

# 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

23 February 2007

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 185 countries. For more information: [www.ifrc.org](http://www.ifrc.org)

### In Brief

**Appeal No. AA00006;**

**Programme Update no. 2;**

**Period covered: 1 July to 31 December 2006;**

**Appeal target for 2006-2007: CHF 4,890,994 (USD 4 million or EUR 3 million)**

**Appeal coverage: 33%**

**Outstanding needs: 3,287,604 (USD 2,694,757 or EUR 2,041,990)**

*(Click here to go directly to the attached revised appeal budget)*

*(Click here to go directly to the interim finance report)*

### Programme summary:

The global programme on organizational development (OD) complements the actions of the Federation's delegations at regional and country levels in support of national societies.

The programmes covered through this Appeal are aligned with the International Federation's *Global Agenda*, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity". During the reporting period, the main focus of the organizational development global programme was on strengthening the support in the area of local capacity building (i.e. the third goal, to "increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability"). It is about helping local people to organize themselves in a Red Cross or Red Crescent unit/committee/branch to develop and deliver services for the local population and thus, setting an example for other associations and branches. By doing this, the national society is not only strengthening itself and its services to the vulnerable, it is also making the best possible contribution in building a strong local civil society.

### For further information specifically related to this operation please contact:

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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 other Federation programmes or operations in specific countries, please access the Federation's website at <http://www.ifrc.org>

## Operational developments

Strengthened institutional capacity of individual national societies is a key prerequisite for the Federation in scaling up all core programmes and in achieving the *Global Agenda* goals. The key objective during the second half of 2006 was on strengthening the work in the area of local capacity building to align the global organizational development (OD) support with the third goal to “increase local community, civil society and Red Cross or Red Crescent capacity to address the most urgent situations of vulnerability”.

Another important development was the work on the concept of intensified capacity building (ICB) as one of the key elements of the Secretariat’s new operating model. The ICB is a way of delivering capacity building support to a group of 20-50 national societies which need extensive assistance to meet objectives of the Federation’s *Global Agenda* and therefore require increased support under the Federation Secretariat’s leadership. From the OD and capacity building (CB) perspectives, this will make the Federation’s support more focused, holistic in terms of interventions and consistent in approaches and more importantly, persistent over time. ICB will be provided initially to a small number of national societies, in addition to the membership services available for all 185 national societies.

The 14<sup>th</sup> session of the Federation’s Governing Board in October 2006 reviewed the “Developments in the areas of organizational development and capacity building” and asked the Secretary General to make appropriate adjustments in emerging capacity building strategies and OD plans for the coming years in light of the two important developments mentioned above.

**Overall objective: 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 societies to improve the lives of vulnerable people.**

## Effective delivery of OD support and measurement for results

**Objective: An integrated, cohesive and measurable approach to national society development is developed and implemented through appropriate and sustainable systems of support.**

**Expected result 1: A more effective global system for OD support leads to increased cooperation among the components of the International Red Cross and Red Crescent Movement and improves the impact of their support for national society development thereby enhancing the collective contribution to improving the lives of vulnerable people.**

- A three-member OD transition team was created in March 2006 to review the OD and CB work in the Federation and to make proposals on how to improve them.
- In August, before finalizing its report, the team shared their main findings and proposals from the OD meeting. Thirty participants, including senior managers, OD focal points from national societies and Federation delegates provided input into the team’s work and discussed the definition of “OD” and “CB”, Federation CB Framework and OD architecture within the Federation.
- Based on the feedback of the national societies and outcome of the assessment being undertaken by the transition team, the Secretariat will present a broad concept on capacity building to the Governing Board in February 2007.
- The plan for 2007 is to have the Secretariat facilitate the review of and update *Characteristics of a Well-Functioning National Society* and other capacity building tools to help practitioners in the field.
- A Federation-wide common approach and guidelines on capacity building through programmes will be developed under the guidance of the Development Commission and the Governing Board.
- Global guidance will be provided to the intensified capacity building support to selected national societies.

**Expected result 2: Effective providers of OD support are working successfully in the field through a comprehensive and sustainable system of continental OD coordinators, regional OD managers, specialized delegates, local and international consultants, corporate coaches, peer support, and other systems.**

As of November 2006 some 20 internationally hired Federation OD delegates (including branch development delegates) are working in the field. The OD structure includes a number of delegates for volunteering development, resource mobilization and finance development. In 2006, the plan to recruit a continental OD coordinator for Africa did not materialize due to lack of funding.

In 2007, it is planned to recruit new OD staff at the zonal level whose primary responsibilities will be to coordinate and facilitate intensified capacity building support to targeted national societies. A meeting of all OD delegates is proposed in 2007 to ensure global coherence for Federation's OD and CB support.

**Expected result 3: Through continental OD coordinators and regional OD managers in the regions with technical reporting to the OD department, national societies are provided with more effective, efficient and relevant results-oriented OD support for their development.**

- An organizational development course was organized in October 2006 in Budapest for 20 delegates and national society OD practitioners. The focus of the course was on local capacity building and the ways to implement the third goal of the Federation's *Global Agenda*.
- A similar OD course is planned for the second half of 2007 and the priority will be given to newly recruited OD delegates.
- An electronic newsletter will be created to facilitate knowledge sharing among the OD delegates and practitioners within the Federation.
- Global OD tools and discussion papers available in FedNet will be maintained with improved structure and design. The existing materials in the draft *Framework for national society Development 2006-2009* will be used.

## Leadership development

**Objective: Staff and volunteers in leadership positions in national societies become knowledgeable in Movement matters, possess the governance and management skills required to run their respective organizations effectively and in conformity with the Fundamental Principles, and have a sense of belonging to a Movement that is wider than the organizational unit to which they belong.**

**Expected result 1: Leadership is demonstrated by a compelling vision of integrity and achievement, compliance with the legal base, establishing clear goals and objectives, fulfilling the responsibilities of governance, representing the profile of the country, completing self-assessments of board and management, and achieving measured progress in statutes, plans, audits, revenues, volunteering and other characteristics of a well functioning national society.**

- The national society leadership development courses were organized in May and November 2006 in Geneva in collaboration with the International Committee of the Red Cross (ICRC). The purpose of this particular course is to deepen the understanding of the international roles, responsibilities and obligations of senior national society leaders. Participants from 38 national societies took active part in the courses. Senior managers from the ICRC and the International Federation led and facilitated the sessions. This course complements other initiatives as part of the leadership development programme, implemented at regional and country levels.
- The Swedish Red Cross provided a staff-on-loan to co-facilitate the second course held in November 2006.
- The global leadership development course will continue in 2007. Out of the planned two courses, one of them will be conducted in Spanish.
- The possibility of recruiting a staff-on-loan to help with administration and facilitation of the course will continue to be explored.

**Expected result 2 (at the end of year three): More national societies will have a functional human resources (HR) department capable of handling the organization's HR needs (administration, contract management, resourcing, remuneration and benefits, training and development) in a professional manner, supporting the use of regional delegates, having the basis from which to upscale in a rapid and effective manner in the**

## event of emergencies, and contributing to the development and implementation of Federation-wide HR initiatives.

- The Federation's human resource development course took place from 27 November to 1 December 2006 in Addis Ababa at the training centre of the Ethiopian Red Cross. This pilot training is aimed at contributing to a wider strategy on the capacity building of African national societies' human resources. Human resources focal points from 16 national societies and two human resource coordinators from regional delegations participated in the course. The content focused on professional human resource management practices as well as linking HR issues with the *Global Agenda* goals and the Federation's *Framework for Action*. The event was organized jointly with the Secretariat's HR department.
- As a follow-up to the course in Africa, a project on the capacity building of national society staff will be implemented with support from the Department for International Development (DFID). There are increasing demands on national societies to deliver services to vulnerable people. This increases demands not only on volunteers, but also the paid staff who manage and lead the organizations. Donors are less prepared to finance core funding and many national societies – especially in Africa – are affected by HIV/AIDS. This means that national societies' staff needs to do more, often with less resources and low pay. While the challenges are recognized, the solutions are not so obvious. The project will begin a long-term process in the capacity building of staff. The first step, to be undertaken in 2007, is to examine the HR capacity issues in a selection of national societies to identify: 1) the issues they are facing and their causes; 2) the potential solutions they and other organizations have identified; and 3) the resources (funding sources, trainers, local consultants) that can deliver some of the solutions. The next stage of the programme will be to develop a long-term plan of action through which national societies, with the support of the Federation and partner national societies, can build a sustainable human resource base that will be able to meet increasing challenges. Implementation of this programme will then follow from 2008.

## Organizational development during disasters

**Objective: National societies have increased capacity to respond effectively and timely to disasters.**

**Expected result 1: Host national societies and partner national societies will be better able to strengthen the host national society in a disaster response situation while at the same time meeting the needs of vulnerable people.**

After major disasters there is a large influx of Red Cross and Red Crescent delegates and resources which are needed to help the vulnerable. At the same time they can harm the host national society in different ways. A more active OD input into planning the interventions and in supporting the host national society is expected to reduce these problems significantly. In order to develop further competence in this area the OD department is doing the following:

- In 2005, the Federation's Secretariat commissioned an OD review of the strategies and planning of the tsunami recovery work in Indonesia (*Tsunami response: Scaling up without harm*) which resulted in a strategic model for OD input into disaster response and recovery. The conclusion of discussions in Geneva and in the field during the first half of 2006 showed that the model is relevant, but it is too late to use it in the ongoing tsunami operations in Indonesia and Sri Lanka. Instead it will be used in major disasters in the future.
- During the second half of 2006, the OD department, in close coordination with the office of the Special Representative of the Secretary General, provided assistance to the Sri Lanka Red Cross with the long-term aim to reduce costs and staff at the end of the tsunami operation. Within this framework, two missions were conducted in 2006 by the OD department's consultant to help the national societies in reducing costs and staff and making sure that the changes, including short-term measures, are implemented with a long-term view.

**Expected result 2: The Federation's capacity to mainstream a gender perspective into disaster management and thus to provide high quality services to the most vulnerable is strengthened and RC/RC**

**programmes benefit men and women equally, according to their different needs and with the input and equal participation of men and women.**

- The plan to create a scholarship scheme to increase skills of national society staff on gender analysis in disaster management and risk reduction is being shared with donor national societies to generate financial support.
- In response to increasing demand, the Federation's training tool "*Gender Perspectives: Collection of case studies for training purpose*" is being translated into French and the publication will be ready during the first quarter of 2007.
- The scholarship project will be launched, in cooperation with the Secretariat's disaster management team, subject to availability of sufficient funding. The national societies will send their disaster response managers to attend gender training courses available in their countries or regions with the ultimate goal of improving the quality of RC/RC disaster preparedness and response work.

## **Youth and volunteer development**

**Objective: Youth and volunteers contribute more and more effectively to national societies' work to help vulnerable people:**

- **Youth in national societies are skilled and trained to identify, implement and manage programmes, in order to deliver services responsive to local vulnerabilities and to support effective structures in order to ensure youth involvement in the governance and management.**
- **A scaled-up volunteer global programme provides effective and quality support to national societies to improve their own volunteers' management capacity and therefore to deliver expanded services to assist vulnerable groups.**

Youth and volunteers will be more functionally integrated and work will focus on delivering services to support vulnerable people. Depending on resources available, substantially increased support for the development of youth and volunteering will be provided in response to decisions taken at the General Assembly 2005.

**Expected result 1: Youth in National Societies have an increased involvement, leading to better structures and services in line with the overall organizational development (improving services; youth volunteers' management and involvement in decision-making processes; partnership and resource mobilization).**

- The OD department continued to share knowledge and provide technical guidance in the area of youth to national societies, delegations and regional youth networks in order to further develop programmes and policies/structures. An increasing number of national societies formalized youth participation in decision-making bodies, as well as for others who wished to receive specific assistance in this area.
- Detailed youth case studies on youth programmes in all core areas and structures from all regions were provided and then further disseminated in appropriate settings.
- The coordinating committee of the youth network in the Middle East and North Africa (MENA) region, established in 2005, was fully involved in the preparation and running of the fifth MENA conference, especially the working group on youth and volunteers. The contribution of the MENA youth was adequately reflected in the final declaration of the conference. Youth parallel events were organized during the conference.
- During the MENA conference, a specific training on "Raid Cross" was held to disseminate international humanitarian law (IHL) among youth and was organized to disseminate this role-play in the region.
- The European Youth network was supported in its activities focused on HIV/AIDS prevention and reducing discrimination. Moreover, a youth representative is actively involved in the steering committee for planning the next European Conference. The youth commission members in Asia and Pacific and in the Americas regions were, and are, fully involved in the planning of the Asia and Pacific and Inter-Americas regional conferences in order to ensure a planned and focused contribution, and to strengthen youth regional networking.
- The work plan of the youth commission for 2006-07, fully aligned to the Federation's *Framework for Action*, was developed in May and approved by the Governing Board and has progressed according to the time frame.

- The prizes for the international awards “Youth protecting human dignity” (five laptops) were prepared and sent out in close cooperation with the IT department, the sponsor (Library of Life), and national societies. The ready-to-use laptop computers aimed to develop the work of the youth sections and included free entries on the “Library of Life” organization’s web site (both for winners and runners up) to increase the visibility of RC/RC young volunteers and their personal experiences. An evaluation in November showed the benefit of these initiatives for youth programmes and structures (i.e. plans for income generating programmes).
- The Club 25/Pledge 25 to recruit and sensitize young blood donors was further promoted internationally, as an exciting option with tangible benefits for safer blood supplies and improved health care. After 14 June, World Blood Donor Day, several national societies reported their local initiatives on the promotion of voluntary blood donation.
- Technical support was provided for international training events, both on youth development and communications.
- Progress was made in the implementation of the signed agreement between the Belgian and French Red Cross societies, the Federation, ICRC and WOSM, to scale up on the dissemination of international humanitarian law among young people through a role play called “Raid Cross”. This tool has proven to be a good entry point to facilitate further cooperation between RC/RC youth and scouts at the national level.
- The opportunity of the 10<sup>th</sup> anniversary of the “Alliance of youth CEOs” was taken to reflect on the achievements and lessons learned.
- In line with the General Assembly decisions and the Framework for Action, focus will be on empowering and strengthening regional youth networks and structures, as well as facilitating youth representation in statutory meetings.
- Through adapted major events focused on “Raid Cross”, it is hoped that the cooperation within the Movement and with external partners will contribute to strengthen national societies’ capacities to run youth programmes.
- Volunteer management will facilitate the process to consider youth an integral part of the national societies’ human resource capacity.
- Possibilities to establish global alliances will be explored.

### Impact

- An increasing number of national societies undertook the process to develop a national youth policy and/or the leadership showed interest in doing so. With this regard, peer support and sharing of successful policies and structures were facilitated.
- Delegations/regional offices and national societies were supported to access funds to promote youth activities and strengthen regional networks.
- Youth involvement in planning the next statutory meeting was significant. The Youth Commission members also contributed to other processes, such as the constitutional review and the volunteering group work.
- Two global programmes in humanitarian values (Raid Cross) and health (Club/Pledge 25) proposed new approaches and practical guidance to national societies for the recruitment and involvement of youth in traditional activities.
- The involvement in external processes (i.e. World Bank, UNICEF, FAO, youth organizations) allowed the Federation to be represented and contribute to relevant global discussions related to youth issues.

### **Expected result 2: Youth managers and leaders are aware, well informed, inspired and productive through a global youth knowledge management and communication programme aimed at sharing Red Cross and Red Crescent youth good practices and experience.**

- The development of the public web site – [www.ifrc.org/youth](http://www.ifrc.org/youth) – and FedNet section on youth continues. Following a consultation with the users, the home page was revamped to improve navigation. Work is in progress to change the design and increase the content of the FedNet youth section; a youth category was created in the photo library.
- Regular information to youth in all national societies was provided through two editions of the quarterly *Youth in Action* newsletter, distributed to all youth sections in Arabic, English, French, Russian and Spanish (downloadable version available on the web site). The monthly e-newsletter was distributed to

mailing lists in English, French and Spanish – thanks to national societies’ “virtual volunteers” – serving to rapidly increase the number of subscribers.

- Two programmes – Raid Cross, role-play on rules of war, and Club 25, a programme to involve youth in voluntary blood donation – have received special attention in this period. Both were disseminated through the public website, newsletter and e-newsletter. Raid Cross is also available to download from FedNet (with some 100 downloads registered so far). Club 25 web pages were created with special emphasis on World Blood Donor Day and the creation of a virtual International Club 25 to share national experience.
- Requests for assistance by youth from national societies are continually followed up. The youth also share a lot of information, which is published online or in the newsletters. The communication tools have also provided new youth contacts, as RC/RC youth become aware of youth support available from the Secretariat.

#### **Impact:**

- Youth stories and activities shared through the above communication tools were essential to recognize the work of youth volunteers, to inspire other national societies and to attract further support.
- From 2004, when the youth communication programme and position started, the monthly average number of visits to [www.ifrc.org/youth](http://www.ifrc.org/youth) increased from 2,300 to 4,000.
- The *Youth in Action* newsletter was widely used to promote the work of youth inside and outside the Movement.

#### **Constraints:**

Despite the explicit and growing interest to develop the youth in the Red Cross and Red Crescent and to benefit from Secretariat services provided so far, it has not been easy to gather the necessary resources in 2006 and in 2007. They are expected to decrease even further. Some national societies expressed their interest in the youth global programme, but no substantial support was provided.

## **Volunteering**

**Expected result 1: National societies are increasing their volunteer management capacity to deliver services with support from a network of accredited international practitioners working in national societies.**

**Expected result 2: The Global Information System on volunteers accessible to all national societies, volunteers, staff and other partners is developed, including existing projects such as Reference Centre on Volunteering and other regional initiatives to build and share results, tools, case studies and profiles.**

- The Governing Board’s permanent working group on volunteering was established, as decided by the General Assembly in 2005. The working group met for the first time on 24 May 2006 in Geneva and has begun to follow up the work done by the previous ad-hoc working group on volunteering and the decisions taken by the General Assembly. The organizational department assists the working group on volunteering. The meeting of the working group addressed:
  - Ø Decision #17 from the last General Assembly;
  - Ø Terms of Reference for the working group;
  - Ø Priorities for the working group until General Assembly in 2007; and,
  - Ø A Plan of action for the working group – draft Volunteer PLUS.

The group has decided to prioritize, among other issues, the global accident insurance scheme and the revision of a global website for volunteers.

- The General Assembly decided that national societies should be encouraged to make sure that they have adequate accident insurance coverage for volunteers, when they carry out Red Cross and Red Crescent activities. The Secretariat has taken the initiative to provide opportunities for national societies to sign a global agreement. An analysis was carried out and a solution was developed. The insurance scheme will be operational on a pilot basis from 1 February 2007 and the national societies will be provided an information pack by the end of 2006.
- In 2005, the Secretariat established a continental position – with the support of the Swedish Red Cross – in the form of the Asia Pacific volunteering development delegate. The function is a pilot and builds on the

concept of the continental OD work in Asia Pacific. Reports show that the function has provided valuable support to societies, Federation delegations and the ICRC. It has also been proven that the position facilitates the links between global, regional and country initiatives in volunteering development, contributing to capturing and sharing knowledge. National societies that directly engaged this position in its work include those in Sri Lanka, Bangladesh, Pakistan, Nepal, Malaysia and Thailand. This function has now developed into a two-person team. A twelve-month report is currently being drafted.

- The General Assembly decision to include in the agenda of regional conferences a standard item covering volunteer development in association with other programme items was first implemented in MENA. The 5<sup>th</sup> MENA conference was organized in Marrakech, Morocco in May 2006. The main theme was "Future Humanitarian Challenges" with emphasis on disaster management, health and volunteers. The VII Regional Asia Pacific conference to be held in Singapore has successfully included volunteering development in the programme.
- As part of the global programme on Volunteer PLUS, the Secretariat provided inputs to several important initiatives undertaken by national societies such as the development of a framework on volunteers and youth during emergencies coordinated by the regional delegation in Panama in collaboration with the Pan-American Disaster Response Unit (PADRU); discussion on the role of volunteers for RC/RC work on migration held in Spain in March; and a meeting of the West Africa national societies on volunteering in June.
- A new training module on volunteering was prepared for the basic training course (BTC) for delegates and piloted in five locations since the beginning of the year through a consultant.
- The Federation's website [www.ifrc.org](http://www.ifrc.org) and the Fed Net sections on volunteering are currently being revamped. Changes will be effective beginning of 2007. The volunteer section on [www.ifrc.org/volunteer](http://www.ifrc.org/volunteer) has an average of 4,600 visitors every month.
- The organizational development department continued the collaboration with the Reference Centre on Volunteering. A meeting of the Reference Centre took place in Madrid in February involving a wide range of experts in volunteering, youth, information technology and humanitarian affairs to discuss the role of information technology. This was to be followed up and discussed at the next meeting of the Centre to take place in July in Geneva. The Swedish Red Cross is making staff available to work on a part-time basis for the organizational development department in Geneva to focus on these issues.
- As part of the global programme on Volunteer PLUS, the Secretariat provided inputs to several important initiatives undertaken by national societies such as the development of a framework on volunteers and youth during emergencies coordinated by the regional delegation in Panama in collaboration with PADRU; discussion on the role of volunteers for Red Cross and Red Crescent work on migration held in Spain in March; and a meeting of the West Africa national societies on volunteering in June.

## Local Capacity Building

**Objective: A Federation wide coherent approach is developed on the implementation of the third Global Agenda goal on local capacity building.**

**Expected result: National societies have strengthened their service delivery capacity at community level through developing and expanding their local units/branches**

As a follow-up to the work plan of the Development Commission, a project to map existing practices on local capacity building was initiated in August 2006. The aim is to deepen the understanding of community development and local capacity building concepts as applied in the context of Red Cross and Red Crescent societies. The review was based on project descriptions, reports, evaluation materials and case studies on 16 projects collected through Federation delegations.

The review reconfirmed the need for the Federation to identify the best approach to scale-up its local capacity building work. Current lack of clarity in concepts and terms that refer to community-based activities is manifested in two different perspectives. The first perspective implies that the national societies operate as an external partner to the community. Activities are usually designed and delivered to the community. It is about aid delivery. In this case, the community members are "involved" in project design and implementation. The second perspective encourages the move from 'working for' community to 'facilitating' the community to organize itself. This

perspective considers a RC/RC local branch/volunteer unit as a natural part of community. In other words, a national society's local branch/volunteer unit is a set up by community members to solve some of its problems. This approach is based on the existing solidarity within each community. It takes the needs, competences and resources of the local community as the starting point for building a solid RC/RC constituency at the very roots of civil society.

The outcome of the study was shared with Federation OD delegates for further reflection and consultation.

Another important initiative undertaken during the second half of the year is a pilot project "Mobilizing local capacity of Africa". The project is aimed at supporting all interested African national societies to develop methods and competences to work closely with local communities. Each of these communities will develop a RC/RC service that meets important community needs by mobilizing community volunteers and resources. The work will be led by a new RC/RC unit formed by members of the community. In brief, it is a bottom-up strategy to strengthen the national societies and their capacities. The project will first prove its usefulness to the African national societies by running a pilot in two countries. The national societies in these two countries will then serve as knowledge centres. A first pilot has begun in Burundi in November 2006, and a second country will be identified in 2007. The Federation's regional office for East Africa is providing direct support to the national society in coordination with the OD department.

- In 2007, the mapping of national societies' activities on local capacity building will continue. A discussion paper will be prepared for the Development Commission on RC/RC community-based work as a basis for decision on the need for policy development or revision.
- The OD pilot project "Mobilizing local capacity of Africa" will continue. In addition to the Burundi RC one more national society will be identified in Africa. A system will be developed to share the progress of the pilot project in two national societies. A knowledge-sharing event is planned during the second half the year with participation of all interested national societies.

## **Resource mobilization development**

**Objective: National societies have improved their capacities to mobilize diversified and sustainable financial resources in order to deliver relevant programmes to vulnerable people.**

**Expected result 1: More national societies have increased skills, knowledge and capacity in the area of resource mobilization including both fundraising and income generating activities.**

**Expected result 2: More national societies generate more funds overall and have increasing sustainability through a diversified domestic resource mobilization. This will allow them to scale-up so they can achieve the *Global Agenda* to assist vulnerable people.**

- An annual fundraising skill share event was organized in London in collaboration with the British Red Cross in September 2006. Participants from 35 national societies, some 76 staff and volunteers from national societies, the Secretariat and the ICRC attended the event.
- The main focus for 2006 was on:
  1. Community and branch-level fundraising;
  2. Income generating projects (earned income and trading); and,
  3. National society annual fundraising planning.
- The national societies presented their successes and experiences in fundraising activities. The participants were also able to participate in more than 43 work sessions organized by the British RC for its local fundraising staff.
- Feedback received from participants indicated that the Skill Share 2006 successfully met most of the participants' expectations in terms of learning opportunities, sharing experiences and being part of the global network of RC/RC fundraisers. The value added by the British Red Cross to the process is essential and unique in terms of providing a national society perspective.

- Annual fundraising skill share events will be organized again in 2007 in collaboration with the British RC and this will complement the initiatives in the regions.

## Self-assessment of national societies

**Overall Goal: To contribute to building a Federation that is made up of well-functioning national societies with capacity to improve the lives of the most vulnerable, as called for in Strategy 2010.**

The Secretariat was directed by the Federation's Governing Board to implement the system to all the Federation's members. The objectives of the self-assessment are to:

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

The second round of the self-assessment process started in September 2004 has now been completed as all national societies were invited to participate twice. The Secretariat's Monitoring and Evaluation department provided findings from the self-assessment to all national societies that participated in 2006. The findings, prepared individually for each national society are based on the self-assessment questionnaire responses and additional documentation sent in by the society, and contain certain indicators on the nature and adequacy of national society functioning in various areas. The purpose of the individual findings is to acknowledge the information received from the national societies, ask for clarification if needed and recommend action following the Federation's official policies.

The participation of national societies in the self-assessment process proved the utility, value and acceptance of the process and included them in their development plans. More than a quarter of the national societies prepared a plan of action to address the points raised in the findings and demonstrated the usefulness and relevance of the self-assessment process.

Based on the analysis of the responses by the national societies that completed the self-assessment questionnaire, a 2006 global report is being prepared and should be available by early 2007. Its objective is to inform the Governing Board and Federation members about the status of the member societies, to provide means to review the members' performance against the Federation of the Future and the *Characteristics of a Well Functioning National Society*, to identify strengths and weaknesses through a synthesis of findings of self-assessment, to compare the results, and to track progress achieved by national societies since their first participation in the process.

Due to the recent changes in the Planning, Monitoring, Evaluation and Reporting department, some of the developments of the self-assessment process planned for 2006 were not carried out and are being postponed to 2007. The following activities are to be implemented in 2007:

- Develop self-assessment as a performance and accountability tool, including initiatives to move to established quality standards, peer review and/or external auditing and accreditation;
- Test and validate the revised self-assessment instrument with selected national societies in preparation for IS3;
- Design a peer review system as a follow-up of self-assessment results and a means to validate information and improve performance;
- Review the self-assessment instrument design and adapt and align it to better measure capacity, performance and accountability around the *Global Agenda* goals and the *Framework for Action*;
- Upgrade the self-assessment database to move to web-based applications, and to generate up-to-date reports on national societies' capacities for better management decision-making; and,

- Design a system and guidelines for national societies' branch assessment, based on the revised national societies' self-assessment tool (pilot underway in Africa).

***[Interim financial report and revised appeal budget below; click here to return to the title page and contact information.](#)***

# BUDGET 2006

## PROGRAMME BUDGETS SUMMARY

Appeal no.: MAA00006

Name: Organisational Development

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0
Clothing & Textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & Plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & First Aid	0	0	0	0	0	0	0
Teaching Materials	0	0	0	80,000	0	0	80,000
Utensils & tools	0	0	0	0	0	0	0
Other Supplies & Services	0	0	0	0	0	0	0
<b>SUPPLIES</b>	0	0	0	80,000	0	0	80,000
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & Telecom	0	0	0	6,000	0	0	6,000
Medical equipment	0	0	0	0	0	0	0
Other Equipment	0	0	0	0	0	0	0
<b>LAND, VEHICLES &amp; EQUIPMEN</b>	0	0	0	6,000	0	0	6,000
Storage	0	0	0	0	0	0	0
Distribution & Monitoring	0	0	0	0	0	0	0
Transport & Vehicles cost	0	0	0	0	0	0	0
<b>TRANSPORT &amp; STORAGE</b>	0	0	0	0	0	0	0
International Staff	0	0	0	875,883	0	0	875,883
Regionally Deployed Staff	0	0	0	0	0	0	0
National staff	0	0	0	0	0	0	0
National Society Staff	0	0	0	20,000	0	0	20,000
Consultants	0	0	0	360,000	0	0	360,000
<b>PERSONNEL</b>	0	0	0	1,255,883	0	0	1,255,883
Workshops & Training	0	0	0	595,000	0	0	595,000
<b>WORKSHOPS &amp; TRAINING</b>	0	0	0	595,000	0	0	595,000
Travel & related expenses	0	0	0	259,000	0	0	259,000
Information & Public Rela	0	0	0	105,000	0	0	105,000
Office Running Costs	0	0	0	55,400	0	0	55,400
Communication Costs	0	0	0	23,740	0	0	23,740
Professional Fees	0	0	0	0	0	0	0
Other General Expenses	0	0	0	0	0	0	0
<b>GENERAL EXPENDITURE</b>	0	0	0	443,140	0	0	443,140
Asset Depreciation	0	0	0	0	0	0	0
<b>DEPRECIATION</b>	0	0	0	0	0	0	0
Contributions & Transfers	0	0	0	0	0	0	0
<b>CONTRIBUTIONS &amp; TRANSFERS</b>	0	0	0	0	0	0	0
Programme Support	0	0	0	165,456	0	0	165,456
<b>PROGRAMME SUPPORT</b>	0	0	0	165,456	0	0	165,456
<b>TOTAL BUDGET:</b>	0	0	0	2,545,479	0	0	2,545,479

# BUDGET 2007

## PROGRAMME BUDGETS SUMMARY

Appeal no.: MAA00006

Name: Organisational Development

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0
Clothing & Textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & Plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & First Aid	0	0	0	0	0	0	0
Teaching Materials	0	0	0	80,000	0	0	80,000
Utensils & tools	0	0	0	0	0	0	0
Other Supplies & Services	0	0	0	0	0	0	0
<b>SUPPLIES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80,000</b>	<b>0</b>	<b>0</b>	<b>80,000</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & Telecom	0	0	0	6,000	0	0	6,000
Medical equipment	0	0	0	0	0	0	0
Other Equipment	0	0	0	0	0	0	0
<b>LAND, VEHICLES &amp; EQUIPMEN</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,000</b>	<b>0</b>	<b>0</b>	<b>6,000</b>
Storage	0	0	0	0	0	0	0
Distribution & Monitoring	0	0	0	0	0	0	0
Transport & Vehicles cost	0	0	0	0	0	0	0
<b>TRANSPORT &amp; STORAGE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
International Staff	0	0	0	875,916	0	0	875,916
Regionally Deployed Staff	0	0	0	0	0	0	0
National staff	0	0	0	0	0	0	0
National Society Staff	0	0	0	20,000	0	0	20,000
Consultants	0	0	0	330,000	0	0	330,000
<b>PERSONNEL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,225,916</b>	<b>0</b>	<b>0</b>	<b>1,225,916</b>
Workshops & Training	0	0	0	560,000	0	0	560,000
<b>WORKSHOPS &amp; TRAINING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>560,000</b>	<b>0</b>	<b>0</b>	<b>560,000</b>
Travel & related expenses	0	0	0	239,000	0	0	239,000
Information & Public Rela	0	0	0	18,000	0	0	18,000
Office Running Costs	0	0	0	45,400	0	0	45,400
Communication Costs	0	0	0	18,740	0	0	18,740
Professional Fees	0	0	0	0	0	0	0
Other General Expenses	0	0	0	0	0	0	0
<b>GENERAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>321,140</b>	<b>0</b>	<b>0</b>	<b>321,140</b>
Asset Depreciation	0	0	0	0	0	0	0
<b>DEPRECIATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Contributions & Transfers	0	0	0	0	0	0	0
<b>CONTRIBUTIONS &amp; TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Programme Support	0	0	0	152,458	0	0	152,458
<b>PROGRAMME SUPPORT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>152,458</b>	<b>0</b>	<b>0</b>	<b>152,458</b>
<b>TOTAL BUDGET:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,345,514</b>	<b>0</b>	<b>0</b>	<b>2,345,514</b>

# International Federation of Red Cross and Red Crescent Societies

MAA00006 - ORGANISATIONAL DEVELOPMENT

Interim financial report

Selected Parameters	
Reporting Timeframe	2006/1-2006/11
Budget Timeframe	2006/1-2007/12
Appeal	MAA00006
Budget	APPEAL

All figures are in Swiss Francs (CHF)

## I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
A. Budget				4,890,994	0	4,890,994
B. Opening Balance				251,660	0	251,660
<b>Income</b>						
<u>Cash contributions</u>						
British Red Cross				0		0
DFID Partnership				591,115		591,115
Empress Shoken Fund				25,000		25,000
French Red Cross				23,850		23,850
ICRC				37,872		37,872
Irish Government				78,900		78,900
Netherlands Red Cross				0		0
Norwegian Red Cross				12,530		12,530
Spanish Red Cross				5,700		5,700
Swedish Red Cross				496,077		496,077
Switzerland - Private Donors				5,000		5,000
<b>C1. Cash contributions</b>				<b>1,276,043</b>		<b>1,276,043</b>
<u>Outstanding pledges (Revalued)</u>						
Library of Life				8,400		8,400
Norwegian Red Cross				-8,500		-8,500
Spanish Red Cross				-5,504		-5,504
Swedish Red Cross				1,890		1,890
Switzerland - Private Donors				-5,000		-5,000
<b>C2. Outstanding pledges (Revalued)</b>				<b>-8,714</b>		<b>-8,714</b>
<u>Reallocations (within appeal or from/to another appeal)</u>						
DFID Partnership				-19,957		-19,957
<b>C3. Reallocations (within appeal or from/to another appeal)</b>				<b>-19,957</b>		<b>-19,957</b>
<u>Inkind Personnel</u>						
Norwegian Red Cross				68,200		68,200
<b>C5. Inkind Personnel</b>				<b>68,200</b>		<b>68,200</b>
<u>Other Income</u>						
Miscellaneous Income				36,157		36,157
<b>C6. Other Income</b>				<b>36,157</b>		<b>36,157</b>
<b>C. Total Income = SUM(C1..C6)</b>				<b>1,351,730</b>	<b>0</b>	<b>1,351,730</b>
<b>D. Total Funding = B + C</b>				<b>1,603,390</b>	<b>0</b>	<b>1,603,390</b>

## II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance				251,660	0	251,660
C. Income				1,351,730	0	1,351,730
E. Expenditure				-821,380		-821,380
<b>F. Closing Balance = (B + C + E)</b>				<b>782,010</b>	<b>0</b>	<b>782,010</b>

# International Federation of Red Cross and Red Crescent Societies

MAA00006 - ORGANISATIONAL DEVELOPMENT

Interim financial report

Selected Parameters	
Reporting Timeframe	2006/1-2006/11
Budget Timeframe	2006/1-2007/12
Appeal	MAA00006
Budget	APPEAL

All figures are in Swiss Francs (CHF)

## III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A							B	A - B
<b>BUDGET (C)</b>					4,890,994	0	4,890,994	
<b>Supplies</b>								
Teaching Materials	160,000							160,000
<b>Total Supplies</b>	<b>160,000</b>							<b>160,000</b>
<b>Land, vehicles &amp; equipment</b>								
Computers & Telecom	12,000				9,036		9,036	2,964
Office/Household Furniture & Equipm.					1,512		1,512	-1,512
<b>Total Land, vehicles &amp; equipment</b>	<b>12,000</b>				<b>10,548</b>		<b>10,548</b>	<b>1,452</b>
<b>Transport &amp; Storage</b>								
Distribution & Monitoring					1,076		1,076	-1,076
Transport & Vehicle Costs					1,413		1,413	-1,413
<b>Total Transport &amp; Storage</b>					<b>2,489</b>		<b>2,489</b>	<b>-2,489</b>
<b>Personnel Expenditures</b>								
Delegates Payroll	1,751,799				187,681		187,681	1,564,118
Delegate Benefits					63,293		63,293	-63,293
National Staff					8,777		8,777	-8,777
National Society Staff	40,000				987		987	39,013
Consultants	690,000				115,961		115,961	574,039
<b>Total Personnel Expenditures</b>	<b>2,481,799</b>				<b>376,699</b>		<b>376,699</b>	<b>2,105,100</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	1,155,000				69,819		69,819	1,085,181
<b>Total Workshops &amp; Training</b>	<b>1,155,000</b>				<b>69,819</b>		<b>69,819</b>	<b>1,085,181</b>
<b>General Expenditure</b>								
Travel	498,000				167,986		167,986	330,014
Information & Public Relation	123,000				112,203		112,203	10,797
Office Costs	100,800				14,568		14,568	86,232
Communications	42,480				5,149		5,149	37,331
Financial Charges					12		12	-12
Other General Expenses					4,743		4,743	-4,743
<b>Total General Expenditure</b>	<b>764,280</b>				<b>304,662</b>		<b>304,662</b>	<b>459,618</b>
<b>Federation Contributions &amp; Transfers</b>								
Cash Transfers National Societies					1,005		1,005	-1,005
<b>Total Federation Contributions &amp; Tr</b>					<b>1,005</b>		<b>1,005</b>	<b>-1,005</b>
<b>Program Support</b>								
Program Support	317,915				53,102		53,102	264,813
<b>Total Program Support</b>	<b>317,915</b>				<b>53,102</b>		<b>53,102</b>	<b>264,813</b>
<b>Operational Provisions</b>								
Operational Provisions					3,056		3,056	-3,056
<b>Total Operational Provisions</b>					<b>3,056</b>		<b>3,056</b>	<b>-3,056</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>4,890,994</b>				<b>821,380</b>		<b>821,380</b>	<b>4,069,614</b>
<b>VARIANCE (C - D)</b>					<b>4,069,614</b>		<b>4,069,614</b>	