

PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

ORGANIZATIONAL DEVELOPMENT

9 March 2004

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 181 countries.

For more information: www.ifrc.org

In Brief

Appeal No. 01.102/2004; Programme Update no. 2, Period covered: August - December 2004; Appeal target: CHF 1,875,000 (USD 1,710,000 or EUR 1,550,000); Appeal coverage: 58.6%
(click here to go directly to the attached Contributions List (also available on the website).

Related Emergency or Annual Appeals: N/A

For further information specifically related to this operation please contact: Ken Phillips, Head, Organizational Development Department; email: ken.phillips@ifrc.org

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

Operational developments

The Organizational Development (OD) Department continued to emphasize networking and training as well as establishing a common understanding of Federation capacity building and related issues such as volunteering, leadership development and OD. A number of events were utilized and organized for the purposes of sharing knowledge and learning from each other about how to improve national societies organizational development work within the Federation (see below).

OD Strategic Planning

The OD Department developed its first Strategic Plan based on an assessment of its work and national society needs and capabilities. The long-term goal of OD is that all national societies are trusted, able and willing to deliver effective, large-scale, nationwide services to help people in relevant core areas and to assist other national societies to improve the lives of vulnerable people. OD will lead, with the Secretariat, Federation members and ICRC, an integrated, globally cohesive and measurable approach to OD and CB as a priority. The purpose is better, scaled-up, responsive, and focused services to improve the lives of vulnerable people and contribute to MDGs. As a result of the strategic planning, the OD Department was reorganized to have focal points for each of the regions:

- Africa – Harold Masterson.
- Americas – Christine South.

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- Asia/Pacific – Lutan Bayarmaa.
- Europe – Jean-François Goulay.
- MENA – Roberta Zuchegna.

Primary responsibilities for the OD team in Geneva were identified as follows:

- leadership and governance development – Harold Masterson.
- national society management, support systems and gender issues – Lutan Bayarmaa.
- volunteer and branch development and national society statutes – Jean-François Goulay.
- CB Fund, Empress Shoken Fund, TAG and knowledge sharing – Christine South.
- youth programs, structures and networks – Roberta Zuchegna.
- OD strategies, indicators, national society planning and fundraising – Ken Phillips.

The strategies that guide OD work are:

- **Impact.** We are results-oriented and organize results-oriented activities. We work to enable all national societies to move to a higher level of development and functioning.
- **Responsibility.** We accept responsibility and accountability for obtaining results from our work.
- **National Society Ownership.** We are national society-focused and provide national society-initiated tailor-made support, based on a national societies own commitment, own assessments, own resources, and national society-owned strategic planning. We seek to build and transfer OD capacity to the national society.
- **Systems Approach.** We use a systems approach to OD/CB to ensure coherence and consistency within overall plans, assessments, activities, personnel, training, tools, resources, CB Fund, workshops, and other interventions. Exit strategies based on sustainability will be developed.
- **Strategic Interventions.** We provide support strategically based on vulnerability, need, potential, commitment, and expected results. Participants in OD processes are expected to make commitments, develop plans, work for results, and design reports which are national society-led and focused
- **Local Capacity.** We will support national societies to create a significantly scaled up integrated approach to local leadership, branch, volunteer, youth, and community development based on vulnerability-driven planning.
- **Civil Society.** We place our work within the broader context of civil society development with national societies playing a key role in their countries through participatory approaches.
- **Integration.** We will effectively integrate with Health, DP/DR, P&V, Relief Operations, and Regional Departments at all levels to build sustainable national society capacity.
- **OD Team.** We will create a better functioning professional global OD Team and dedicate ourselves to establish an approach to peer support, communities of practitioners, and knowledge management including FedNet and other mechanisms to collect and share information.

Capacity Building is the ongoing effort to strengthen national society capability to deliver services and programs to vulnerable people. Organizational Development is a focused approach to strengthen national society governance, management, structures, functions, systems and sustainability of the institution. Strengthening a national society to better fulfil its mission is the primary responsibility of national society leadership.

Based on NS Self Assessments, the OD department completed a mapping of national society status in the Characteristics of a Well Functioning National Societies along with accomplishments and priorities in national society capacity building.

Strengthening a national society has four major components:

1. **Leadership to inspire, manage and control.**
 - Legal (law, statutes, emblem).
 - Leadership (vision, integrity, advocacy, impact).
 - Governance (direction, trustworthiness, evaluation, support)
 - Cooperation (Movement, partnerships, government, networks).
 - Management (planning, culture, monitoring, results).
 - HR (procedures, competences, productivity).
2. **Sustainability to generate and manage the needed resources**

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- Financial management (procedures, audit).
- Image (public relations, communications).
- Resource mobilisation (strategy, fundraising, grants, income generating activities).

3. Local Capacity to deliver large scale nationwide services

- Branch development (coverage, development, governance, management).
- Local work (services, finances, fundraising, membership).
- Volunteer and community development.

4. Cross Cutting Issues

- The Fundamental Principles.
- Diversity, gender and youth development.
- Knowledge sharing.

Priorities for national society development:

Priorities for national society development from an OD perspective must develop specific targets for each category. For example (and this is an illustration only), 80% of national societies to achieve a particular objective by 12/05; 90% by 12/06; 100% by 12/07.

- national societies have a fully owned strategic plan with detailed implementation steps including relevant organization development and capacity building issues.
- national societies are in full legal compliance including updated statutes, updated RC law, emblem protection, and compliance with national laws and regulations.
- national societies achieve integrity and good governance including governance/management separation, clear governance responsibilities, transparent elections, timely meetings, effective board member participation, and addressing integrity issues.
- national societies maintain a good image for the RC including annual report to public, PR and communications program, a plan to prevent/address image issues, timely public opinion polls, and a code of behaviour.
- national societies make progress in management including planning and M&E systems and practice, clear organizational processes, HR systems, and branch management.
- national societies have board approved financial management systems in place, reasonable administrative overhead costs, and externally audited financial report.
- national societies make progress in resource development including fundraising plans, staff, and board support, diversified base of income, independence, membership plan and growth, and increasing total revenues.
- national societies make progress in branch, volunteer and youth, and community development including national branch coverage; volunteer and youth policy, volunteer and youth structure, effective database, increase in volunteer time contributed, and significant activity in community development.
- national societies make progress in gender, youth, and ethnic involvement and participation in programs and structures.

Goal: national societies make an effective difference in the lives of vulnerable people in their respective countries.

Objective: the capacity of national societies for implementing relevant services and programmes are strengthened.

Expected result: a common Federation-wide approach to capacity building and Organizational Development practices is achieved. Assistance to national societies is provided mainly by national society's resource persons effectively trained and connected through communities of experts, including: national societies and Federation program managers are briefed on the Capacity Building Framework in order to better integrate and coordinate external interventions to national societies.

- selected national society and Federation volunteers and staff are trained to implement, coordinate or design OD interventions with national societies through OD courses.
- good practice across all areas of national society capacity building, including at headquarters and branch levels, will be identified and disseminated within the Federation and to other relevant actors.

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- the capacity of national societies are strengthened by the support of a community of practitioners of national society staff and volunteers with training and skills in specific areas, such as human resources, financial management, resource mobilization and organizational development.

Progress/Achievements

New National Society Strategic Planning Guideline:

A new National Society Strategic Planning Guideline was developed based on best practices among national societies. The purpose of this guide is to provide a basic framework for National Societies that they can use to guide themselves through a strategic planning process. This will help national societies achieve a compelling vision and direction, empower a wide range of internal stakeholders, increase support from volunteers and donors, and improve their long-term effectiveness.

Through consultation and document reviews, this guide attempted to capture and build on the wealth of national society experience and practice in strategic planning, as well as that of the Federation's regional and country delegations and Secretariat, and the best practice of other organisations.

The NSSP guideline is a working draft. Along with the guideline, there are examples of workshop schedules, presentations, handouts, related planning tools, and model national society strategic plans. They are being shared with a relatively small group of people for their feedback and especially their recommendations after actually using the approach in national society strategic planning. A revision will be completed based on feedback. The approach will be presented to the Development Commission as an evolution of the national society development plan.

Consolidation of the Project Planning Process (PPP), an International Federation-wide standard program management methodology, has continued, with participants trained. Updating and improving of the 2004 version of Capacity Building Framework the CD-Rom took place, adding new resources. Designing and editing the "flyer" to accompany the new version of CD Rom. Designing and developing Fednet pages took place, creating sections in 4 official languages, general discussion groups, and a global database of OD contacts.

OD Tools:

The OD department commissioned a study of OD tools. Following extensive interviews with national societies and delegations, the consultants concluded that the content of the tools was generally quite good. It recommended further work on field testing and dissemination of tools and cautioned that tools themselves are only a part of the total approach to national society capacity building. The department will be guided by the study recommendations in its future work.

Work continued in assisting developing tools, especially for the national society local level, such as Participatory Community Development (PCD) and Local Capacity Building. In cooperation with Swedish Red Cross, user guide for local capacity building is being developed and tested in Eastern Africa. The current approach is to guide national society staff and volunteers to develop approach and plan in order to strengthen National Society local capacity.

Presentations were undertaken on the capacity building framework to the: British Red Cross, to leadership and management of selected national societies (such as the following national societies Vietnam, China, Germany, Sweden, Yemen, Pakistan, Canada, Saudi Arabia, Iran, Finland, etc), as well as to selected Federation staff working in Iraq, Central Europe, Bangkok, Congo, Belgrade, Taiwan, Panama, Ethiopia, Moscow, Bangladesh, Afghanistan, Chad, Haiti, Bangladesh, Yaoundé, Sudan, Indonesia, Chad, Abidjan, Nepal, Bosnia, Yemen, Papua New Guinea, Irak, etc.

Volunteers have been at the center of studies, discussions and decisions during the second half of 2004. A survey was conducted by an external consultant who provided useful analysis and practical recommendations. A "scaling up" plan was developed, involving Federation Governance and National Society staff and volunteers. The plan was presented to the Federation Governing Board October. Several decisions have been taken and implemented:

- Establishment of Ad-Hoc Group on Volunteering, members has been selected within Commissions to ensure close coordination across other Federation activities. One Governing Board representative will work on the issue until General Assembly 2005 assisted by eight members. National Societies involved

are: Canada, Armenia, St Kitts and Nevis, Netherlands, Democratic Republic of Korea, Uruguay, Zambia, Belize and Lebanon. As follow up of the establishment of the group, volunteer seminar was organized with national society representative to discuss and develop Plan of action for 2005.

- Production of essential information package to be shared with National Societies. Package includes documents such as Volunteer Policy Implementation Guide, Volunteer Management Cycle, and others
- Collection and production of National Societies cases studies to be shared widely through internet and CD-Rom. Cases illustrate achievement made by National Societies when implementing new approaches involving volunteers in Red Cross and Red Crescent activities. Stories were submitted from the American, Cambodian, Democratic Republic of Congo, Gabon, Indonesian, Myanmar, Nepal, Peruvian, Rwandan, Swedish, and Venezuelan Red Cross or Red Crescent Societies.
- Production and distribution of 4 news quarterly News Letters focusing on volunteer issues. The newsletter is produced jointly with the youth commission and Secretariat staff.

Contributing also to promotion of volunteering, as a result of 3 years partnership between Federation, UN Volunteers and Inter-Parliamentary Union (IPU), "Volunteerism and Legislation: a guidance note" has been finalized and presented to IPU General Assembly in Geneva in October. Participants have enthusiastically welcomed the document and have encouraged all parliaments to take actions in promoting volunteerism when revising national legislation.

In addition to all these activities, Federation Secretariat continues to coordinate actions with Reference Centre on Volunteering, initially established by British Red Cross together with Spanish Red Cross, the centre is providing practical resources focusing on volunteers to national societies within Europe. Joint activities, The proposed list of activities is: accessing external research and making this available to national societies, monitoring and reporting on trends in volunteering globally, developing, translating and sharing models, tools and case studies that reflect good practice in volunteer management within and outside the Movement, developing a database of external expertise, advising and signposting national societies to sources of advice/information on volunteering practice, hosting seminars/workshops (including 'virtual' meetings, use of Fednet etc), supporting the Secretariat to develop a 'community of practitioners' in relation to volunteering, and supporting the WENDOV and any other networks and working with it as a key group of stakeholders.

Social Mobilization:

Social Mobilization is the topic of a working group that began work in late 2004. The working group has developed proposed definitions of social mobilization and community mobilization, a framework for social mobilization for discussion, and a plan of action for case studies in 2005. The documents along with models from several organisations including the Federation's excellent Participatory Community Development Toolkit (PCD) have been distributed to OD delegates and advisors for comment and feedback. They are also available on FedNet: *FedNet / Activities / Organisational Development / Social Mobilisation*.

A follow up meeting of the working group and other interested parties will be organized in September 2005.

Expected result: national societies have appropriate human resources to identify, implement and manage improved program and service delivery in an effective and efficient manner, including

- The Leadership Development Program will be coordinated by the Geneva-based Secretariat and regional or country delegations. It is essential that future development builds on the findings of the recent evaluation of this program and leads to a broader leadership development strategy for the Movement. This will mean ensuring there is a long-term commitment to leadership development and local solutions to support it.
- Completion of the Leadership Developmental Program and coordinate quality control, and facilitate implementation of last of the three modules. Some 15 leaders of the national societies have participated with continued support from regional delegations and ICRC.
- Exchange of practices, information and ideas on national society youth structures and programs are facilitated.
- A gender-training package will be produced and disseminated among national society and key
- Stakeholders in English, French and Spanish languages and 5 regional training workshops organized.

Progress/Achievements

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An integrated approach to Red Cross and Red Crescent leadership development has been established and implementation will formally start in 2005. This integrated approach links the levels presently designated as “induction to and/or review of the organizational context” for new leaders, to be implemented at national level, an “international roles and responsibilities of the national society and its leadership” programme, with a Geneva seminar at its core, as well as “generic leadership skills development” applicable at various levels within the organization and implemented through a variety of mechanisms.

Broad consensus as to the understanding of leadership development (as indicated above) has now been reached and a process towards implementation of the overall concept has moved ahead; this process has included the involvement of relevant internal stakeholders, including a broad range of national societies.

Discussions were started and are ongoing in order to establish overall budget figures for the process to agree a new funding and support plan with ICRC; this will enable the commencement and implementation of an agreed number of these courses covering an agreed number of participants (together with ICRC and with an initial set calendar of at least two courses each per year) as from 2005, even though it should be noted that the ‘events part’ of the programme will be treated as part of a longer term process). More specifically, in relation to the “induction/review” process, to be managed at the country level, the framework for the CD-Rom, containing the basic materials (concept sheets, course materials etc.), has been agreed upon with ICRC so that a finished draft proposal can be made available as from early 2005.

Major progress was also made on the development of the third level program (the ‘generic aspects of leadership development’) with recognized “providers” (academic/training and development institutions) on a more broad based leadership development programme, with a think tank being prepared for January along with interested humanitarian and non-profit organizations. This will allow not only the sharing of ideas but hopefully also identify possible areas of collaboration. Continued discussions on external (i.e. non-RC) funding possibilities (for example with SIDA, SDC, DFID) have also continued.

As indicated, constant review and dialogue with a broad a range of stakeholders has taken place over the period as the process has developed, so as to ensure no major mistakes or errors have occurred as the concept and implementation plan have developed.

Over the period July-December, the overall situation of youth in the Secretariat improved and many challenges encountered in the first semester have been over passed leading to good results. First of all, the cooperation with the Norwegian Red Cross allowed getting a fully funded Staff on Loan who could focus specifically on Youth Communications; therefore:

- it was possible to regularly update the IFRC Youth web section with latest news about international events and National Societies Youth activities, programmes, policies and structures and strategic partnership. Through the youth@ifrc.org link, it is proofed that there are many internal (RC/RC) and external people who use the IFRC Youth web section to find, but also send, information on RC/RC Youth services, to request IFRC publications and video as support material for training, to check the main events and to know more about the Youth position within the Federation.
- the youth section on FedNet has also been revamped and a discussion forum is now available to allow the RC/RC Youth worldwide to contribute with their voices to several processes, such as “Our Federation of the Future”, but also to create a space and make available on-line training material for Youth already developed by National Societies, in several languages, in the core areas of Strategy 2010.
- the first issue of the IFRC newsletter “Youth in action” and “Volunteer 2005” (January issue) has been produced, translated (English, French, Spanish, Arabic and Russian) and posted to all the national societies. This communication tool aims at facilitating the sharing of information and experience among National Societies to further inspire the development of RC/RC Youth programmes and structures, but also at informing about the main trends that involve youth at regional and international level. This joint publication also highlights the integrated approach with volunteering, so that youth is not seen as a separate programme, but rather as a crucial group of the national society human resources development. Hopefully, this tool will contribute to a better understanding of how Youth fits in Organizational Development of national societies and add a value in the implementation of Strategy 2010.

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The involvement of youth in volunteering events allowed many national society's Youth leaders to actively participate in the Eurofestation in Maastricht and in the Volunteering Seminar in Geneva. A better cooperation with the Federation OD continental coordinators and regional delegations led to a responsive alignment of regional and international work on Youth development and involvement (e.g. Central America, Middle East and North Africa, Asia and the Pacific).

Also, the positive cooperation with the EU office and European national societies, allowed access to funds available on the European arena for youth programmes and activities.

Work with national societies started for the preparation of international youth meetings in 2005, e.g. MENA, Europe, and Mediterranean.

Initiatives started with the ICRC and other national societies to develop tools together for the dissemination of IHL among young people.

As a result of the advocacy efforts, made concrete in the General Assembly 2003, some IFRC Youth Commission members and the Federation President met with 27 Red cross and red Crescent Youth leaders in Spain to discuss how to make a difference in the future of the Federation by advocating and working together to integrate the youth within the structures of management and governance, not as mere representatives of a vulnerable group but as partners who add value to the work of the Federation. The group of Youth leaders ended up with the Tarragona Agreement and recommendations. Following up on this document, the Youth Commission Chairman presented the conclusions and recommendations of the youth to the Governing Board. The Board members were very enthusiastic about this initiative, and said they recognized how crucial it is to create a space for youth participation above all at national level. The Governing Board also welcomed the recommended profile for Youth representatives and IFRC Youth Commission members. (<http://www.ifrc.org/youth/news/0409Spain/index.asp>).

The implementation of the Youth Commission work plan continues to be facilitated and supported by the Youth focal point. A questionnaire has been developed and sent out to provide a clear picture of Youth programmes and structures worldwide. This database will lead to the review and development of the IFRC Youth Policy and Strategy. (<http://www.ifrc.org/youth/commission.asp>)

In July, an International Coordination Meeting of Youth Organizations (ICMYO) took place in Geneva to create a space where youth organizations acting at the global level can coordinate their political inputs towards global institutions as well as exchange their experiences at the regional level in order to get more impact on both levels.

In September, two Youth Commission members met with World Bank Group President James D. Wolfensohn and 40 senior officials in Sarajevo together with other 170 youth representatives from 83 countries for the second Youth, Development and Peace (YDP) conference. The meeting summarized progress achieved over the past year since the first YDP conference in Paris and agreed on steps toward expanded engagement. Youth representatives at the conference requested the World Bank to prioritize and invest more in youth by acting directly with youth organizations and not only through national governments.

In September, the Alliance of Youth CEOs met in Geneva to discuss various topics such as the progress on HIV/AIDS and the Africa initiative to combat the spreading of HIV/Aids, and the joint document with UNICEF on youth participation that will be launched in the near future. Representatives from UNAIDS and UNICEF also participated in the meeting as special guests.

The CEOs met again in December to clarify the coordination needed for the implementation of the joint African initiative "Empowering Young people in Africa to fight HIV/AIDS" in the 6 pilot countries. (<http://www.ifrc.org/youth/big7>)

In November, the Conference of Nongovernmental Organizations (CONGO) Committee of Youth International Organizations based in Geneva organized the roundtable "Youth as effective agents for change: Strengthening Partnerships between the United Nations and youth organisations" to work as effectively as possible together on global youth priorities as identified in the World Programme of Action for Youth (WPAY) and the Millennium

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Development Goals. Representatives from UN (Youth) in New York and UNICEF were special guest in the panel. As result, there is a strong interest in involving the RC/RC Youth in the evaluation of the UN WPAY and MDGs.

In terms of integrated approach with other departments, behind the regional ones, specific focus has been put on HIV/AIDS and blood programmes. A new initiative "Club 25" has been launched in partnership with the WHO, FIODS and ISBT to promote the recruitment of young blood donors. National Societies Youth initiatives to contribute to the Tsunami response have been made available and shared on the special Youth web section (<http://www.ifrc.org/youth/tsunami/index.asp>).

As the gender training package continues to be widely disseminated and presented to main Federation stakeholders, all material have been incorporated to Capacity Building Framework CD Rom and Website as well as on Fednet.

As part of the scholarship program on gender, OD Department has sponsored participation of 7 national society representatives from: Argentine Red Cross, Jordan Red Crescent Society, and Red Crescent Society of the Islamic Republic of Iran, Cambodian Red Cross, South African Red Cross Society, Nepal Red Cross, and Sierra Leone Red Cross Society. The Three Day Non-residential Course organised by INTRAC (The International NGO Training and Research Centre) "Gender Planning in Development: What does it mean and how do we do it?" for development planners and NGOs managers to become increasingly committed to incorporating a gender perspective into their work. They face many challenges, however, in its practical application. The course explored concepts and approaches to gender, and how to operationalize these into effective development practice, through: studying the relations between gender and development; Gaining a stronger understanding of the meaning of empowerment, equality and equity; Practising the used of gender analytical tools for empowerment; Acquiring knowledge of development planning around gender roles and needs; Being exposed to methods of creating gender awareness in development practice.

Expected result: national societies have improved their capacities to mobilize and manage effectively diversified and sustainable financial resource in order to deliver relevant programs to the vulnerable people, including the Fundraising Skillshare Conference is organized to facilitate organizational learning on fundraising practices and increased results in national society resource mobilization.

Progress/Achievements

Resource Mobilisation:

The main global event for resource mobilization was the Skillshare organised in October 2004 in the Netherlands for 60 participants from national societies. Full information on the very valuable presentations and the many excellent cases have been distributed on CD ROMs to participants and are on FedNet: *FedNet / Activities / Organisational Development / Skillshare 2004*

A new focus in planning the workshop was working toward increased results at national society levels. Accordingly, a profile and clear expectations of participants were developed, as follows:

- The Skillshare should be seen as a step in the national society long-term plan to develop local funding and sustainability.
- The target audience is RC staff with direct or supervisory fundraising responsibilities.
- National societies must have a clear commitment to increase local/national fundraising, some experience in fundraising, a plan and a strategy for fundraising, and a strong desire to develop that plan and strategy.
- National societies must demonstrate there is significant potential in the country for fundraising and be willing to set, at the workshop, clear targets for increased fundraising effort and results.
- Participants would commit ahead of time to develop a fundraising plan at the workshop for implementation in the year ahead and to report on its results. This plan would build on the knowledge, skills, and techniques from the workshop.
- The supervisor of the participant must endorse his or her participation and supervise the progress of the new fundraising plan.
- The participant must have the authority to make plans to be carried out for fundraising.
- The participant must be familiar with the contents of the *Handbook on Resource Development*.
- All participants would be expected to participate from the opening to the closing.

Skillshare reflects the new OD approach to make workshops oriented to their impact or results to the national society level. 59 participants developed clear fundraising targets for the coming 12 months at the workshop. Certificates of Achievement will be distributed in October 2005 to the October 2004 participants who report on their fundraising plans and results. Follow up support for participants including peer to peer assistance will be developed through Federation delegations and directly from Geneva through part time support from the Norwegian Red Cross.

Expected result: national societies have improved their capacities to assess their organization and the impact of capacity building and their ability to share effectively Organizational Development practices, including capacity building impact indicators will be designed and introduced to national societies to better measure Federation performance on Capacity Building.

Progress/Achievements

Capacity Building Indicators:

Capacity Building Indicators have been developed and are now being field tested. The report on the project, a progressive matrix of indicators and priority indicators are also in FedNet where they will be updated: *FedNet / Activities / Organisational Development / Indicators*

From October 3 to October 5, 2004 the Federation Organizational Development and Monitoring and Evaluation Departments held a workshop with Swedish Red Cross support. Secretary Generals and other National Society representatives from all continents, continental OD coordinators, and representatives from the ICRC Cooperation Department in Geneva and Federation secretariat Planning, Organizational Development, Monitoring and Evaluation and other departments participated.

The purpose of the Capacity Building Indicators Project is to:

- set up a menu of indicators for national societies to help assess, plan and measure their progress according the Characteristics of Well Functioning National Societies (CWFNS),
- develop a sustainable and consistent global picture of indicators for organizational development and capacity building applicable and adaptable in National Society different contexts,
- develop a set of measurable indicators for use by National Societies which could help to better align RC/RC Movement and other stakeholder support national society capacity building,
- help enable National Societies leadership to set their own targets and relate all to how they help vulnerable people.

Guided by the Characteristics of Well Functioning National Societies and the National Society Self-Assessment, the participants drafted a matrix of indicators reflecting the complexity and progressive nature of national society capacity building. Separate one page priority indicators were later drafted based on the matrix for use by a National Society focusing on one topic or another (e.g. governance, financial management, volunteer development, etc).

The draft indicators have been disseminated and tested especially in a regional meeting in Asia, and submitted to different consultants and departments in the Federation Secretariat in order to ensure their correlation with other measurement tools.

The OD Department has disseminated the indicators as a “working document” through the Continental OD Coordinators and OD Delegates as well as FedNet for further field testing in 2005. The primary purpose and use of the Capacity Building Indicators is for National Societies and their own capacity building work including assessment, planning, implementing, monitoring and evaluation. Delegates and consultants can use the Capacity Building Indicators to support National Societies in their capacity building work. The project will be reported to the Development Commission of the Governing Board for its review and consideration.

Asia Pacific OD coordinator:

- AP OD mapping completed in SE Asia, South Asia and Pacific sub-regions to identify potential areas of excellence and OD practitioners in national societies.

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- Functioning OD email network with national society, Federation and ICRC, and PNS to share updates and information and latest tools.
- Format for case study documenting good OD/CB practice circulated using experience of Volunteering Review format and 14 case studies to be produced at November AP OD forum with 14 national societies (for completion by end December 2004).
- Reviewed and strengthened CBF impact indicators in 15 AP national societies.
- Work in Mongolia RC, Chinese Red Cross, and Australian RC to develop exit strategy case studies based on successful OD/CB in health programmes for ongoing monitoring and documentation.
- Initiated tool to link NS self-Assessment Questionnaire to OD/CB tools/policies/manuals which has been agreed for global circulation.
- Initiated AP work with Health and DM and CBF counterparts on case studies to document successful good practice in integrated programming with Myanmar (CBFA/CBDP/Branch Development), and pilot new learning in East Timor (multi-sectoral service development/Branch Development) and in Mongolia (Social Care programme integrating health, disaster preparedness and Branch Development components).
- Completion of Volunteering Review with global circulation planned – case studies being actively used globally and in 7 national societies to strengthen volunteering systems.
- Targeted national society support to RCS in Cambodia, East Timor, Mongolia, Myanmar, and DPRK on OD review/progress/plans.
- Briefing/debriefing regional and country OD delegates, Federation Representatives and HoDs.
- Ensured linkages between regional OD work plans, AP OD work plan, and global OD work plan.
- First pilot of Branch “Leadership Development” modules in Cambodia.
- Incorporated Gender Policy mapping in OD mapping tool across AP national societies (to be consolidated with follow-up work in 2005 – see section below).
- Discussions with AP Head of Department on quantitative measurements of impact in OD work in AP Departmental Plan 2004-2005, including Manila Action Plan.
- AP OD collaborative forum for 14 national societies held in November 2004 to strengthen assessment and measurement of impact of OD/CB work, and feedback on pilot draft OD indicators being developed globally.
- Active discussions with Australian RC on new gender self-assessment tool for national societies (for completion and piloting in early 2005).
- Discussions with Youth Officer in Secretariat OD department and Coordinator of AP Youth Network on possibilities for strengthening AP Youth Network, including links with plans for regional national society Youth Network meetings in SE Asia and South Asia in late 2004/early 2005.
- Initiated linkage between Federation/national society OD/CB work and Millennium Development Goals (MDGs) to better articulate impact of OD/CB work at all levels.

[Contributions list below; click here to return to the title page and contact information.](#)

Organisational Development

ANNEX 1

APPEAL No. 01.102/2004

PLEDGES RECEIVED

09/03/2005

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

REQUESTED IN APPEAL CHF ----->				1,875,000	TOTAL COVERAGE 56.8%	
CASH CARRIED FORWARD				171,267		
BRITISH - GOVT/DIFD GRANT 2004				400,000	29.01.04	
BRITISH - RC		2,000	GBP	4,572	14.12.04	INTRAC TRAINING PROJECT
CAPACITY BUILDING FUND				50,000	16.09.04	LEARNING NETWORKS
CAPE VERDE - RC				1,000	19.04.04	LEADERSHIP TRAINING COURSE
ICELANDIC - RC		1,200,000	ISK	20,880	07.11.04	ORGANISATIONAL DEVELOPMENT
ICRC				32,683	11.08.04	LEADERSHIP DEVELOPMENT
ITALIAN - RC				38,100	05.10.04	VOLUNTEER UNIT, GVA
NORWEGIAN - RC				42,408	30.08.04	DELEGATE
SWEDISH - RC		182,000	SEK	31,213	19.01.04	OD DELEGATE FOR KUALA LUMPUR
SWEDISH - RC		16,000	USD	19,984	12.02.04	LOCAL CAPACITY FORUM NBO
SWEDISH - RC		78,000	SEK	13,065	25.08.04	ORGANISATIONAL DEVELOPMENT
SWEDISH - GOVT		340,000	SEK	56,950	14.09.04	FED NET MONITORING IAC POA
SWEDISH - GOVT		535,000	SEK	89,613	10.11.04	ORGANISATIONAL DEVELOPMENT
SUB/TOTAL RECEIVED IN CASH				971,735	CHF	51.8%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
GREAT BRITAIN	DELEGATES			73,200		
NORWAY	DELEGATES			20,400		
Note: due to systems upgrades in process, contributions in kind and services may be incomplete.						
SUB/TOTAL RECEIVED IN KIND/SERVICES				93,600	CHF	5.0%

ADDITIONAL TO APPEAL BUDGET

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

ANNEX 2: Africa Field Office

OVERALL GOAL OF THE OFFICE 2004: To contribute to Department's attainment of its overall goal and objective for the period 2003/4 viz. "...National Societies with increased capacity for making an effective difference in the lives of vulnerable people..." in the Africa region.

Objective 1: to provide and/or identify and mobilize technical OD and Capacity Building support and advisory (consultancy) services to Regional Delegations/Offices, OD, ICRC Cooperation, Bilateral Delegates (where applicable) as well as National Societies in which the office is directly engaged in pilot projects.

Consultancy services provided to the Norwegian Red Cross: at the request of the Norwegian Red Cross, direct technical support was provided to the Norwegian Red Cross in a consultancy arrangement in which the office acted as Federation Advisor in an evaluation of a bilateral project involving a Branch of the Sudanese Red Crescent.

The outcome was that recommendations on the OD/CB components of the evaluation made by the office were incorporated into a plan of action for three year phasing out period.

Consultancy services provided to Regional Delegation (Harare) and PNS consortium in Malawi: At the joint request of the Regional Delegation (Harare) and a consortium of PNS in bilateral relationships with the Malawi Red Cross, provided direct technical support in a consultancy arrangement in which a management review commissioned by the PNS consortium was carried out on the MRCS by an external local consulting firm.

Observations and recommendations made from a Red Cross perspective during the review will be a major part of the agenda of a planned follow up planning meeting scheduled for late October.

Consultancy services provided to the East Africa Regional Office: At the request of the then Head of the East Africa Regional Office technical support and advisory services were provided in the development of Terms of Reference for a (then) planned evaluation of the implementation of the Rwanda Red Cross Society Strategic Plan. Like Malawi, the National Society was undergoing coordination difficulties vis a vis partners and the idea was that the Coordinator would lead the evaluation team. However and notwithstanding the amount of time invested, the National Society made a decision to defer the evaluation to a later stage arguing that it was still too early to carry out such an evaluation. The matter is still pending.

Consultancy services provided to a planned bilateral AmCross/Nigeria Red Cross partnership: There are plans in AmCross to establish a bilateral partnership with the Nigerian Red Cross in an HIV/Aids project involving five Branches. The OD Department in AmCross sought the input of the office in the planning process with respect to organizational structural issues, Branch Development considerations amongst others. The planning process continues and at the time of report, AmCross was waiting for feedback on the proposal from the donor.

Consultancy services provided to the Swedish Red Cross: the office continues to be involved in the East Africa/Swedish Red Cross "Twinning Forum" by virtue of the fact that other regions in Africa are being increasingly involved. It also continues to be the field focal point for the development of the "Local Capacity Building Toolkit" which has been work in process for nearly a year, eliciting views from the African participants/stakeholders in the process, organizing and participating in meetings. At the Secretariat level, the Department has also been involved as the idea is to make it a Federation tool rather than a SRCS driven initiative. At the time of report, there still is more work to be done on the document and the office will continue to play the role of field based focal point.

Objective 2: To consolidate the Office as the coordination centre for Secretariat initiated OD and Capacity Building interventions.

Coordination of Secretariat initiatives at the field level: the office assisted the Capacity Building Fund Committee at arriving at informed decisions with respect to African national society applicants through a process

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preliminary assessment and recommendations based involving consultations with the respective Regional Delegations and Offices,

Provided valuable input into assessment of suitability of African national society applicants to various human resources development activities initiated from Geneva.

Provided input into the “End-of Mission” appraisal of a number of Delegates whose work and outcomes were known to the Coordinator.

Existing standard Federation OD and Capacity Building tools promoted at every available opportunity (All Africa Head of Delegation Annual meeting, the East African bi-ennial partnership meeting as well as the 6th Pan African Conference).

Outcomes: Secretariat decisions in selection process in respect of both allocations from the Capacity Building Fund and suitable candidates for various courses made from an informed position resulting in investment being made in national societies/individuals from who positive returns could be posted.

The system of involving the coordinator in the appraisal of delegates has yet to be formalized, there was no feedback on the final appraisal of delegates to which input was given.

Reports from Regional Delegations and Offices indicate that the Capacity Building Framework in particular is being increasingly used by national societies in self initiated capacity building initiatives.

Objective 3: To consolidate the Office into a regional resource centre for the development, documentation and dissemination of “best practices” in OD and Capacity Building.

The Sudanese experiment: Monitoring of progress continued throughout the period under review however the crisis in Darfour coupled with problems of funds transfers during a period close to four months in which there was no Federation Representative or Finance Delegate in Khartoum meant that the final phase of the project had to be deferred to the fourth quarter. All the same, the office has started the process of consolidating the information available to date with a view to completing the documentation once the final phase of the project is successfully accomplished.

Objective 4: To consolidate the Office into a regional resource centre for information on locally available skills and expertise.

Creation of an African Network of OD Practitioners: List of all national society OD practitioners, their professional background, skills, expertise and experience, compiled.

National society OD practitioners with special skills and expertise identified and a consultative meeting of Anglophone national society practitioners convened to harness “buy in” to the idea “peer supported CB” and to discuss the modus operandi of the network. Due to funding constraints a meeting for the Francophone group is still pending.

A Tanzanian based an renowned regional institution (the East and Southern Africa Management Institute - ESAMI) was identified and engaged in dialogue for possible future collaboration in management and leadership training.

Two well known local capacity building experts identified one each in East and Southern Africa. Such a search is ongoing in West and Central Africa through the respective Delegations.

Outcomes: The Anglophone group identified major CB sectors for which “peer support” interventions were not only feasible but would yield better results as opposed to the placement of a Delegate.

The six Anglophone members have since turned out to be a **real** network whereby they are regularly sharing their experiences and ideas on what works and/or does not work in their regional and/or national contexts. This has

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proved an effective knowledge sharing platform. The plan is have the services of these “head-hunted” specialist practitioners enlisted for short term “peer supported” CB interventions in the event that such an approach is the most appropriate in a given situation.

The response from both ESAMI and the two local capacity building experts was encouraging however discussions could only go as far as their willingness to discuss the detail in the event of a need for their services.

Objective 5: To continue to make a contribution to the Department's advisory role within the Secretariat.

Updates on OD/CB issues in the Africa region: through quarterly, mission and ad hoc reports, the Department was regularly kept in the “loop” on the status of OD/CB status of National Societies in the region.

The African representatives on the Federation Governing Board were provided with technical support in the development of a position paper in preparation for the body’s April meeting which included a half day seminar on OD/CB.

Outcomes: the outcome with respect to information provided through reports is not known since for the twelve month period extending from May 2003 through to May 2004 receipt of the regular quarterly, mission and other ad hoc reports was neither acknowledged nor feedback given.

Verbal feedback from the GB members had it that thanks to the information provided by the office, they were able to influence modifications in the agenda for the 6th Pan African Conference.