

Appeal 2004



International Federation
of Red Cross and Red Crescent Societies

Organizational Development

Appeal no. 01.102/2004

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a global programme and related activities to be implemented in 2004, and the related funding requirements. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

Click on figures below to go to the detailed budget

	2004 (in CHF)
Organizational Development	1,875,000
Total	1,875,000¹

Context

The International Federation needs an effective network of member national societies to be able to pursue its mission of improving the lives of vulnerable people. One of the organization's core functions therefore is to strengthen the capacity of its members to achieve this mission. It does this by working through both its Geneva-based Secretariat and country or regional delegations and through coordination of support from donor national societies to strengthen member societies.

International Federation capacity building initiatives are delivered in two complementary ways:

- capacity building through programmes: Capacity building can and should take place within existing programmes in the four core areas of the International Federation's key planning document, *Strategy 2010* – namely the promotion of the International Red Cross and Red Crescent Movement's Fundamental Principles and humanitarian values, health and care in the community, disaster preparedness and disaster response – and are the responsibility of everyone. Activities in this area include: training of staff and volunteers and knowledge sharing around programmes.
- organizational change: Organizational change or development is about leading and supporting change in a planned and systematic manner and is the responsibility of skilled resource people. Support in this area aims to evolve more viable and autonomous national Red Cross or Red Crescent organizations in order to

¹ USD 1,701,000 or EUR 1,550,000.

deliver effective programmes and services in priority areas such as HIV/AIDS. The primary areas of action focus on building local organisational capacity through improving systems and structures and on-the-job coaching for staff and volunteers.

Background and achievements/lessons to date

The focus in 2003 has been on supporting the organizational development of selected priority national societies. In addition, complementary work was carried out at the global level to capture and disseminate relevant organizational development knowledge and practices in the form of frameworks and application materials. This included: production and distribution of the Capacity Building Framework, the training of approximately one hundred OD practitioners, the unified and updated tool guiding all Federation capacity building work, consolidation of the Project Planning Process (PPP), a Federation-wide standard programme management methodology with hundreds of participants trained world-wide, production and dissemination of a gender sensitive programming and training package, and renewed Youth web section, www.ifrc.org/youth, where, it is possible to find examples of Red Cross and Red Crescent Youth activities, youth networks world-wide, youth directory and more.

The Organizational Development team continued to facilitate the three key areas of work highlighted for attention by the Federation's Governance.

- leadership training was held for newly elected governance members and recently appointed managers of national societies (e.g. Presidents, Secretary Generals, members of the Governing Board, Department Directors etc.). The course provides these new leaders with standard training in matters which are essential to run their societies effectively, and promotes a common understanding of Red Cross and Red Crescent Movement policies.
- Important youth events have been supported such as the "Youth Coalition for Peace and friendship" organized by the Iranian Red Crescent. The involvement of Red Cross and Red Crescent Youth representatives in global meetings has been ensured in "Youth, Development and Peace conference" organized by the World Bank, 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. Youth work was revitalised with an emphasis on building contact with youth focal points, supporting youth networks, improving effective knowledge-sharing, and supporting the Youth Commission to implement its work plan.
- 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. This will form a priority for 2004.

In 2004, particular emphasis will be on the development of human resources in national societies (volunteers and staff) to enable them to identify and manage programmes and service delivery more effectively. Attention will also be given to assisting national societies to build their financial capacity and local resource base to sustain relevant programmes and to 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.

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

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

Expected programme result(s); and related projects for this objective:

A common Federation-wide approach to capacity building and Organizational Development practices is achieved. Assistance to national societies is provided mainly by national societies resource persons effectively trained and connected through communities of experts:

- national societies and Federation programme managers are briefed on the Capacity Building Framework in order to better integrate and coordinate external interventions to national societies.

- selected national society and Federation volunteers and staff are trained to implement, coordinate or design OD interventions with national societies through OD courses.
- good practice across all areas of national society capacity building, including at headquarters and branch levels, will be identified and disseminated within the Federation and to other relevant actors.
- the capacity of national societies are strengthened by the support of a community of practitioners of national society staff and volunteers with training and skills in specific areas, such as human resources, financial management, resource mobilization and organizational development.

National societies have appropriate human resources to identify, implement and manage improved programme and service delivery in an effective and efficient manner:

- the Leadership Development Programme will be coordinated by the Geneva-based Secretariat and regional or country delegations. It is essential that future development builds on the findings of the recent evaluation of this programme and leads to a broader leadership development strategy for the Movement. This will mean ensuring there is a long-term commitment to leadership development and local solutions to support it.
- exchange of practices, information and ideas on national society youth structures and programmes is facilitated.
- a scholarship for gender training for senior managers within national societies will be hosted to build skills in gender analysis for Red Cross and Red Crescent programming.
- a gender-training package will be produced and disseminated among national society and key stakeholders in English, French and Spanish languages, and 5 regional training workshops organized.

National societies have improved their capacities to mobilize and manage effectively diversified and sustainable financial resource in order to deliver relevant programmes to the vulnerable people.

- the community of national society/Federation resource people trained and skilled on resource development and financial management is established and is effectively supporting national societies.
- appropriate training on financial management and resource development (appropriate approaches and tools) is provided to key staff in national societies and the Federation.
- the Fundraising Skillshare Conference is organized to facilitate organisational learning on fundraising practices and on innovative resource mobilisation activities.

National societies have improved their capacities to assess their organization and the impact of capacity building and their ability to share effectively Organisational Development practices:

- National Society Self-Assessments will be systematically performed and will be analysed to allow national societies to identify priority areas of Organizational Development intervention.
- Capacity building impact indicators will be designed and introduced to national societies to better measure Federation performance on Capacity Building.
- the Capacity Building Fund will be developed as a key mechanism for supporting long-term, quality capacity building programmes or timely organizational change in a target number of national societies, and will contribute to capturing and sharing good practice.

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BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.102/2004

Name: Organisational Development

PROGRAMME:	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & 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	130,000	0	0	130,000
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	0	0	0	130,000	0	0	130,000
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	0	0	0	0	0	0	0
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	0	0	0	0	0	0	0
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	0	0	0	0	0	0	0
TRANSPORT & STORAGE	0	0	0	0	0	0	0
Programme Support	0	0	0	121,875	0	0	121,875
PROGRAMME SUPPORT	0	0	0	121,875	0	0	121,875
Personnel-delegates	0	0	0	435,000	0	0	435,000
Personnel-national staff	0	0	0	0	0	0	0
Consultants	0	0	0	175,000	0	0	175,000
PERSONNEL	0	0	0	610,000	0	0	610,000
W/shops & Training	0	0	0	665,000	0	0	665,000
WORKSHOPS & TRAINING	0	0	0	665,000	0	0	665,000
Travel & related expenses	0	0	0	228,500	0	0	228,500
Information	0	0	0	22,250	0	0	22,250
Other General costs	0	0	0	97,375	0	0	97,375
GENERAL EXPENSES	0	0	0	348,125	0	0	348,125
TOTAL BUDGET:	0	0	0	1,875,000	0	0	1,875,000