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

ORGANIZATIONAL DEVELOPMENT

April 2004

In Brief

Appeal No. 01.103/2004; Appeal target: CHF 1,112,301; Appeal coverage: 70.4%.
(click here to go directly to the attached Financial Report).

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning (refer below to access the detailed logframe documents). All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at http://www.ifrc.org

For further information specifically related to this Annual Appeal please contact: In Geneva: Organisational Development Department, Jean-François Goulay, Acting Head, jf.goulay@ifrc.org + 41 22 730 4522

Context

Solidly established as an international disasters management organization, the International Federation is not so well-known for its area of activity related to capacity building and organizational development within national societies at national and local levels. Currently the Federation is addressing a range of issues linked to the promotion of well-functioning national societies, and is working on assisting national societies to deal with integrity problems. It is looking for innovative ways of increasing societies' human and financial resources. It is confronting the decreasing involvement of volunteers and youth in activities and services as well as working to ensure that Red Cross and Red Crescent policies, services and structures are gender sensitive.

The Organizational Development (OD) Department adjusted its work plan to encompass the Secretariat's Strategy for Change, emphasis was placed on networking and training, particularly with newly appointed national society leaders, staff and Federation delegates. The importance of establishing a common understanding of Federation capacity building and related issues, such as volunteering and OD, was recognized and shared through various events initiated by the department.

Main achievements

In 2003, the focus has been on carrying out at the global level to capture and disseminate relevant organizational development knowledge and practices in the form of guidance and application materials. This included : production and distribution of the Capacity Building Framework, the unified and updated tool guiding all International Federation capacity building work; consolidation of the Project Planning Process (PPP), an International Federation-wide standard program management methodology with hundreds of participants trained; production of a gender sensitive programming and training package; and an updated youth section, www.ifrc.org/youth on the international Federation web site.

In addition, complementary work was carried out to support the organizational development of selected priority National Societies. For example the National Societies in transition pilot project was based on a series of case studies in Armenia, Kazakhstan and Mongolia. Implemented jointly with donor societies, the studies reviewed transition in its broadest sense, cataloguing the specific features of transition and how these impacted on the three National Societies own development. The study offers general guidance to practitioners on the process and systems that may be applied in working with organizations in transition.

The Organizational Development team continued to facilitate the three key areas of work highlighted for attention by the International Federation's Governance. This included leadership training for newly-elected governance members and recently appointed managers of National Societies. The most recent program was organized in Geneva for more than 12 francophone National Societies.

Secondly important, youth events were supported such as the "Youth Coalition for Peace and Friendship" organized by the Iranian Red Crescent Society. Youth Red Cross and Red Crescent representatives took part in the "Youth development and peace conference" organized by the World Ban, as well as the "Alliance of Youth-Big 7" meeting, organized to work on a new joint publication on youth participation in decision-making. Other National Societies continued receiving support to further develop their youth work and Secretariat departments received technical support on youth matters.

Thirdly, implementation of the International Federation's pledge on volunteering made at the 27th International Conference of the Red Cross and Red Crescent in 1999 was followed up, although a number of activities were on hold due to a lack of sufficient funding.

Specific achievements

1. Lead work on developing a Movement-wide approach to capacity building was achieved through : technical support provided to relevant bodies of the Movement, to the joint commission on revision of the statutes of the national societies. The "Federation Capacity Building Framework" was developed, finalized and presented through a consultation process with key stakeholders. During 2003, staff and volunteers from national societies and the Federation were trained to effectively use materials and tools developed by the Federation for capacity building. The OD department was directly involved in a number of training workshops and meetings such as a training course for organizational development delegates and staff and providing input on capacity building for other technical workshops such as relief and disaster preparedness (DP) workshops. The OD department facilitated various sessions at all levels focusing on fund-raising and revenue generation activities. In order to share experiences and knowledge in the area of marketing and fund-raising, the second Skill share meeting in Holland in October took place with more than 60 participants from more than 25 National Societies. This type of activity and its results have been shared with other delegations working on resource mobilization. The evaluation of the Information Technology Management Support Project in Southern Africa (LISN III) to national societies was successfully achieved and findings shared with all stakeholders (with a focus on information flow analysis, records and information management).

2. Implement activities as per the volunteer 2005 plan of action (approved by the Steering Committee). An increased number of national society staff improved their knowledge and understanding of volunteer management systems and national volunteering and youth policies. The department provided technical support on request. The last six months of 2003 saw an improved awareness of volunteering, gender and youth issues supported by various events and contacts, especially during General Assembly and other statutory meeting. Within the framework of the Federation's global program, the scholarship for gender training was continued and offered to staff from the Red Cross and Red Crescent Societies. The structure of the scholarship allows national societies to identify the courses most suited to their culture. A gender training pack has also being produced, containing more than 20 case studies linked to the Federation's four core areas.

3. Refine the leadership developmental program and coordinate quality control, and facilitate implementation of one course (comprising three modules over 18 months) in Geneva. Some 15 leaders of the national societies have participated to the first two modules of the leadership development program by the end of 2003 with continued support from regional delegations and ICRC.

Conclusion

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. However, during the second half of the year, new initiatives were developed, presented and started being implemented with particular emphasis on the development of human resources in national societies (volunteers and staff) to enable them to identify and manage programs and service delivery more effectively.

In 2004, special attention will also be given to assisting national societies to build their financial capacity and local resource base to sustain relevant programs and to continue promoting a common approach to capacity building and organizational development across the Federation. These objectives will be achieved through more efficient access to local skills and resources and through the creation of a network of competent organizational development practitioner's world-wide.

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.103/2003 Organisational Development
Period: year 2003
Project(s): G35000, 35100, 35110, 35120, 35300, 3540(
Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	1,112,300				
less					
Cash brought forward	94,232				
TOTAL ASSISTANCE SOUGHT	1,018,068				
Contributions from Donors					
British Red Cross (DNGB)	10,028				10,028
Cape Verde Red Cross (DNCV)	1,000				1,000
DFID 3- British Government (DFID03)	-10,615	Reallocations			-10,615
DFID 4- British Government (DFID04)	340,079				340,079
European Commission (DH17)	24,539				24,539
Italian Red Cross (DNIT)	2,512				2,512
Netherlands Red Cross (DNNL)	7,278				7,278
Norwegian Govt.via Norwegian Red Cro (DGNNO)	21,370				21,370
Norwegian Red Cross (DNNO)	-2,020	Reallocations			-2,020
Swedish Govt.via Swedish Red Cross (DGNSE)	96,400				96,400
TOTAL	**490,570**				490,570

II - Balance of funds

OPENING	94,232
CASH INCOME Rcv'd	490,570
CASH EXPENDITURE	-470,243

CASH BALANCE	114,559

Appeal No & title: 01.103/2003 Organisational Development

Period: year 2003

Project(s): G35000, 35100, 35110, 35120, 35300, 35400

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES Goods/services	KIND & SERVICES Personnel	TOTAL Expenditures	Variance
SUPPLIES						
Shelter & Construction						
Clothing & Textiles						
Food & Seeds						
Water & sanitation						
Medical & First Aid						
Teaching materials	*140,000*					140,000
Utensils & Tools						
Other relief supplies						
Sub-Total	***140,000***					**140,000**
CAPITAL EXPENSES						
Land & Buildings						
Vehicles						
Computers & Telecom equip.						
Medical equipment						
Other capital expenditures						
Sub-Total						
TRANSPORT & STORAGE						
Warehouse & distribution						
Transport & vehicles						
Sub-Total						
PERSONNEL & TRAINING						
Personnel (delegates)	*180,000*	171,892			171,892	8,108
Personnel (regional, national staff)		11,814			11,814	-11,814
Consultants	*270,000*	60,734			60,734	209,266
Workshops & training	*450,001*	43,350			43,350	406,651
Sub-Total	***900,001***	**287,790**			**287,790**	**612,211**
GENERAL & ADMINISTRATION						
Travel & related expenses		109,196			109,196	*-109,196*
Information expenses		19,469			19,469	*-19,469*
Admin./general expenses		22,488			22,488	*-22,488*
Sub-Total		**151,154**			**151,154**	***-151,154***
PROGRAMME SUPPORT	***72,299***	**30,566**			**30,566**	*41,733*
Operational provisions						
Transfers & contributions		**734**			**734**	***-734***
TOTAL BUDGET	***1,112,300***	**470,243**			**470,243**	***642,057***