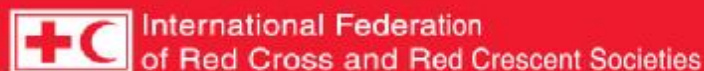


# Programme update 2007



## Organizational Development (OD)

Appeal No. MAA00006

Programme update No. 2

30 October 2007

This report covers the period of 01/01/2007 to 30/06/2007.

In a world of global challenges, continued poverty, inequity, and increasing vulnerability to disasters and disease, the International Federation with its global network, works to accomplish its Global Agenda, partnering with local community and civil society to prevent and alleviate human suffering from disasters, diseases and public health emergencies.



Members of Burundi Red Cross working as part of Local Capacity Building pilot project Burundi Red Cross

### In brief

#### Programme summary:

Strengthening the capacity of individual National Societies (NS) is a key prerequisite for the International Federation in scaling up core programmes and in achieving the Global Agenda goals.

- A consultation process to develop a Capacity Building Strategy for Africa is being facilitated, following the extraordinary session of the Governing Board held in Addis Ababa in February. This initiative is in line with the International Federation's commitment to allocate 50 per cent of its resources to capacity building in Africa.
- A pilot project "Mobilizing the Local Capacity of Africa" has begun in Burundi and in Ghana. This project will strive to increase our knowledge on how to develop a nationwide network of NS local units led by volunteers delivering services at the community level.
- A global accident insurance scheme has been launched to give National Societies the opportunity to provide accident insurance to their volunteers.
- In June, 15 NS leaders attended a global leadership development course in Geneva.
- Technical and financial assistance continued in support of National Societies' youth work worldwide.

**Needs:** Total budget 2006-2007 CHF 4,853,133 (USD 4,144,435 or EUR 2,923,574) out of which 61 per cent covered. Outstanding needs are CHF 1,884,241 (USD 1,609,087 or EUR 1,135,085) as of 30 October 2007. [Click here to go directly to the attached financial report.](#)

In addition, the special appeal on Capacity Building Fund (CBF) seeks CHF 3,450,673 (USD 2,947,555 or EUR 2,080,186).

**Our partners:** With an aim to maximize advocacy work on youth issues, the International Federation works with the World Organization of the Scout Movement (WOSM), the World Association of Girl Guides and Girl Scouts (WAGGGS), the World Alliance of Young Men's Christian Associations (YMCA), the World Alliance of Young Women's Christian Associations (YWCA), and the International Award Association (IAA).

The International Federation also works with the United Nations Volunteers programme (UNV).

## Progress towards objectives

### Disaster Management

- A global accident insurance scheme is being piloted this year. This will give National Societies the opportunity to provide accident insurance to their volunteers while carrying out Red Cross and Red Crescent activities, as decided in the 2005 International Federation General Assembly.
- A review of four emergency operations in the Asia and Pacific region was carried out earlier this year, with hopes to improve practices and solutions concerning volunteering before, during and after an emergency operation. A meeting was held in Kuala Lumpur in April, which validated the outcomes of this review, as well as led to the design of an implementation plan to cover the main recommendations.

### Principles and Values

- A review of the implementation of the International Federation gender policy (1999) has taken place. An external consultant was hired for the assignment and a report is being drafted based on revisions of selected documents and input from NS, Secretariat and delegation staff.
- A framework to scale up programmes focused on preventing and responding to sexual and gender-based violence was drafted as a basis for further consultations.
- A cross-departmental gender team was established at the Secretariat. Resource mobilization efforts have led to funding from the Danish Government and Irish Red Cross to support global initiatives on gender mainstreaming.

### Capacity Development

- As part of its support to the Development Commission, the Secretariat commissioned a discussion paper on the implementation of the Global Agenda Goals. The paper has proposed indicators for effective measurement of our progress toward achieving the Global Agenda Goal 3 as a base for further consultation. The outcome of the Development Commission discussion was shared with the International Federation Governing Board.
- The global pilot project on "Mobilizing the Local Capacity of Africa" aims to develop and test new methods of empowering National Societies through enhanced capacity at the local level. The knowledge to be gained through the pilot will be shared with all interested National Societies as part of a collective learning to achieve the Global Agenda Goal 3. Three years' project cooperation agreements have been signed with Burundi and Ghana Red Cross. The pilot project in Burundi was launched in March 2007, and hopes to scale up National Society capacity and service delivery through the creation of organizational units in local communities. These grassroots Red Cross units are composed of leaders and volunteers mobilized among the villagers and trained and supported by NS regional branches. Each unit mobilizes its own resources in order to serve the most vulnerable in the village. The aim of this three year project is to establish a Red Cross unit and service in each one of the 2,725 collines (villages) in the country. A short video on activities in first two villages is available on FedNet. In Ghana, local

Mothers Clubs and Youth Groups are being integrated and expanded into a new nationwide network of grassroots chapters whose aim is to mobilize villagers as RC volunteers to serve the vulnerable in their communities. The three year project aims to establish service delivering Red Cross units in 10 per cent of the 78,664 local communities in the country.

- Following the decision of the extraordinary session of the Governing Board in February to develop a capacity building strategy for Africa, a consultation process started in March to map existing practices and challenges in Africa. The strategy development process aims to ensure the active participation of African NSs, and its preliminary outcome was shared with the Development Commission in April. A meeting of the leaders of African NSs groups and networks was organized in July in Nairobi with an aim to: 1) Examine the current situation in all subregions in Africa with regard to National Society capacity, 2) Identify and discuss existing good practices, 3) Develop a first draft for the Capacity Building Strategy and 4) Clarify the link of this Strategy to the Global Programme for Africa and other initiatives. A draft strategy with targets and indicators to measure progress at the country level was produced at the end of the meeting. The progress on the strategy development process will be presented to the Governing Board in October 2007.
- A report “Taking Volunteers Seriously” is being prepared for the General Assembly in November which will highlight the progress of volunteer development work from a global, regional and national perspective at the International Federation from 1999 to 2007.
- Fifteen National Society leaders, six presidents and eight secretary generals participated in the leadership development course held in Geneva, in collaboration with the International Committee of the Red Cross (ICRC) in June. The five day course focused on the international roles and obligations of RC/RC leaders. It was organized in French, and efforts will continue to organize the event in a variety of languages to make this course as widely accessible as possible.

## Youth

- Support to the Youth Commission continued. The Commission played an active role in promoting the importance of national youth policies and to represent and promote youth participation in several processes, such as the International Federation Constitutional review, the European and Inter-American Conferences, the General Assembly and the International Conference.
- Thirty-five youth representatives participated in the European Conference held in Turkey last May. The first Inter-American youth meeting took place prior to the opening of the Inter-American Conference held in Ecuador in June. The 36 youth leaders discussed and shared their perspectives on health, risk reduction and respect for diversity. Presentations and reports highlighted the contribution of youth in the work of National Societies. The regional conferences committed to include youth in the design and implementation of all programmes, and made specific recommendations on youth issues.
- A report has been developed to document the situation of youth in the Red Cross Red Crescent and to assess the implementation of the International Federation youth policy. This document has been based on 92 replies and individual interviews on youth collected over the last two years, and will be part of the Youth Commission report to the next General Assembly.
- The second International Federation Youth Award has been announced and will be launched. It will be made up of four categories aligned to the Global Agenda Goals to reward responsive youth programmes and promote the sharing of best practices.
- The second MENA Youth Network meeting was held in Sana’a, Yemen in June. Discussions revolved around the national youth policy, youth volunteer management, and the selection of a new youth coordinating committee for 2007 to 2009.
- Youth in the Red Cross and Red Crescent movement celebrated worldwide the large number of young participants in events linked to the UN Road Safety week in April.
- The “Youth in Action” newsletter was published and distributed in five languages (English, French, Spanish, Arabic and Russian). The Youth monthly e-newsletter was distributed in

English, French and Spanish.

## Working in partnership

- A consultation meeting to harmonize approaches to organizational development (OD) and capacity building (CB) was held in Geneva in March, bringing together representatives from National Societies, New Partnership for African Red Cross and Red Crescent Societies (NEPARC), Fritz Institute and the Secretariat.
- A senior meeting to expand consultations and explore ways to better organize the International Federation's efforts on organizational development and capacity building took place in London in June. This informal meeting was hosted by the Chief Executive of the British Red Cross, and attended by the Chairman of the Development Commission, Chairman of NEPARC, the Secretary General of the Netherlands Red Cross and the ICRC.
- In cooperation with other partners, the Secretariat launched two thematic youth programmes: Raid Cross and Club 25. Raid Cross uses role plays to promote the basics of International Humanitarian Law and humanitarian values amongst young people. These role plays are supported by the French Red Cross, Belgian Red Cross (French speaking community), ICRC and WOSM. Club 25 promotes blood donations and healthy lifestyles amongst the youth. Over the last months, these programmes have been spread worldwide, with more youth in RC/RC National Societies using these methodologies to attract, train and retain youth volunteers, as well as to inform and create awareness amongst young people in local communities. Club 25 has been developed in cooperation with the International Federation of Blood Donor Organizations, International Society of Blood Transfusion and the World Health Organization.
- Thanks to the support of the Swedish and Irish Red Cross, the Secretariat can count on staff-on-loan colleagues to focus on volunteer management, as well as on OD youth and volunteering communication tools.

## Contributing to longer-term impact

The Intensified Capacity Building (ICB) support launched in 2007 is one of the key elements of the Secretariat's new operating model. In the past, a lot of OD and CB support has been given to individual NSs. Although certain goals have been achieved, lessons learned have shown that National Societies have not become stronger nor the process sustainable. The ICB modality works towards increasing the focus in and quality of the support given to NSs through a selection process which aims for full NS leadership commitment and investment in planning.

The selection is done in two steps. In the first step, all applications are screened by an OD specialist. Based on this, the CBF Committee short-lists up to 10 candidates. Each short-listed candidate is given financial and practical support to develop ICB plans. In the second step, these plans are reviewed by an Expert Advisory Panel. Based on this advice the CBF Committee selects five NSs that will get the three-year ICB support. As selection is done twice a year, 30 NSs will be supported by the third year. After that, ten will "graduate" and ten new NSs will be chosen every year. In the ICB modality, financial support is important, but a proper ICB plan and technical advice from local and international experts is equally as important. In the ICB modality, focus is placed on capturing and sharing knowledge and experiences which will improve the International Federation OD and CB support to all of its 185 NSs. [Click here for more information.](#)

## Looking ahead

- The Intensified Capacity Building modality is rolling out. Special attention will be made to the global pilot project in Africa on local capacity building.

- A meeting of Federation OD delegates will be held on 20 to 22 August in Geneva. The main objectives of this meeting will be to prepare for the facilitation of Intensified Capacity Building support and provide a harmonized OD membership service to National Societies for 2008 to 2009.
- In September, the annual fundraising skill share event will be organized in London in collaboration with the British Red Cross. This year's themes are: 1) Local resource mobilization; 2) The linkages between local resource mobilization, national fundraising and communication strategies; and 3) International trends in resource mobilization and implications for National Societies.
- The National Society leadership development course will be held in Russian in Geneva in October. Participants will include a significant number of new leaders in the International Federation's Russian-speaking National Societies.
- The main focus for the youth programme will be to follow-up the recent decisions of the European and Inter-American conferences, support Youth networks in regions, and coordinate youth participation at the General Assembly and the International Conference. A preparation for a Worldwide Youth meeting to celebrate the 150<sup>th</sup> anniversary of Solferino is also being planned.
- A report on "Taking Volunteers Seriously" will be printed in four languages in November. The report aims to provide a picture of volunteering development within the International Federation since the adoption of the Volunteering Policy in 1999.

**For further information please contact:**

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**To support or find out more about the Federation's programmes or operations,  
 click on [www.ifrc.org](http://www.ifrc.org)**

International Federation of Red Cross and Red Crescent Societies

MAA00006 - ORGANISATIONAL DEVELOPMENT

Interim Financial Report

Selected Parameters	
Reporting Timeframe	2007/1-2007/06
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
<b>A. Budget</b>				4,853,133	0	4,853,133
<b>B. Opening Balance</b>				551,137	0	551,137
<b>Income</b>						
<u>Cash contributions</u>						
<del>000</del> DFID Partnership				370,438		370,438
Empress Shoken Fund				50,000		50,000
ICRC				27,255		27,255
Italian Red Cross				8,250		8,250
Other				79,550		79,550
Spanish Red Cross				16,200		16,200
Swedish Red Cross				0		0
<del>000</del> <b>C1. Cash contributions</b>				<b>551,693</b>		<b>551,693</b>
<u>Outstanding pledges (Revalued)</u>						
<del>000</del> DFID Partnership				349,562		349,562
Irish Red Cross				26,250		26,250
Spanish Red Cross				-16,075		-16,075
Swedish Red Cross				104,024		104,024
<del>000</del> <b>C2. Outstanding pledges (Revalued)</b>				<b>463,761</b>		<b>463,761</b>
<u>Inkind Personnel</u>						
Other				2,687		2,687
<b>C5. Inkind Personnel</b>				<b>2,687</b>		<b>2,687</b>
<b>C. Total Income = SUM(C1..C6)</b>				<b>1,018,141</b>	<b>0</b>	<b>1,018,141</b>
<b>D. Total Funding = B + C</b>				<b>1,569,279</b>	<b>0</b>	<b>1,569,279</b>

**II. Balance of Funds**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
<b>B. Opening Balance</b>				551,137	0	551,137
<b>C. Income</b>				1,018,141	0	1,018,141
<b>E. Expenditure</b>				-547,019		-547,019
<b>F. Closing Balance = (B + C + E)</b>				1,022,260	0	1,022,260

International Federation of Red Cross and Red Crescent Societies

MAA00006 - ORGANISATIONAL DEVELOPMENT

Interim Financial Report

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### 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>							<b>4,853,133</b>	<b>0</b>	<b>4,853,133</b>
<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							12,000	
<b>Total Land, vehicles &amp; equipment</b>	<b>12,000</b>							<b>12,000</b>	
<b>Transport &amp; Storage</b>									
Transport & Vehicle Costs					940		940	-940	
<b>Total Transport &amp; Storage</b>					<b>940</b>		<b>940</b>	<b>-940</b>	
<b>Personnel Expenditures</b>									
International Staff Payroll Benefits	1,508,599				123,349		123,349	1,385,250	
Delegate Benefits	35,400							35,400	
National Staff	25,200				12,588		12,588	12,612	
National Society Staff	40,000				1,806		1,806	38,194	
Consultants	733,000				111,227		111,227	621,773	
<b>Total Personnel Expenditures</b>	<b>2,342,199</b>				<b>248,970</b>		<b>248,970</b>	<b>2,093,229</b>	
<b>Workshops &amp; Training</b>									
Workshops & Training	1,269,900				66,981		66,981	1,202,919	
<b>Total Workshops &amp; Training</b>	<b>1,269,900</b>				<b>66,981</b>		<b>66,981</b>	<b>1,202,919</b>	
<b>General Expenditure</b>									
Travel	491,860				103,719		103,719	388,141	
Information & Public Relation	129,000				54,520		54,520	74,480	
Office Costs	93,600				7,681		7,681	85,919	
Communications	39,120				14,261		14,261	24,859	
Professional Fees					600		600	-600	
Financial Charges					197		197	-197	
Other General Expenses					6,890		6,890	-6,890	
<b>Total General Expenditure</b>	<b>753,580</b>				<b>187,868</b>		<b>187,868</b>	<b>565,712</b>	
<b>Program Support</b>									
Program Support	315,454				35,545		35,545	279,909	
<b>Total Program Support</b>	<b>315,454</b>				<b>35,545</b>		<b>35,545</b>	<b>279,909</b>	
<b>Operational Provisions</b>									
Operational Provisions					6,715		6,715	-6,715	
<b>Total Operational Provisions</b>					<b>6,715</b>		<b>6,715</b>	<b>-6,715</b>	
<b>TOTAL EXPENDITURE (D)</b>	<b>4,853,133</b>				<b>547,019</b>		<b>547,019</b>	<b>4,306,113</b>	
<b>VARIANCE (C - D)</b>					<b>4,306,113</b>		<b>4,306,113</b>		

International Federation of Red Cross and Red Crescent Societies

MAA00006 - ORGANISATIONAL DEVELOPMENT

Selected Parameters	
Reporting Timeframe	2007/1-2007/06
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IV. Project Details

Project	Name	Opening Balance	Income	Expenditure	Closing Balance	Budget	Variance
		A	B	C	A + B + C	D	D - C
<b>Organisational Development</b>							
G35000	Organ. dvlpt genera	0	0		0		0
G35100	OD Support, Coachin	15,107	73,500	1,865	90,472	580,278	582,143
G35110	OD materials	27,992	103,500	-8,958	122,534	288,770	279,812
G35120	OD Learning Network	100,573	299,550	-132,812	267,311	181,818	49,006
G35130	Providing CB inputs	0	0		0		0
G35140	Small scale CB fund	0	0		0		0
G35160	Integrity-Statutes	0	0		0		0
G35170	SKILLSHARE EVENT	-1,776	0	-683	-2,459	231,372	230,689
G35200	NS fin. resources d	8,993	0		8,993	278,075	278,075
G35210	FRD Material	0	0		0		0
G35220	Practical FRD guide	0	0		0		0
G35230	FRD Research	0	0		0		0
G35300	NS Leadership	-325	162,255	-55,799	106,131	512,841	457,042
G35310	NSL Statutes, Gover	0	0		0		0
G35311	NS GVA OD workshop	0	0		0		0
G35320	NSL Course	0	0		0		0
G35321	NS leadership GVA	0	0		0		0
G35322	leadership Course M	0	0		0		0
G35330	NS governance train	0	0		0		0
G35400	Managing Volunteers	167,372	1,344	-111,971	56,744	417,112	305,141
G35410	Volunteers material	0	0		0		0
G35411	Youth Policy & Stra	60,132	35,969	-42,496	53,604	400,599	358,103
G35420	Volunteer Networkin	0	0		0		0
G35421	Volunteer Addis Sem	0	0		0		0
G35422	Volunteer Dakar sem	0	0		0		0
G35423	Volunteering & HR in Africa	0	238,000	-1,492	236,508	359,358	357,867
G35424	Volunteering East &	151,050	104,024	-167,465	87,610	771,893	604,428
G35425	Volunteering Americ	0	0		0		0
G35430	Volunteer UN YV 200	0	0		0		0
G35431	Youth RC/RC global	0	0		0		0
G35440	Youth power	0	0		0		0
G35450	Youth Material	0	0		0		0
G35460	Youth Networking	0	0		0		0
G35500	Diversity and Gende	22,019	0	-27,209	-5,189	352,941	325,733
G35510	D&G Material	0	0		0		0
G35520	D&G Networking	0	0		0		0
G35530	Gender newsletter	0	0		0		0
G35540	Gender training	0	0		0		0
G35600	Youth general	0	0		0		0
G35610	Youth policy & guid	0	0		0		0
G35620	Youth alliances wit	0	0		0		0
G35630	Youth RC/RC network	0	0		0		0
G35640	Youth power	0	0		0		0
G35700	Global Recruitment	0	0		0		0
G35800	NS Financial Manage	0	0		0		0
G35900	BTC Coordination	0	0		0		0

International Federation of Red Cross and Red Crescent Societies

MAA00006 - ORGANISATIONAL DEVELOPMENT

**IV. Project Details**

Project	Name	Opening Balance	Income	Expenditure	Closing Balance	Budget	Variance
		A	B	C	A + B + C	D	D - C
G35910	NS Info Management	0	0		0		0
G36100	Evaluation function	0	0		0	200,000	200,000
G38200	Finance Training	0	0		0	278,075	278,075
<b>Sub-Total Organisational Development</b>		<b>551,137</b>	<b>1,018,141</b>	<b>-547,019</b>	<b>1,022,260</b>	<b>4,853,133</b>	<b>4,306,113</b>
<b>Coordination &amp; Implement</b>							
G39000	Knowledge Sharing	0	0		0		0
<b>Sub-Total Coordination &amp; Implement</b>		<b>0</b>	<b>0</b>		<b>0</b>		<b>0</b>
<b>Total</b>	<b>ORGANISATIONAL DEVELO</b>	<b>551,137</b>	<b>1,018,141</b>	<b>-547,019</b>	<b>1,022,260</b>	<b>4,853,133</b>	<b>4,306,113</b>