

ANNUAL REPORT



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

ORGANISATIONAL DEVELOPMENT

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 178 countries. For more information: www.ifrc.org

Appeal No. 01.67.2002; Appeal target: CHF 3,963,920; Appeal coverage: 41%

The overall goal of this programme is to contribute to National Societies making a significant difference in the lives of vulnerable people.

The focus during 2002 was on producing some OD tools / application materials, continuing implementation of the Volunteer 2005 development plan and completing the National Society leadership development and National Societies in Transition pilot programmes. Achievements include the production and distribution of the Capacity Building Framework, the "Volunteer Policy Implementation Guide", the Project Planning Process (PPP), and a gender sensitive programming training package. The pilot phases of the "National Societies in Transition Countries" project and the new approach to National Society leadership development have been completed, and in the case of the latter evaluated.

On the volunteering side, the West European knowledge sharing network (WENDO) is up and running on its own, and the Africa based OD delegate for volunteering continues facilitating the exchange of experience among National Societies particularly in Eastern and Central Africa.

Since taking up her position in February, the OD officer for Youth has re-established contact with youth focal points, supported youth networks, responded to National Societies' technical requests, maintained, upgraded and rejuvenated the youth section of the Federation's web site as a more effective knowledge-sharing tool, and supported the Youth Commission by providing secretarial assistance to implement its work plan.

In addition, the OD Department has been involved in two important initiatives:

- One of our senior officers spent some 2.5 months with the American Red Cross in Washington as staff on loan. The American Red Cross appreciated having a Federation person provide some input and perspectives to its international work. At the same time the Federation Secretariat benefited in particular from setting up an OD web portal to facilitate the sharing of knowledge and experience among OD practitioners world-wide.
- As the Secretariat has entered a new phase in its change process, National Society capacity building issues have moved higher up on the agenda of the Secretariat. The OD Department has continuously provided input on how to improve the Secretariat's support to the strengthening of National Societies.

At the same time, a number of planned activities could not be implemented due to time and resource constraints. In particular, we have not received funding for expanding the volunteering work in the regions (Africa, East & South Asia and the Americas - CHF 450,000 in the budget), outsourcing the volunteer trend

report (CHF 300,000 in the budget) and global level activities related to National Society information management (budgeted at roughly CHF 445,000).

Objectives, Achievements and Constraints

Objective 1: The programme will strengthen National Society capacities for implementing relevant services and programmes.

Achievements and constraints:

The revised and updated “Capacity Building Framework” was finalised and distributed in CD ROM format. It includes relevant documents such as policies and case study materials.

Several knowledge sharing events on organisational development were organised. The second meeting of the global think tank in Grenada in March focused on how organisational development (OD) can contribute to the fight against HIV/AIDS. Documents produced at the think tank include: *Lessons learnt for improved local capacity building on the basis of case studies from Jamaica, Rwanda and China*; finalised terms of reference for the special project fund for organizational development; the establishment of “communities of practice” to continue working on some of the identified topics; and two useful checklists, *Capacity inventory for effective HIV/AIDS response (What capacities are relevant to work in the HIV/AIDS area?)* and a more specific list on the critical capacities needed for effective HIV/AIDS response.

In follow-up to the think tank, an OD portal , “www.odthinktank.org”, has been developed as new tool to manage knowledge amongst RC/RC OD practitioners. Three editions of OD News were written up.

A forum for Federation OD delegates (particularly from the regional level) was held in late April / early May in Geneva. The meeting focused on how to promote local capacity building. It was followed by a joint discussion on OD with the regional departments in the Secretariat as well as OD focal points from National Societies working internationally. On the final day a forum was organised to discuss the role of National Societies in civil society. A final knowledge sharing meeting with international OD advisors from National Societies was held in early December in London. This meeting looked at strengthening linkages with other technical areas such as DPP and Health and more effective ways of co-operating on organisational development in the future.

Through the year, the OD department ran 2 OD training workshops for about 60 participants from National Societies and Federation delegations. Officers of the Department also contributed capacity building inputs and sessions to various training workshops such as the ones on disaster management.

The OD Department gave some direct technical assistance to individual National Societies, Delegations and Regional Departments. Examples include:

- Reviewing and providing technical comments on OD support planning as part of the the annual appeal process.
- Supporting an OD practitioners’ meeting for the Americas Region in Nicaragua in October.
- Assisting BiH entities and delegation in a joint strategic planning workshop.
- Co-facilitating a Governance/Management workshop in Baltic.
- Managing the Special OD project fund with 6 granted project and 5 already implemented.
- Supporting the Italian RC in defining its international assistance strategy.

The pilot project to capture lessons and good OD practice from NS in countries in transition was concluded with a workshop in Armenia in mid June. The workshop was a good opportunity for the 3 pilot countries (Armenia, Kazakhstan and Mongolia) to exchange experiences. One of the key outcomes is that these National Societies want to continue networking amongst themselves. Another outcome is a kind of checklist on “what to do” and “what not to do” in OD terms in countries in transition. Among some of the pertinent lessons learnt are that some of our best consultancy resources are actually to be found in National Societies themselves, and that delegates are not always the most effective way of providing external support.

Much time and effort continued to go into co-ordinating capacity building work with the ICRC at Geneva level. A joint guideline on harmonised planning and implementation in capacity building was produced and sent to all delegations in late May.

Training materials, including an interactive CD ROM, for the “Project Planning Process” (PPP) were finalised. All Heads of Delegation were introduced to the tool during the annual gathering in late June. In total 15 PPP with more than 200 participants (both National Society and Federation staff) courses were organised and facilitated in 2002. The PPP materials have been translated into different languages, among them Spanish, Vietnamese, Russian, Albanian and Macedonian.

The gender mainstreaming training pack in the form of CD ROM was distributed to all English speaking National Societies and Federation delegations. Its aim is to increase awareness on the link between gender issues and effective programming and improved service delivery. Whilst training manuals on gender mainstreaming are available from other organisations, the added value of this training pack is the material based specifically on RC/RC practices. It contains 20 case studies and provides examples of gender differences and issues that should be taken into account and dealt with in the core activities as defined in Strategy 2010. To test the tool, a training workshop for National Societies’ staff and delegates was organised in November in Italy.

The department supported the regional networks on gender issues in the Middle East and North Africa and Southern Cone of the Americas. It assisted the Iranian Red Crescent Society and Tunis delegation in organising a meeting of National Society Gender Focal Points in May. The main outcome of the meeting is the “Operational Framework for MENA Gender Network” which outlines actions to be taken at regional and National Society levels in order to implement the recommendations of the latest regional conference.

The annual scholarship for gender training was launched. Four successful candidates meeting requirements of the fund regulations have been identified from 15 National Societies’ applications received during the year.

Objective 2: To develop National Society leaders who effectively lead organisational change and efficiently manage improved programme and service delivery.

Achievements and constraints:

The pilot phase of the National Society leadership certificate programme was successfully concluded at both global level and the Americas. The programme is a revision and development of the RC/RC Leadership Induction Training Course which was held every year for 25 years. The new LDP, run in close collaboration with the ICRC, is composed of three training modules and a fourth module that consists of an assessed written exercise. On successful completion of all four modules, participants were awarded a certificate, acknowledging that he/she has achieved the basic minimum standard leadership skills required to be an effective leader of a National Society.

Based on a detailed and useful evaluation of this approach, plans for the future of this initiative are being negotiated with all key stakeholders.

Objective 3: To improve National Societies’ practice in managing (recruiting, training, motivating, supporting and rewarding) volunteers and youth.

Achievements and constraints:

Highlights from the events and activities supporting volunteering and youth work included:-

- In follow up to the International Year of Volunteers 2001, the Federation agreed to work together with United Nations Volunteers and the Inter-Parliamentary Union in a loose coalition to encourage and support governments to create enabling environments for volunteering and volunteer organisations. Successful joint events were organised during the World Assembly on Ageing in Madrid in April and during the World Summit on Sustainable Development in Johannesburg, South Africa in August.
- An implementation guide for the Federation’s Volunteering Policy was finalised, translated into the four languages and distributed to all National Societies.

- Several meetings of the Global Youth CEO Alliance were held during the year focusing on a joint initiative to better co-ordinate the HIV/AIDS work of the organisations on the African continent and beyond.
- The OD delegate for volunteering in Africa has continued her work in promoting volunteering and the sharing of experience among African National Societies. A number of interesting reports reflecting good practice and lessons learnt in National Societies such as the Sudanese Red Crescent are available
- A first Volunteering Focal Point Meeting was organised in Denver, USA, in early October.
- Also in October in Denver, the global OD Programme participated in the American Red Cross Volunteer Administration Institute, Denver (incl. delivering a speech) as well as in the Association for Volunteer Administrators (AVA) International Conference.
- The West European Network on Volunteering continues to function on its own. A meeting was held in Denver in October with American Red Cross and Canadian Red Cross on forming a North American network on volunteering (VEN)
- The department continued to organise workshops in the Secretariat on volunteering issues.
- The programme organised a Federation Board orientation session on volunteering on June 13 (facilitated by external consultant Kenn Allen). Discussions showed a lot of knowledge and commitment by the Board to the issue of volunteering. The subsequent Board decision includes having the issue of volunteering on each Board agenda. Unfortunately the session on volunteering at the November Board meeting was cancelled.
- The department participated in the 17th World Conference of the International Association for Volunteering Efforts (IAVE) in Seoul in November. The Head of Department was appointed to the IAVE Board.
- The newly recruited Federation Youth Officer participated in the European Co-ordination Committee (representation of the European Youth Network) meetings, managed increased contacts with National Societies requesting information / materials / advice on RC/RC youth work, prepared and supported the June Youth Commission meeting and has been reviewing youth aspects of the global HIV/AIDS stigma campaign.
- The youth officer co-facilitated various youth workshops and international meetings organised by the Norwegian, Swiss, Italian, Korean, Japanese RC and the West European Youth network.
- The department co-ordinated the participation of the European and Asia & Pacific youth networks in the Berlin and Manila regional conferences.
- The volunteering and youth sections of the Federation website have been upgraded, and are worth having a look at!

Objective 4: To identify and implement relevant and appropriate CB interventions/approaches in assisting National Societies to develop their Financial Management systems and structures.

Achievements and constraints:

In March, the first Federation Finance Development/Resource Development (FDRD) workshop took place in Geneva. The main objectives were to emphasise the importance of having a solid financial management base in place before developing a sustainable resource/fundraising strategy and to train participants on how better to convey and share information with National Societies in their role as facilitator/consultant. Plans to hold a second such workshop in October were postponed due to lack of funding and the cancellation of the Finance Development position in Geneva.

The revision of the Federation Finance Procedures on NS Working Advances and Cash Transfers have been completed and disseminated.

The department facilitated fundraising workshops in Albania and Bulgaria.

The global programme assisted in organising ONS participation in the International Fundraising Conference held in October in Holland. The conference was followed by a 3 - days skill share meeting of Red Cross and Red Crescent fundraisers from 20 NSs.

The Secretariat position of NS Finance Development Officer was not maintained after August due to funding problems and also to reflect the stance of the Finance Department (where the position was located) that NS finance development is the work of OD and not finance.

Objective 5:

To assist National Societies in developing strategies for information management and making best use of information technology for improving their programme and service delivery

Achievements and constraints:

Most of the concrete implementation of this objective takes place through the Harare Regional Delegation, and achievements are covered through its programme updates. The OD Department has supported the organisation of a final evaluation of the Southern Africa programme due to take place in early 2003. At global level there have also been some preparations to look into rolling out the lessons learnt from the Southern Africa information management project. Due to funding constraints, these are for the moment on hold.

A significant achievement is the launching of the OD portal “www.odthinktank.org”, which in the long run should contribute to assisting National Societies in learning from each other and improving their OD work.

Conclusions

As a result of resource constraints and the outcome of the Secretariat change strategy, the global OD programmes is currently planning and fine-tuning a revised approach to its work next year. The basic objective will be to provide direct OD technical support to selected prioritised National Societies. On the basis of knowledge gained through this work, further OD application materials will be developed and knowledge sharing events organised.

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

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

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.67/2002 Organisational Development

Period: year 2002

Project(s): G35000, 35100, 35110, 35120, 35140, 35300, 35400, 35423, 35500, 35800, 35910

Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	3,963,920				
less					
Cash brought forward	705,915				
TOTAL ASSISTANCE SOUGHT	3,258,005				
<u>Contributions from Donors</u>					
American Red Cross (DNUS)	3,761				3,761
British Red Cross (DNGB)	23,220				23,220
DFID - British Government (DFID)	200,000				200,000
DFID 3- British Government (DFID03)	193,631				193,631
Donor - Unidentified (D000)	60,000				60,000
Finnish Govt.via Finnish Red Cross (DGNFI)	36,344				36,344
Finnish Red Cross (DNFI)	54,393				54,393
German Red Cross (DNDE)	36,567				36,567
ICRC (DM04)	20,000				20,000
Swedish Govt.via Swedish Red Cross (DGNSE)	270,813				270,813
Swedish Red Cross (DNSE)	137,616				137,616
TOTAL	1,036,344				1,036,344

II - Balance of funds

OPENING	705,915
CASH INCOME Rcv'd	1,036,344
CASH EXPENDITURE	-1,507,582

CASH BALANCE	234,677

Appeal No & title: 01.67/2002 Organisational Development

Period: year 2002

Project(s): G35000, 35100, 35110, 35120, 35140, 35300, 35400, 35423, 35500, 35800, 35910

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction						
Clothing & Textiles						
Food & Seeds						
Water & sanitation						
Medical & First Aid						
Teaching materials						
Utensils & Tools						
Other relief supplies						
Sub-Total						
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles						
Computers & Telecom equip.	223,189	22,175			22,175	201,014
Medical equipment						
Other capital expenditures						
Sub-Total	223,189	22,175			22,175	201,014
<u>TRANSPORT & STORAGE</u>						
		17,549			17,549	-17,549
Sub-Total		17,549			17,549	-17,549
<u>PERSONNEL</u>						
Personnel	1,050,000	580,402			580,402	469,598
		57,509			57,509	-57,509
Sub-Total	1,050,000	637,911			637,911	412,089
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	630,000	142,278			142,278	487,722
Travel & related expenses		277,352			277,352	-277,352
Information expenses	350,000	56,723			56,723	293,277
Admin./general expenses		45,043			45,043	-45,043
External workshops & Seminars	1,275,000	125,861			125,861	1,149,139
Sub-Total	2,255,000	647,256			647,256	1,607,744
<u>PROGRAMME SUPPORT</u>						
Programme management	267,084	100,443			100,443	166,641
Technical services	79,737	30,073			30,073	49,664
Professional services	88,910	33,360			33,360	55,550
Sub-Total	435,731	163,876			163,876	271,855
Operational provisions		-12,220			-12,220	12,220
Transfers to National Societies		31,035			31,035	-31,035
TOTAL BUDGET	3,963,920	1,507,582			1,507,582	2,456,338