On the other hand, there were misunderstandings concerning the purpose of these meetings. Participants felt that the meetings did not meet their expectations. It was considered that these meetings provided a learning opportunity for the RD Officer rather than addressing issues related to the needs of NSs. It was also felt that there were shortcomings in the preparation, the level of participation and language adequacy. In discussions, participants conveyed to the organizers that the project was a "desk" exercise rather than a programme based in NSs needs.
84. These meetings revealed that NSs resented the fact that they were not involved in the design of the project. NSs felt alien to the purposes of the project. They felt that the project was conceived irrespective of their concerns and needs. It is unfortunate that these reservations were not considered at the appropriate time since it may have allowed the possibility of reviewing the original document.

#### D. Fund Raising Consultancies: Pilot Tests

85. According to the original project document, six test sites were to be selected to undertake fund raising consultancies. The modalities of these consultancies were designed providing for a training period for consultants, two to four weeks of tests in sites, and four extended consultancies based on NSs requests.
86. During the project implementation, six consultants were selected to undertake assignments for an initial phase of ninety working days and a subsequent phase of a month. NSs were requested to fill-out a questionnaire to provide information to assist in designating the sites for the pilot tests. The consultants were briefed in Geneva. At the end of each consultancy phase a report was produced and a meeting conveyed for debriefing purposes.
87. With the exception of one person, all interviewees considered this activity to be of great assistance. The methodology of the consultancies was very much praised. Most interviewees expressed favorable opinions about these consultancies, a few considered that the pilot tests only served partially its purpose and two persons judged this undertaking negatively.
88. One Interim Report<sup>3</sup> gave a detailed description of the fund raising consultancies pilot tests. It provided an account of the experiences by country and themes commonly shared. Criteria for the selection of consultants for phase II and preparations were modified.
89. In the view of the Evaluator, the purpose of this output was not clearly established. No definition of the objectives of these consultancies was given to the consultants in their terms of reference (see Annex IX). Nor was it clear what were the expected results to be attained at the end of the consultancies. Persons interviewed by the Evaluator had different perceptions of the purpose of the pilot tests, such as "to gain experience"; "learn lessons and transfer results"; "assist NSs to improve their resources"; "to make cash"; "it was up to each consultant".

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<sup>3</sup> "International Federation of Red Cross and Red Crescent Societies". Interim Report on the Resources Development Pilot Project to the End of Phase One. Prepared by P.Kicak. Resource Development Programme. November 1992.

90. The Evaluator considers that the preparation, organization and control of the pilot projects was rather loose and poorly managed, particularly during Phase I. The terms of reference contained some vague elements, it did not clearly establish what was to be attained at the end of the consultancies. Some elements of the terms of reference, such as personnel policy decisions, went beyond the authority of a consultant, particularly in a situation considered as a learning phase. There was little monitoring of the activities during implementation. The criteria used for the selection of the sites as well as for consultants were not clearly established.
91. Moreover, the consultancies were not planned to allow replicability. Each pilot test resulted in a country case. The consultancies were successful as short term direct assistance to NSs but not as pilot tests for the project.

#### **E. Regional Resource Development Seminars: Training**

92. According to the project design, during the last year of project implementation, activities should focus on adapting existing fund raising and training materials, providing training and co-ordinating fund raising projects.
93. Five Resource Development Seminars were carried out for Africa, the Americas and Asia to allow NSs to present their fund raising and revenue generating activities to each other, to introduce new resource development materials and to have work sessions on financial management and fund raising planning and to explore regional opportunities for cooperation.
94. Seminars were carefully prepared, organized and evaluated. Reports were produced for each meeting. Seminars were planned in close consultation with IFRC staff, Regional Delegations and NSs. The methodology used stimulated the participants, specific exercises were used in training sessions. These meetings provided a good opportunity for the project manager to assess the relevance and validity of training materials being developed.
95. The purposes of the seminars were stated in advance. People interviewed by the Evaluator mentioned that according to their views the Seminars were intended to exchange information, develop co-operation, improve NSs resource development by showing examples and new ideas, sharing lessons learned and to train NSs personnel. Most of the interviewees felt that the seminars were very positive and rated their achievements good to very good.
96. It is the opinion of the Evaluator that the Seminars would have been more effective if they had focused on a more specific discussion of common issues of interest and needs concerning resource development rather than reporting on individual NSs fund raising and income generating activities.

## F. Resource Development Handbook and Training Programme

97. The original project document omitted a systematic coverage of training as compared with other outputs. It focused on identifying funding opportunities, diversifying funding sources, developing and marketing proposals and reporting and publication of project results. The project merely mentioned approaches to training.
98. After two years of project implementation, the project managers reassessed the project priorities. At that point it was felt that an important priority of the project was to produce tools for NSs, to help them improve their self reliance. Thus the focus moved from an emphasis on technical direct training in fund raising as conceived by the project document, to providing elements for capacity building and improved NSs performance in terms of resources.
99. It was decided to produce a Resource Development Handbook (RDH) which among other purposes would guide NSs on how to do things rather than offering pre-established solutions. Also the project expanded the scope of issues to include planning and management as an essential need expressed by NSs.
100. The aims of the Handbook were clearly defined and included in the text of the Handbook. Its purpose was "to provide NSs. with ideas and advice on how to improve resource development within the different cultural, social and economic environments in which they operate".
101. The Resource Development Handbook has been carefully prepared, its presentation is clear and well designed. It covers the most relevant aspects expressed by NSs during meetings and by the six pilot projects consultants.
102. A training package, referred to as Manual, supports the RDH. It is in the form of a draft and has not yet been applied to NSs. The Manual was produced to help trainers introduce the above Handbook. This package has been methodically prepared, containing a set of technical options to training. However it is the opinion of this Evaluator that the Manual provides too many details, that the language might be rather simplistic and not always appropriate for adult users.
103. The Handbook and the Manual have been prepared by experts from one single country. The information source for the Handbook and the Manual has been mostly from the findings of the pilot project consultants and IFRC staff members. Given that all the consultants came from two countries, their inputs might not necessarily reflect a pluralistic approach to the subject.
104. A set of videos has been prepared by the project. The original project document contains a very detailed description of this output activity. The videos were to be planned as documenting the successes in fund raising of less developed NSs.

105. The video has been conceived by the project as a training tool, which supports real and relevant examples of successful RD activities throughout the world.
106. During interviews, opinions concerning the video were extremely positive, expressions such as "it is of great use to us" and general comments of support were mentioned. Many people interviewed had not been acquainted with RDH and the Manual. Nevertheless participants to the training seminars expressed satisfaction with the Handbook as presented in the seminars.

### **Outputs not Implemented**

107. The original project document suggests that "a new survey on fund raising methods, expertise, successes and needs will be mailed to all national societies".
108. It was decided by the project that this output was not going to be implemented, since a similar survey had been recently conducted by Henry Dunant Institute in 1990.
109. The Evaluator shares this approach. As expressed by a consultant, NSs are constantly requested to respond to questionnaires and very seldom see results from these initiatives. There is a feeling of fatigue in the use of this technique.
110. International fund raising projects became the responsibility of a different department within IFRC in Geneva and thus the project did not pursue this matter as originally planned.
111. According to project managers, NSs were not interested in developing strategies for securing blocked currencies. The project dropped this issue during project implementation.

## COMMENTS ON PROJECT MANAGEMENT

112. USAID funds were provided to the project through ARC. The latter was the intermediary for all substantive and financial aspects of USAID contribution. According to the project manager, this arrangement prevented a direct dialogue between the executing agency and its donor.
113. The project underwent a long period of "trial and error" concerning its institutional placement which, as mentioned earlier in this report, had a negative effect in its approach and results.
114. The job description of the project manager was unrealistic. The functions to be performed by the project manager were overly demanding for one individual.
115. Hierarchical lines for reporting were not clearly established when the project started, thus the project was accountable to IFRC external agents rather than to its Secretariat. The establishment of a Committee and a Group to monitor its activities contributed to increased misunderstanding in terms of management lines.
116. The project had a non-formal revision after a year and a half of implementation which has highly contributed to set project priorities and to gain focus. It has also gained in accountability and credibility.
117. The Evaluator considers that IFRC, through the project managers, should have formally reviewed the project document so as to be more realistic in terms of scope as well as closer to the needs of its intended beneficiaries.
118. The project document envisioned two different committees to be involved in the project to give guidance and serve as backstopping to the project. One was the Resource Development Committee (RDC) and the other, the Project Oversight Committee. The latter was not established.
119. The RDC was composed of representatives of IFRC, including ARC. It was to represent and promote the fund raising interests of less developed societies, inform about the program, develop support for the project, draft fund raising proposals, certify training materials and scripts and advise on implementation plans.
120. RDC members interviewed by the Evaluator expressed high satisfaction with the dynamics, the involvement and the expertise provided during these meetings. Most of the work of the RDC was done during the meetings, except for the chairperson who prepared the meetings and provided comments on the meetings reports. Committee members interviewed felt that their role was to provide advice for the project. Other tasks as mentioned in paragraph 119 of this report, were not accomplished.

121. The Evaluator considers that despite the fact that the RDC deployed many efforts to advise the project in its implementation and policy issues, and inspite of the RDC's excellent dynamic and co-operation with the project manager, it failed to act as backstopping for the project. Many decisions of the RDC were not followed up, such as selection of consultants for pilot projects or screening of outputs such as the database.
122. A RD Steering Group was set up within IFRC Secretariat in Geneva comprising six persons, to review progress, to assist integrating the project into the mainstream activities of IFRC Secretariat and to help in the preparation of the RDC meetings.
123. According to documents reviewed and interviews with the Steering Group (RDSG), the Evaluator considers that the RDSG has made substantial contributions to the project. It has assisted in integrating the project into the normal operations of the organization, it has contributed to establishing a good image and changing the rather negative or skeptical attitudes of IFRC staff towards the project. Furthermore, it has reinforced the credibility and acceptance of the project manager among the IFRC hierarchy.
124. Putting the project under the responsibility of the Development and Structures Department, provided for a substantive conceptual change of the project. The emphasis moved from a short term intervention into a long term institutional building program more appropriate to the nature of the problem. It has assisted the project in terms of focus and effectiveness.

## LESSONS LEARNED

125. Consultations with all parties involved in a project is a precondition in project identification and design. Ensuring the participation of National Societies, IFRC Regional Delegations and IFRC staff, particularly the Operations Department was a prerequisite in the preparation of the project .
126. To ensure relevance of the project design, time and efforts have to be allocated to carefully explore the sites and study the conditions and context in which the project will have its intended impact. The project neglected this preparatory phase, thus it was unrealistic and over ambitious in its intentions.
127. For purposes of project efficiency, effectiveness and evaluation a project design should clearly state its objectives in operational terms. The objectives need to be expressed in terms such as..."by the end of the project the situation of... will be..". Indicators of performance should be included to enable monitoring and backstopping. The indicators contained in the project document as "Critical Indicators" refer to activities and not actual achievements.
128. Careful screening and appraisal of a project document, mainly in its substantive issues is absolutely necessary before an agreement is signed. IFRC might have prevented many of the problems and inconveniences which appeared during project implementation.
129. If during project implementation the objectives, scope and approach of the project appear unrealistic or over ambitious it is imperative to proceed to a formal project review. By mid term project implementation, there was a substantive change in priorities and scope. This change was the result of the experience gained as well as an in depth analysis of the design of the project. IFRC should have then requested ARC and USAID to revise the original project.
130. In order to achieve sustainable results a strong, professionally well equipped Secretariat is required in order to guide, monitor, promote and implement as well assess project results. At the inception of the project none of these conditions were in place nor did the project provide for the necessary inputs.
131. The problem addressed by the project requires a long term intervention to produce sustainable results. The project document did not foresee this project as part of an overall programme. The project is a good start which requires long term support.

## ANNEXES

- I TERMS OF REFERENCE
- II EVALUATION WORK PLAN
- III LIST OF DOCUMENTS REVIEWED
- IV LIST OF INTERVIEWEES
- V LIST OF PROJECT OUTPUTS
- VI GUIDING QUESTIONS FOR INTERVIEWS
- VII DONORS CONTRIBUTIONS TO PROJECT
- VIII TERMS OF REFERENCE FOR FUND RAISING PILOT PROJECTS
- IX PROJECT MANAGER JOB DESCRIPTION
- X THE FEDERATION'S GLOBAL RESOURCE DEVELOPMENT PROGRAMME



**INTERNATIONAL FEDERATION OF RED CROSS AND  
RED CRESCENT SOCIETIES**

Terms of Reference : Evaluation consultant  
Resource Development Capacity Building Project

This assignment is for a period of 25 working days maximum, to carry out an end of project evaluation of the Resource Development Capacity Building Project. The consultant will report to the Advisor, Resource Development, Development & Structures Department, IFRC.

**Overall Responsibilities**

To help determine :

- ♦ How the project has expanded Resource Development Capacity and Activities.
- ♦ How the project has promoted the sharing of Resource Development skills and expertise among Red Cross and Red Crescent Societies.
- ♦ What internal and external factors have influenced National Societies' resource development performance.
- ♦ How the project's impact might be applied to provide better support to National Societies through the on-going programme

**Evaluation elements**

- ♦ Review documents as listed in scope of work
- ♦ Interview Federation Representatives in Geneva
- ♦ Interview National Society representatives in person and by telephone
- ♦ Interview Resource Development Committee members
- ♦ Interview selected delegation representatives
- ♦ Analyse results and produce written report

Debriefing with project staff



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## ANNEX II

## EVALUATION WORK PLAN

PHASE	DURATION	DATE
CONTRACT/BRIEFING	1	28.07.94
REVIEW BACKGROUND DOCUMENTS	2	02.08 - 03.08.94
EVALUATION PLAN	1	04.08.94
DESIGN EVALUATION INSTRUMENTS	2	05.08.94
REVIEW PROJECT DOCUMENTS/VIDEOS	4	08.08 - 11.08.94
INTERVIEWS	6	12.08 - 19.08.94
ANALYSIS OF INFORMATION	3	22.08 - 24.08.94
(DAYS OFF)	(2)	25.08 - 26.08.94
DRAFT REPORT	5	29.08 - 02.09.94
DEBRIEFING	1	15.09.94
(REPORT EDITING)	(4)	16.09 - 21.09.94
FINAL REPORT	0	21.09.94
TOTAL	25	

( ). Supplementary days required by Consultant not charged to IFRC

LIST OF DOCUMENTS REVIEWED**Regional Training Seminars**

- \* Resource Development for Red Cross and Crescent Societies. Training Package Executive Seminar. Development and Structures Dept. Resource Development Programme. IFRC. June 1994
- \* Report. Asia Resource Development Seminar. Kuala Lumpur. 30 May - 1 June 1994. Jointly organized by International Federation of Red Cross & Red Crescent Societies (IFRC) and Malaysian Red Crescent Society (MRCS)
- \* Report. Resource Development Seminar. Fiji, 23-25 May 1994
- \* Seminario de Desarrollo de Recursos. 18 al 20 de Abril de 1994. Santiago de Chile. Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja, Delegación Regional.
- \* Seminario de Desarrollo de Recursos. 11 al 14 de Abril de 1994. San José, Costa Rica. Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja, Delegación Regional.
- \* Report on Regional Resource Development Seminar for Southern Africa National Societies. Johannesburg, South Africa. January 26-28, 1994
- \* A Review of Five Resource Development Seminars: January-June 1994. M.Hayes, Advisor, Resource Development. 20 June 1994.

**Pilot Projects Consultancies**Bolivia

- \* Visit to Bolivia from 15 to 27 September 1993. Christopher Carnie, Consultant Resource Development Pilot Projects. English and Spanish.
- \* Report on the visit to the Bolivian Red Cross (BRC) from 4 to 10 August 1993. Christopher Carnie, Consultant Resource Development Pilot Projects.
- \* An Evaluation Report of Phase One of The International Federation of the Red Cross and Red Crescent Societies Resource Development Programme's Fund Raising Capacity Building Pilot Project in Bolivia. By R.J. Riccio Consultant. December 18, 1992.
- \* Report as at 31 July 1992. Resource Development Project. Christopher Carnie, Consultant Resource Development Pilot Project. 1 July 1992

### El Salvador

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- \* An Evaluation Report on Phase One of the International Federation of the Red Cross & Red Crescent Societies. Resource Development Programmes. Fund Raising Capacity-Building Pilot Project in El Salvador. By Robert J. Riccio, Consultant, December 13, 1992

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### Malaysia

- \* The Malaysian Red Crescent Society. Fundraising and Needs Assessment. A Report to the International Federation of Red Cross and Red Crescent Societies. Geneva, Switzerland. Peter Tyrer. October 1992

### Namibia

- \* Namibia Red Cross Society. Phase II. Prof. E. Moonman.
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### Zambia

- \* Resource Development Programme Capacity Building Pilot Project. Zambia Red Cross Society. Phase II Report. Kathleen A. Joy. June 1993
- \* Resource Development Programme Capacity Building Pilot Project. Zambia Red Cross Society. Phase I Report. Kathleen A. Joy. September 1992

### Resource Development Committee Meeting

- \* Resource Development Committee Meeting. Geneva. Switzerland. April 1994
- \* Resource Development Committee Meeting. Geneva. Switzerland. July 1993
- \* Resource Development Committee Meeting. Barnett Hill. Surrey, Great Britain. October 1992
- \* Resource Development Committee Meeting. Geneva. Switzerland. July 1992
- \* Resource Development Committee Meeting. Geneva. Switzerland. September 1991

### Project Reports

- \* Resource Development Capacity Building Project. Final Report. International Federation of Red Cross and Red Crescent Societies. May 1994
- \* Resource Development Capacity Building Project. Report to Donors. Development and Structures Dept. Resource Development Programme. December 1993
- \* The Federation's Global Resource Development Programme. International Federation of Red Cross and Red Crescent Societies. December 1993
- \* Resource Development Capacity Building Project. USAID Grant # ORT 0158A0008200. Interim Report. September 1, 1990 thru August 30, 1993
- \* Interim Report on the Resources Development Pilot Project to the End of Phase One. International Federation of Red Cross and Red Crescent Societies. November 1992
- \* Resource Development Project: Lessons Learned and Recommendations. Draft. By B.Thoolen. 25 March 1993
- \* Building the Resource Development Capacity of Red Cross and Red Crescent Societies in Less Developed Countries. Sarah Saeger. American Red Cross National Headquarters. August 1990
- \* Quarterly Reports. Capacity Building Project.

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December 1990-February 1991  
March-May 1991  
June-August 1991  
September-November 1991  
December 1991-February 1992  
March-May 1992  
June-August 1992  
September-November 1992

## **Funding News**

11 issues produced by the Project from 1991 to 1994

## **Videos**

12 Videos produced by the Project

## **Project Related Documents**

- \* Resource Development Handbook. Development and Structures Dept. Resource Development Programme. IFRC. May 1994
- \* Strategic Work Plan for the Nineties. Update 1992 with Implementation Plan 1993 - 1994. International Federation of Red Cross and Red Crescent Societies
- \* How National Societies Develop Financial Self-Reliance. Tenna Mengistu. Working Paper. Institut Henry Dunant. Geneva.
- \* Characteristics of a well functioning National Society. International Federation of Red Cross and Red Crescent Societies. May 1994
- \* The Federation's Resource Development Programme. International Federation of Red Cross and Red Crescent Societies. August 1994
- \* The Federation's Global Resource Development Programme. International Federation of Red Cross and Red Crescent Societies. December 1993
- \* Los Retos del Desarrollo Humano. El Futuro de la Cruz Roja en América Latina y el Caribe. Tomo I & II. Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja. Editorial Absoluto SA. San José, Costa Rica, 1993.
- \* Red Cross and Red Crescent Development Policy : Main Elements International Federation of Red Cross and Red Crescent Societies. September 1993
- \* 25 Questions and Answers. International Federation of Red Cross and Red Crescent Societies. 1993
- \* Red Cross/Red Crescent Magazine of the International Red Cross and Red Crescent Movement. January-April 1994
- \* Audit of Programme 2025/301. Resource Capacity Development. 26.04.93
- \* The 12th International Fund Raising Workshop. October 20th- 23rd 1992. Noordwijkerhout, Near Amsterdam.

- \* The 10th International Fund Raising Workshop. October 17th- 19th 1990.  
Noordwijkerhout, Near Amsterdam.
  
- \* Report of the Red Cross Technical Workshop on Communications, Dissemination and  
Fund Raising for Development. Saint Lucia, 26 November - 1st December 1990.

### **Correspondence**

All correspondence since the initial stage of the project was reviewed.

## RESOURCE DEVELOPMENT CAPACITY BUILDING PROJECT

### EVALUATION INTERVIEWS

INTERVIEWEES	POSITIONS AT THE FEDERATION/ AFFILIATION TO THE RESOURCE DEVELOPMENT PROJECT
<b><u>Secretariat Staff :</u></b>	
Ms. Margareta Walhström	Deputy Director, Operations, IFRC
Mr. Ibrahim Osman	Head, Africa Department, IFRC
Mr. Jerry Talbot	Head, Asia/Pacific Department, IFRC
Mr. Alistair Henley	Co-ordinator, Fundraising, IFRC
Mr. Ben Thoolen	Former Head, Development and Structures Department, IFRC
Mr. Michael Hayes	Advisor, Resource Development, IFRC
Mr. Ronald Castellino	Former Consultant, Resource Development, IFRC
Miss Afia Nyamekye	Administrative Assistant, Resource Development, IFRC
<b><u>Project History and Other:</u></b>	
Mr. Ralph Wright *	Former Senior Information Officer, IFRC
Ms. Patricia Kicak *	Former Senior Advisor, Resource Development, IFRC
Ms. Sarah Saeger *	Former Development Officer, Public Support, American RC
Mrs. Gunvor Kronman *	Fundraising and Information Delegate, IFRC Regional Delegation, Abidjan
<b><u>Consultants: Pilot Project</u></b>	
Mr. Christopher Carnie *	Consultant, Resource Development Capacity Building Project: Pilot Project Phase I : Bolivia, Phase II : El Salvador
Mr. David Gifford *	Consultant, Resource Development Capacity Building Project: Pilot Project Phase I and II : Fiji
Prof. Eric Moonman *	Consultant, Resource Development Capacity Building Project: Pilot Project Phase I and II : Namibia
Mrs. Kathleen Joy *	Consultant, Resource Development Capacity Building Project: Pilot Project Phase I and II : Zambia

# RESOURCE DEVELOPMENT CAPACITY BUILDING PROJECT

## EVALUATION INTERVIEWS

INTERVIEWEES	POSITIONS AT THE FEDERATION/ AFFILIATION TO THE RESOURCE DEVELOPMENT PROJECT
<b><u>Consultant : Handbook and Training Manual</u></b>	
Mrs. Dee Tyrer *	Consultant, Resource Development Capacity Building Project: Resource Development Handbook and Training Manual
<b><u>Resource Development Committee :</u></b>	
Datin Paduka Ruby Lee *	Secretary General, Malaysia Red Crescent Chairperson, Resource Development Committee Resource Development Pilot Project -Phase I
Mrs. Janet Mondlane *	Former Secretary General, Mozambique Red Cross Chairperson, Resource Development Committee
Mrs. Susan Douglas *	Director General, Fiji Red Cross Resource Development Committee member Resource Development Pilot Project
Mr. Armas Rahola *	Director, Fundraising & Field Services, Finnish Red Cross Resource Development Committee member
<b><u>National Society Staff :</u></b>	
Mr. Anibal Castro *	Head, Fundraising, Bolivia Red Cross Resource Development Pilot Project
Mr. Cecil Damant *	Deputy Secretary General, Namibia Red Cross Resource Development Pilot Project
Mrs. Chipu Lungu *	Secretary General, Zambia Red Cross Resource Development Pilot Project
Mr. Oscar Morales*	Secretary General, Salvadorean Red Cross Resource Development Pilot Project

\* Telephone interviews

ANNEX V

EVALUATION  
INTERVIEWEES' OPINIONS ON PROJECT OUTPUTS

OUTPUT	RESULT(S) TO BE ACHIEVED	RATING		
		Good	Fair	Poor
-----				
Fund raising Regional Meetings				
-----				
Pilot test Consultancies				
-----				
Resource Development Seminars: Training				
-----				
DataBase				
-----				
Newsletter				
-----				
Videotapes				
-----				

EVALUATION

GUIDING QUESTIONS FOR INTERVIEWS

Project Design

1. Definition of Resource Development
2. Definition of Capacity Building
3. Project concept: self sufficiency of NSs  
NSs own fund raising  
independence of NSs
4. Which was IFRC policy concerning RD when project was designed
5. How did the project fit into IFRC plans
6. Project Document : Proposal
7. Who was involved in drafting the document
8. What was the extent of NSs involvement in the drafting of the project
9. Were major assumptions, institutional capabilities specified or discussed :
  - NSs willing to RD activities
  - NSs equipped for RD
  - is RD cost-effective for all NSs
  - transfer and sharing of information as well as training will produce changes
  - IFRC equipped to RD
10. Who are the intended users in project design
11. Which was the situation to be attained at the end of the project according to the original design
12. RD Committee and Steering Group had a monitoring role

## Project Implementation

13. Reasons for changes into the implementation of the main activities original plan
14. Definition of the objective for each output and measure of the extent to which the following activities have achieved its objectives:  
  
Objective:        Building a Resource Development Information
  - \* directory of fund raising practitioners
  - \* data base of NS fund raising activities
  - \* fund raising library
  - \* newslettersConsultancies in six pilot NSs  
  
Resource Development Handbook  
  
Video Training Programme
15. Degree of involvement in project implementation of : donors IFRC Secretariat and NSs
16. Institutional changes and staff turnover during project implementation
17. Was the project implementation linked to other Federation's mainstream activities. Was the case for NS during consultancies
18. Were there any particular difficulty which hindered project implementation
19. Was there any formal training of consultants during pilot phase.

Criteria used in training of consultants

Recording requirements

Results measured

Beneficiaries of training provided by consultants.

## Project Results

20. To what extent NS have enhanced:

- self-reliance : do they plan, manage, design, implement, monitor, evaluate their own RD
- independence: device and accomplish their own plans without external material and human resources
- service sustainability: mobilize human and material resources to deliver and accomplish through a specific time period predetermined services

21. What has been the effects today of the project

- transfer of knowledge
- transfer of skills
- transfer of "talents"

22. To what extent networking has been promoted:

- network among NS
- network between NS and IFRC Secretariat
- initiatives by NS
- initiatives by IFRC
- number of projects under study
- number of projects designed
- number of projects accomplished
- issues of concern to NS exchanged among NS
- IFRC involvement in this exchange
- IFRC as clearinghouse

23. There has been some unforeseen effects and what are the above implications for NS, IFRC.

24. Which elements and effects of the project are likely to continue beyond its termination at NS and IFRC

- institutional arrangements provided for
- management considerations : plan, staff, budget

25. Follow-up plans

26. What are the most relevant points of this project today, in terms of impact for your work for NS, for IFRC and for the users of Red Cross services in the field

27. What should be avoided and what promoted in the future out of this example

## B. Sources of Project funds for the PVO

TABLE 3

CONTRIBUTIONS	Yr 1	Yr 2	Yr 3	Yr 4	TOTAL
USAID Matching Grant	48'995	125'000	256'000	178'005	
		142'000			
<b>TOTAL USAID</b>	<b>48'995</b>	<b>267'000</b>	<b>256'000</b>	<b>178'005</b>	<b>750'000</b>
<b>PRIVATE</b>					
Japanese RC	15'817				15'817
British RC	16'667			14'234	30'901
Finnish RC	22'000			18'180	40'180
Federation	50'000		81'457	200	
				- 1'033	130'624
Hongkong Cartier		68'033			68'033
American RC			225'000	92'000	317'000
American RC (Amexco)			83'333		83'333
<b>TOTAL CASH</b>	<b>153'479</b>	<b>335'033</b>	<b>645'790</b>	<b>301'586</b>	<b>1'435'888</b>
<b>IN KIND Contributions</b>	<b>52'260</b>	<b>64'143</b>	<b>62'540</b>	<b>40'344</b>	<b>219'287</b>
<b>TOTAL Contributions Received</b>	<b>205'739</b>	<b>399'176</b>	<b>708'330</b>	<b>341'930</b>	<b>1'655'175</b>

ANNEX VIII

## APPENDIX E

**Position Description**

**Position Title:** Resource Development Officer

**Location:** League of Red Cross and Red Crescent Societies

**Reports to:** Secretary General of League with day to day coordination by the Director of Public Affairs

**Summary of Position:** Develops and implements a program to strengthen the capacity of lesser developed societies to mobilize national resources for providing sustainable Red Cross services to their communities.

**Key Responsibilities:**

- \* develop a detailed implementation plan and evaluation plan for building the resource capacity of lesser developed societies.
- \* provide staff support to the resource development committee.
- \* develop a resource library and database of information that is accessible to societies and other NGO's.
- \* access barriers to greater resource development through a series of meeting and develop strategies to overcome barriers.
- \* design, produce and disseminate materials to assist societies in resource mobilization.
- \* develop and network resources (internal and external) to increase resources.
- \* design, train, oversee and evaluate six pilot tests using internal consultants.
- \* maintain records and reports and submit all reports as required.
- \* assure that grant conditions for the position are fully met including fiscal accountability and program integrity.

**Qualifications:**

Required: minimum of five years of experience in all techniques of fund raising; experience in working in other cultures particularly in developing countries; working knowledge of the Red Cross movement; sensitivity to intra-organizational relationships and roles; strong interpersonal skills; proven skills in management, program design and administration; good

written and verbal communications skills; fluent in English and at least one other language, Spanish, French or Arabic; willing to travel.

Desired: fluency in Spanish and/or French; advanced degree or five years or more experience in marketing and/or communications.

**Terms of Reference: International Development Consultant  
Resource Development Capacity Building Pilot Project**

This position is for a period of 90 working days within a one year period with 90 days in the assigned country. The assignment will be carried out in two phases of forty working days each. The first phase will focus on feasibility and implementation, the second phase on training. Phase I must be successfully carried out before Phase II will be initiated.

The Consultant will coordinate their activities with the National Society and serve as a liaison between the National Society and the International Federation of Red Cross and Red Crescent Societies, Geneva, Switzerland. He/She reports to the Senior Advisor, Resource Development Programme, IFRC.

**OVERALL RESPONSIBILITIES:**

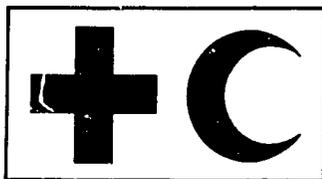
- I. Provide guidance, recommend policies, and develop strategies to enhance Red Cross/Red Crescent participation in the raising of funds.
  - \* Evaluate trends in fund raising in major communities within the country.
  - \* Advise Red Cross/Red Crescent leadership of opportunities for fund raising from a variety of funding sources with emphasis on continuous, sustainable funds.
  - \* Recommend policies and procedures that will positively impact the organization.
  - \* Review opportunities for collaboration with other organizations that will enhance Red Cross/Red Crescent fund raising positioning.

**PHASE I:**

- II. Review financial sources and results up against potential. Devise strategies to improve current practices. Review campaigns, events, income generating projects, etc.
- III. Conduct comprehensive feasibility study and plan for financial development for the National Society.
- IV. Develop a detailed implementation plan for strengthening the resource development capacity of the Red Cross Society.

**PHASE II:**

- V. Review progress of implementation plan developed in Phase 1 and adapt if necessary. Elaborate the main elements of a long term Fundraising plan for the National Society.
- VI. Design and develop a training programme in the area of resource development for the National Society.
- VII. Conduct related training workshops for National Society headquarters and branches.
- VIII. Identify one or more funding source, develop an implementation plan to tap these new sources, and in parallel with the National Society, take initiatives in Fundraising and Income Generation.



FÉDÉRATION INTERNATIONALE DES SOCIÉTÉS DE LA CROIX-ROUGE ET DU CROISSANT-ROUGE  
INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES  
FEDERACIÓN INTERNACIONAL DE SOCIEDADES DE LA CRUZ ROJA Y DE LA MEDIA LUNA ROJA  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

ANNEX X

## THE FEDERATION'S GLOBAL RESOURCE DEVELOPMENT PROGRAMME

December 1993



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## THE FEDERATION'S GLOBAL RESOURCE DEVELOPMENT PROGRAMME

The Goal of the Global Resource Development Programme is to:

\* Enable National Societies to develop their own secure financial base in order to build organizational sustainability and improve their ability to prepare for disasters, respond effectively in emergencies and carry out development programmes for people in need.

To accomplish this, the Programme will help make resource development information, training and direct assistance available to Red Cross and Red Crescent Societies, capitalizing to the greatest extent possible on the skills and structures that already exist in the Federation network.

### THE NEED

Many forces are bringing pressure on National Societies to improve their access to financial and other resources. The global economic crisis, for example, is a major factor, as are increased programme needs, service and funding gaps, emerging National Societies, changing funding relationships and increasing competition for shrinking financial resources.

Concurrent with these trends is the increasing determination of National Societies to ensure organizational sustainability and programme effectiveness by improving their resource development performance. It is in response to these expressed needs that the Federation has established a resource development programme, aimed at strengthening the capabilities of Red Cross and Red Crescent Societies to develop the resources available to them, especially financial resources.

The Strategic Work Plan calls for a measurable improvement in financial and other resources through establishing national resource development programmes. The Global Resource Development Programme is designed to provide the impetus for those programmes to begin, to move forward and to flourish.

## DEFINING RESOURCE DEVELOPMENT

The Federation considers resource development to mean producing the financial, human and in kind resources needed to sustain and advance the activities of a National Society. This includes:

- \* Fund raising
- \* Generating revenue from services and other activities,
- \* Soliciting in kind goods and services, and
- \* Volunteer recruitment and retention.

At this time, main attention is being given to the first two items and to some extent to the third one. The fourth item, volunteers, will be the next area of attention under the resource development programme.

## BACKGROUND -- THE PROJECT PHASE

The Federation's capacity to respond to National Society needs in resource development has been built up through a special project that started in February 1991 and will be completed in May 1994. This "applied research" initiative, funded by USAID, the Federation and the American, Finnish, British and Japanese Red Cross Societies, includes the following components:

- \* Pilot projects in resource development have been carried out in Bolivia, El Salvador, Namibia, Zambia, Malaysia and Fiji and lessons learned in these countries are being applied to develop strategies for global application,
- \* A Manual and Training Programme are being produced to offer a range of resource development principles and techniques from basic to advanced, depending on National Societies' needs, and
- \* Other capacity building activities in resource development have included: a data base of fund raising activities, a roster of National Societies fund raising staff, a newsletter, advice to National Societies, delegates and desk officers and conducting seminars and workshops.

While this Project Phase is being completed, a more continuous, comprehensive and integrated resource development programme is being designed.

## A GLOBAL RESOURCE DEVELOPMENT PROGRAMME

This expanded programme will enlist the entire Federation's network in the process of strengthening resource development capabilities of National Societies. Responsibilities for providing information, training and direct assistance will be shared among the Geneva Secretariat, regional delegations and National Societies. Activities will be generally twofold:

### 1. INFORMATION

- \* Funding Newsletter sent to all National Societies
- \* Data Bank referral system for examples of fund raising/income generation Federation-wide
- \* Roster of resource development staff of National Societies worldwide
- \* Roster of resource development consultants available to National Societies
- \* Fund Raising resources library
- \* "Sharing Meetings" with practitioners
- \* Intern/exchange programmes for National Society resource development staff/volunteers
- \* Occasional individual National Society consulting assistance

The first three activities are a continuation and expansion of work begun in the project phase. Other activities are results of lessons learned and requests for a variety of information and financial development examples.

Responsibility: Geneva Secretariat, Development and Structures Department

Available to: All National Societies that want access to information, know how, systems, examples, methods and techniques in the field of resource development, as well as to the Red Cross/Red Crescent network of expertise in this area, delegates in the field and other units in the Secretariat.

### 2. TRAINING AND DIRECT ASSISTANCE

Each year, a number of National Societies will embark upon special programmes to improve their resource development performance. Capacity Building Packages consisting of several stages of training, tailored consulting assistance, follow up support and other services will be available to National Societies, normally on a regional or sub regional basis. Depending on readiness and/or need of National Societies, the following kinds of packages will be developed for use in early 1994:

Package #1 : An intensive set of progressively tailored resource development activities for National Societies with a high state of readiness in regions or sub regions where a resource development coordinating service can be provided.

Typically, a programme would begin with a 3 day "Management of Resource Development" seminar covering policy, principles and skills transfer. This would be followed by more focused training sessions, dealing with techniques of fund raising and income generation. Both the initial seminar and the subsequent training session are intended to be presented to groups of National Societies participating by region or sub region. This keeps costs reasonable, capitalizes on expertise in the region and allows National Societies to share experiences, work in small groups and develop links for ongoing support.

Participants in both sessions would be key National Society staff and volunteers most involved in resource development policy decisions and implementation.

A third step in the process will be to provide follow up training to individual National Societies to help advance national or branch level resource development plans. This training/consulting assistance can also apply to specific fund raising and income generation projects.

Of course these phases may need to be adjusted from region to region to reflect the realities of timing and resources.

Experience shows that for this kind of ongoing capacity building to be effective, arrangements must be made to provide for the critical functions of organizing, coordinating, follow-up and continuing input. While the provider of this function will vary from place to place, the availability of the function should be considered before making a commitment to this level of training.

Package #2 : A less intensive set of activities for National Societies that need to begin or strengthen their resource development programme, but where a support structure for organizing and conducting training and systematic follow up is not yet in place.

This package will consist of a general training programme of shorter duration, with follow up workshops and consulting assistance arranged on a case by case basis, using regional resource development expertise when possible.

Package #2 is designed for National Societies preparing to embark on the more intensive Package #1.

It will generally be most cost effective to stage training initially with groups of National Societies, followed by further training and consultation on an individual basis. This does not rule out, however, the possibility of single National Societies engaging in an intensive capacity building programme if circumstances warrant and resources permit.

### Training Materials

A Resource Development Manual and Training Programme will be available as a practical guide for both National Societies and trainers. Divided into two main sections (I) Management of Resource Development and (II) Techniques, the guide is designed to be adaptable to a variety of levels and needs. The Training Programme explains how best to use

the manual and uses video of actual National Society examples, situational exercises and a participatory approach to make the sessions relevant to real situations.

### Resource Persons

The Programme will capitalize extensively on utilizing existing, regionally based resource development expertise--in the Red Cross/Red Crescent network and from other arenas. Whenever possible, training workshops will engage trainers/facilitators who are local or regional persons with fund raising experience. These persons may be National Society paid staff or volunteers, delegates, desk officers, Secretariat staff or other NGO professionals.

Beyond formal training, the Programme will seek to identify and connect resource people with National Society needs. Examples:

- \* Link one National Society wanting to start an income generation or fund raising project with another that has done it,
- \* Staff on loan arrangements to place experienced persons in "start up" situations,
- \* Ongoing "mentoring" relationships where National Society staff share expertise through visits and telephone contact,
- \* Short term assignments to present workshops or individual consulting assistance provided by volunteer specialists from National Society fund raising committees

These strategies will : (A) keep operating costs at a reasonable level, (B) put the two person Geneva based Resource Development staff in a coordinating/catalyst role and (C) capitalize on the financial development experiences gained by National Societies, using a network already in place.

Responsibility: Regional Departments, in cooperation with delegations and National Societies, will identify training opportunities, candidates and resource persons. Geneva Secretariat Development and Structures Department will help design and organize support to the Capacity Building Packages.

Available to: National Societies demonstrating readiness and need, in consultation with regional delegations.

The Development Department will carry out continual systems and materials development to assure the use of the most effective methods and techniques of resource development and to keep manuals and training programmes current, relevant and responsive to changing needs.

## PROGRAMME TARGETS 1994-1998

### INFORMATION

ACTIVITY	1994	1995	1996	1997	1998
# Funding News sent	4	6	6	6	6
<u>Data Bank to include:</u>					
- Complete NS/RD Staff & Vol. Roster	x				
- Business Activities		x			
- Marketing Techniques		x			
- Case Studies			x		
- Funding Sources			x		
- Planned Giving				x	
- Tax info					x
<u>Expand FR Res. Library to include:</u>					
- 6 Regional Funding Source Directories	x				
- Computer Software for Regional funding Directories		x	x	x	x
- "Sharing Meetings with RD Coordinators"	2	3	3	3	3
- Res. Dev. Internships**	2	4	6	6	8
- Res.Dev. Exchanges+	2	4	6	6	8

\* Bring together "front line" Resource Development coordinators to share results of workshops, training techniques, fund raising/income generation examples and plan training and direct assistance strategies.

\*\* National Societies send staff or volunteers for 3 month internships to study design and management of fund raising/income generation projects.

+ Resource development staff or volunteer trades places with another National Society to learn how to initiate and manage a fund raising/income generation project.

## TRAINING AND DIRECT ASSISTANCE

(Table is for illustration and budgeting purposes only; actual participating sub regions are likely to change)

Note: Package #1 combines basic and increasingly advanced resource development training with follow up workshops and individual National Society direct assistance in subsequent years. West African Training Programmes are expected to begin in the first half of 1994. Package #2 is more general training provided in preparation for Package #1.

SUB REGIONS	#NS	1994	1995	1996	1997	1998
West Africa (Eng.)	(5)	Package #1	-----	-----	-----	-----
West Africa (Fr.)	(21)	Package #1	-----	-----	-----	-----
East Africa	(7)	Package #1	-----	-----	-----	-----
Southern Africa	(10)	-----	Package #1	-----	-----	-----
Caribbean	(12)	Package #1	-----	-----	-----	-----
Central America	(8)	-----	Package#1	-----	-----	-----
South America	(10)	-----	Package#2-Package#1	-----	-----	-----
Eastern Europe	(8)	Package#1	-----	-----	-----	-----
Central Asia	(5)	Package#1	-----	-----	-----	-----
South Asia	(7)	-----	Package#2-Package#1	-----	-----	-----
Asia	(10)	-----	Package#1	-----	-----	-----
Southeast Asia	(4)	-----	Package#2	-----	Package#1	-----
Pacific Islands	(11)	-----	Package#1	-----	-----	-----
<b>TOTAL</b>	<b>118*</b>					

\* An approximate maximum number of National Societies in these sub regions that could benefit over five years. Not all can be expected to participate in the programme.

## THE ROLE OF INSTITUTIONAL DEVELOPMENT

Resource development is part of **institutional development** in the broader sense of the development and strengthening of a National Society, its organisation, interactions and capacities to meet its objectives. At the same time, the performance of a National Society and its image as a well-functioning institution is a pre-condition for successful resource development. Thus, the two go hand in hand.

In parallel with the resource development programme, a major programme of institutional development will be implemented by the Federation, consisting of training, support and advisory services to National Societies. The two programmes will have several similarities and commonalities, with some activities carried out jointly or in close coordination. In some cases, intensive institution building will need to take place before a National Society could embark upon a programme of resource development. In other cases, parallel actions will be needed in the two areas, including joint training and consultancies and an integrated package of training and direct assistance. Thus, wherever capacity building in resource development will be undertaken, some elements of institutional development will be part of the package.

## EVALUATION

Effectively, this programme will start operating in 1994 and will continue to carry forward the activities of the USAID/American Red Cross initiated project after it is completed at the end of May 1994. The Resource Development Programme will engage an evaluation specialist in early 1994 to assist in the design of an evaluation process that will establish baseline data and a monitoring and evaluation system to measure progress against objectives. Part of this will be a regular reporting system to the donors of the programme in order to keep them informed about inputs used and results achieved.

# BUDGET 1994 - 1995 (IN CHF)

## 0. COMPLETION OF PROJECT ACTIVITIES

	<u>1/1/94-31/5/94</u>
5 Regional Resource Development Seminars	130,000
Resource Development Manual & Training Prog.	134,000
Video for Training Programme	171,000
Project Evaluation	41,000
Final Resource Development Committee Mtg.	14,000
	<u>490,000</u>

## 1. PROGRAMME MANAGEMENT

	<u>1994</u>	<u>1995</u>
Personnel	231,000	231,000
Travel	10,000	12,000
Total Programme Management	<u>241,000</u>	<u>243,000</u>

## 2. INFORMATION

<u>ACTIVITY</u>	<u>1994</u>	<u>1995</u>
Funding News	16,000	24,000
Data Bank	5,000	5,000
Consultants	46,000	82,000
Resource Library	5,000	3,000
Sharing Meetings	24,000	36,000
Intern Placement	10,000	20,000
Exchange Programme	8,000	16,000
Photocopying/Printing	15,000	15,000
Special Projects	10,000	10,000
Total Information Costs	<u>139,000</u>	<u>211,000</u>

### 3. TRAINING

<u>SUB REGIONS</u>	<u>1994</u>	<u>1995</u>
West Africa (Eng.)	4,000*	4,000
West Africa (Fr.)	8,000*	4,000
East Africa	4,000*	4,000
Southern Africa	-----	4,000
Caribbean	4,000*	4,000
Central America	-----	32,000
South America	-----	4,000
Eastern Europe	32,000	4,000
Central Asia	4,000*	4,000
South Asia	-----	28,000
Asia	-----	4,000
Southeast Asia	-----	16,000
Pacific Islands	-----	4,000
 Total Training	 <u>56,000*</u>	 <u>116,000</u>

### 4. TECHNICAL ASSISTANCE AND SUPPORT

	<u>1994</u>	<u>1995</u>
Consultants/Trainers	20,000	25,000
Training Sessions Desk Officers	6,400	6,400
Evaluation	10,500	24,000
 Total Tech. Assistance and Support	 <u>36,900</u>	 <u>55,400</u>
 <b>GRAND TOTAL</b>	 <u><u>962,900</u></u>	 <u><u>625,400</u></u>
 <b>FUNDING SECURED :</b>	 <u>605,000</u>	
 <b>FUNDING NEEDED :</b>	 <u><u>357,900</u></u>	 <u><u>625,400</u></u>

\* Please refer to the 1994 Plans & Budgets for Regional Delegations concerning the full costs of training.

## BUDGET NOTES

### 1. PROGRAMME MANAGEMENT CORE COSTS

Personnel estimate based on two full time permanent staff .

### 2. INFORMATION

Funding News 4 issues in 1994 @ 4,000 CHF and 6 issues in 1995.

Data Bank: Part time data entry worker at 2,500/month for 2 months.

Consultant: costs based on need for specialized assistance in such areas as training, manual production/revision, computerization of fund raising resource material, meeting facilitation and data bank design.

Resource Library: Cost of publications, especially regional funding resource guides, "How to" guides for special events, direct mail, individual solicitation.

Sharing Meetings: Based on two meetings with key Resource Development coordinators/practitioners/delegates and Resource Development Advisor. Five people each meeting, @ 3000 CHF, minus cost for host person. Year 2 two meetings with 7 participants each.

Intern Placement: Three month internships @ 5,000 CHF, includes travel, lodging, food, living expenses, materials.

Exchange Programme: Travel, lodging, food, and other support costs for 4 persons Year 1 and 8 persons Year 2 @ 4,000 CHF/person.

Photocopying/Printing: Costs of producing reports of sharing meetings, reproducing materials from data banks and resource library and other resource development material requested by National Societies.

Special Projects: Contingency funds for projects that develop from sharing meetings and other Information activities.

### 3. TRAINING

Capacity Building Packages: Based on estimated average of 1,000 CHF per National Society per day x 4 days average training x # National Societies. When principal costs included in Regional Budgets, Resource Development amount represents travel and direct assistance from Resource Development Programme.

### 4. TECHNICAL ASSISTANCE AND SUPPORT :

Consultants/Trainers: To provide professional assistance for seminars, workshops and direct assistance when not available in the National Societies' network.

Training Sessions--Desk Officers: Based on 16 participants x 400 CHF.

Evaluation: Design baseline, monitoring and evaluation system.