

# 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

22 July, 2004

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 181 countries.

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

### In Brief

Appeal No. 01.102/2004; Programme Update no. 1, Period covered: January – June, 2004; Appeal target: CHF 1,875,000 (USD 1,710,000 or EUR 1,550,000); Appeal coverage: 37.2%; Outstanding needs: CHF 1,178,336.

*(click here to go directly to the attached Contributions List (also available on the website).*

Related Emergency or Annual Appeals: N/A

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*This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is 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, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>*

### Operational developments

The Organizational Development (OD) Department has continued to emphasize networking and training as well as establishing a common understanding of Federation capacity building and related issues, such as volunteering, leadership development and OD. A number of events were utilized and organized for the purposes of sharing knowledge and learning from each other about how to improve National Societies organizational development work within the Federation.

**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 result: 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, including:**

- **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.**

### **Progress/Achievements**

More than 40 national society and Federation volunteers and staff actively participated in 2 workshops organised in Geneva and in Alicante. The Cambodian and Latvian Red Cross, with support from the OD department, organised a training focusing on local governance and management. Inputs were also provided to the ICRC annual cooperation meeting (55 cooperation delegates).

Consolidation of the Project Planning Process (PPP), an International Federation-wide standard program management methodology, has continued, with hundreds of participants trained. In both cases there is a commitment to continue with the TAG and CBF, and to encourage further support. Updating and improving of the 2004 version of Capacity Building Framework the CD-Rom took place, adding new resources. Designing and editing the “flyer” to accompany the new version of CD Rom. Designing and developing Fednet pages took place, creating sections in 4 official languages, general discussion groups, and a global database of OD contacts. Fully functioning web versions of the CBF CD-Rom were established on DMIS. Work continued in assisting developing tools, especially for the national society local level, such as Participatory Community Development (PCD) and Branch Development toolkit.

Presentations were undertaken on the capacity building framework to the: Swedish Red Cross/SIDA (to disseminate the value of OD / CB prior to the finalization of their SIDA proposal), to the Finnish Red Cross/Government, to Danish Red Cross managers, to leadership and management of selected national societies (such as the Turkish Red Crescent, French, Polish, British and Croatia Red Cross), as well as to selected Federation staff working in Iran, Central Asia, Guinea Conakry, India, Haiti, Ukraine, East-Timor.

A major event in March was the annual forum for OD practitioners, an opportunity to brief and share ideas on OD trends at the international level as well as to again exchange experiences and lessons learnt from OD practice around the world. Much time and effort has also gone into coordinating capacity building efforts with the ICRC, and continued work on harmonized planning on capacity building of national societies. Elaboration of the concept of Development Week continued, allowing practitioners from health, disaster preparedness and response to explore ways to better integrate the Federation support at the national society local level. This initiative has led to on going discussion with the newly established Policy and Relations Division (P&R), reinforced by consultation with Federation field managers. Significant steps are now underway to better integrate with work in core areas.

Voluntary service has been identified as an issue of strategic importance in the Federation’s ‘Strategy 2010’. Yet many national societies struggle to attract and retain volunteers, or to develop professional and systematic volunteer management practice; and many have limited access to new research and thinking emerging from specialist institutes and from other voluntary organizations around the world. In order to support the Federation Secretariat and sister national societies in their efforts to develop volunteering, the British Red Cross and Spanish Red Cross have undertaken to set up, as a joint venture, a Reference Centre on Volunteering, initially aimed at providing practical resources to national societies within Europe. The initiative will take the form of a pilot project in the first year. Although the Reference Centre is being set up on a pilot basis in order to test its viability and the levels of interest and commitment of relevant stakeholders, the initiative itself is of considerable strategic importance, and has been formally communicated to the General Assembly of the Federation. The main purpose of the Reference Centre, therefore, is to act as a resource on volunteering to national societies in Europe through research and sharing of information; the development of good practice models and tools; and coordination of support on volunteering

between national societies. Again, these will need to be confirmed and refined during the course of the pilot project through consultation with key stakeholders (including the two sponsoring National Societies, the Federation Secretariat, the EU Liaison Bureau and the members of WENDOV). The proposed list of activities is: accessing external research and making this available to national societies, monitoring and reporting on trends in volunteering globally, developing, translating and sharing models, tools and case studies that reflect good practice in volunteer management within and outside the Movement, developing a database of external expertise, advising and signposting national societies to sources of advice/information on volunteering practice, hosting seminars/workshops (including ‘virtual’ meetings, use of Fednet etc), supporting the Secretariat to develop a ‘community of practitioners’ in relation to volunteering, and supporting the WENDOV and any other networks and working with it as a key group of stakeholders.

The OD Department initiated a short-term review of the current situation of volunteer development within the Movement. A report in August will summarize the findings and recommend steps for action.

A cooperation agreement was initiated, drafted and finalized between the Federation and the Danish Red Cross concerning the Federation’s Advisory Centre for National Society Legal Base hosted by the Danish Red Cross. National Society legal base is understood to mean a national society’s statutes alongside instruments such as laws and decrees of recognition and rules of procedures. They define the national society’s legal status, structure, tasks and mode of functioning. They also spell out its obligation to adhere to, and apply in its daily work, the Fundamental Principles. A national society’s statutes can contribute to creating an enabling environment for successful capacity building, as well as help protect its integrity, as they can be invoked to avoid situations in which external or internal factors render the national society unable to carry out its mission effectively or to act in accordance with the Fundamental Principles. In May 2000 the Governing Board of the Federation adopted the final draft of the document *Guidance for National Society Statutes* upon request from the General Assembly. It serves as reference document in the work to develop well-functioning national societies and contains practical guidelines for the drafting or revision of national society statutes. The overall objective of the Advisory Centre for National Society Legal Base will be to assist the components of the Red Cross and Red Crescent Movement to increase awareness of national society legal base activities, on demand to provide timely, qualified and relevant support on national society legal base issues and to carry out specific missions to that end. To meet its objective the Advisory Centre for National Society Legal Base will primarily depend on recognized expertise coming from national societies.

**Expected result: national societies have appropriate human resources to identify, implement and manage improved program and service delivery in an effective and efficient manner, including**

- **the Leadership Development Program 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 program 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.**
- **Completion of the Leadership Developmental Program and coordinate quality control, and facilitate implementation of last of the three modules. Some 15 leaders of the national societies have participated with continued support from regional delegations and ICRC.**
- **Exchange of practices, information and ideas on national society youth structures and programs are facilitated.**
- **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.**

### **Progress/Achievements**

An integrated approach to Red Cross and Red Crescent leadership development has been established and implementation has started. This integrated approach will link the levels presently designated as “induction (and/or review)” to the organisation”, the “international responsibilities” of the national society, as well as “generic leadership skills” applicable at various levels within the organisation. Broad consensus as to the understanding of leadership development (as indicated above) is being reached and a process towards implementation of the overall concept has started, as well as involving relevant internal stakeholders, including a broad range of national societies.

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Discussions are ongoing to establish overall budget figures for the process and agree a new funding and support plan with ICRC, to commence implementation of an agreed number of these courses together with ICRC in 2004 and subsequently establish a set calendar of at least two each per year as from 2005. In relation to the "induction/review" process, to be managed at the regional level, the CD-Rom containing the basic materials (concept sheets, course material etc.) from the pilot three-module LDP already held in the three major languages so that these materials can be used on an 'as-needed' basis by regional and/or country delegations is almost completed. Major progress made on the development of the third level programme with recognised "providers" (academic/training institutions) on a more broad based leadership training course, and continued discussions on external (i.e. non-RC) funding possibilities (for example with SIDA, SDC, DFID).

As indicated, constant review and dialogue with a broad a range of stakeholders is taking place as the process develops so as to ensure no major mistakes or errors occur as the concept and implementation plan develops. Towards the year end, the total programme "picture" will be reassessed and realigned as necessary in order to be ready for continued 2005 implementation, recognising that a clear, acceptable and operable approach should be in place by December 2004.

As result of active youth participation in the last General Assembly (GA 2003) (40 vs. around 8 in 2001), many national societies requested support to further develop youth structures such as : Azerbaijan, Italy and Switzerland. Youth participants in the GA actively participated in the preparation of Regional Conferences, i.e. MENA conference in Bahrain and results are clear in the Conference report and recommendation. Delegates have a clearer idea of youth in the Red Cross and Red Crescent and cooperation is fruitful (i.e. AP OD Coordinator). National societies are more aware of Federation Policies (Youth and Volunteering) and willing to support Youth work within Federation. Many UN agencies are interested to cooperate more closely (UNICEF, UNAIDS, UNESCO...)

An updated Youth web section is already widely used as knowledge sharing tool by several NS youth leaders and managers.

Ongoing technical support to national societies such as: contribution to training sessions (Norwegian Red Cross youth delegates, Geneva Red Cross youth workshop, and Italian Red Cross youth), preparation, organization and follow up of Intl meetings (i.e. Pan African HIV/AIDS forum, MENA Conf.), joint work with Youth Commission members to prepare the statutory meeting in April; work on the YC work plan and its follow up, CONGO (Conference of NGOs in consultative relationship with the United Nations) meetings with the Youth organizations based in Geneva

Ongoing work for the future Big 7 + UNICEF publication on "Youth participation in Decision making process", P&V for Youth networks in Europe and Central America), further involvement of Youth in IFRC processes, i.e. Regional Conferences and "Our Federation of the Future" discussion process; and tools, such as Fednet, contribution to IFRC advocacy work on Youth and Volunteers (UNDP, UNV...), collaboration with the ICRC on Youth related issues, i.e. Q&A tool on "Exploring Humanitarian Law".

The gender training package has been widely disseminated and presented to main Federation stakeholders such as: ICRC Gender, UNHCR, UNDP and UN OCHA Gender program. A Spanish version of the package will soon be available, thanks to the Spanish Red Cross.

**Expected result: national societies have improved their capacities to mobilize and manage effectively diversified and sustainable financial resource in order to deliver relevant programs to the vulnerable people, including the Fundraising Skillshare Conference is organized to facilitate organizational learning on fundraising practices and increased results in NS resource mobilization.**

### Progress/Achievements

The third Fundraising Skillshare will take place in Holland from 15-18 October 2004. Since 2002 the Federation has successfully organized an international workshop with national societies investing in fund-raising/resource mobilization. The purpose of Skillshare is to enable participants to raise more funds for their national society. Skillshare will also give incentives for development of work plans with time- and report-back schedules. The Skillshare is also about building professional relationships, opening up new lines of internal communication,

creating bi-lateral support systems and ongoing exchange of learning beyond the meetings. Some presentations will be made by prominent (external of Red Cross and Red Crescent) consultants and fundraisers to provide inspiration and knowledge, some of whom will also facilitate small group consultations on various topics of special interest to the participants. Fundraising cases would be presented by national society staff who have proven track records in fundraising, marketing and related organizational development. They would focus on the challenge faced, actions taken and results achieved. A clear profile of expected participants was developed which positions the training as a step in developing better fundraising results at the national society level.

**Expected result: national societies have improved their capacities to assess their organization and the impact of capacity building and their ability to share effectively Organizational Development practices, including capacity building impact indicators will be designed and introduced to national societies to better measure Federation performance on Capacity Building.**

### **Progress/Achievements**

Good cooperation with Health and Disaster Preparedness and OD coordinator for Asia Pacific, regular contact results in good knowledge sharing around issues such as indicators, UN Millennium Development Goals and decisions to pilot / encourage improved work on indicators in Asia Pacific for future. On going work with outside consultant to link Federation research on indicators and academic studies. A focused effort was initiated to develop clear indicators for progress and results in OD and Capacity Building work.

The Capacity Building Fund will be developed as a key mechanism for supporting long-term, quality capacity building programs or timely organizational change in a target number of national societies, and will contribute to capturing and sharing good practice.

There is better clarity in functions since Capacity Building Fund has joined OD Dept, an achievement in seeing CBF integrated into the wider OD approach.

The 1st round of CBF is completed, and through improved consultation with regional depts. / technical depts. / field (CHF 1.4 m allocated to 20 national societies including some important allocations that support timely organizational change and where we are starting to note some results). 2nd round called and process initiated. Argentina visit organized and carried out to assess and document OD / change process. The greatest success was around regional engagement / exchange with other national societies in the region (Ecuador Red Cross).

As a follow up to the International Conference decision, the Japanese Red Cross made a contribution for the first time in some years. A final decision to allocate CHF 400,000 will be taken to specific priority national society projects. Follow up on those allocations which provide a valuable source of funds to national societies initiating small-scale projects and encouraging national societies a voice and capacity in following up and reporting on these funds.

### **Challenges**

Managing the various expectations from a broader diverse group of stakeholders remains a challenge, given also the department's limited resources. The approach to dealing with this is basically to try and focus and concentrate on fewer priorities, namely developing the Capacity Building Framework, implementing the Volunteer 2005 plan and piloting a more coherent approach to leadership development. Another key challenge is dealing with differences in understanding what the major OD issues are all about and what concrete steps should be taken to take up these issues.

Much time and energy goes into internal consultation and building of consensus. This also underlies the importance of looking at organizational development work with a mid-to long-term perspective, and to be realistic about how quick results will become visible. An additional challenge resulted from the delay in completing the staffing of the department. As a result insufficient resources were allocated to leading the OD and CB portfolio within Secretariat and Federation.

Ken Phillips was appointed Head of the OD Department as of 1 May. Within already agreed plans and strategies, the work of the OD Department will focus on supporting NS to be trusted, able and willing to deliver effective,

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large-scale, nationwide services in relevant core areas and to assist other NS to improve the lives of vulnerable people.

Priorities will focus on creating an integrated, cohesive and measurable approach to OD and CB; creating a virtual team of Movement OD professionals; significantly expanding support for community, volunteer, and branch development; integration with Health, Disaster Preparation/Disaster Response, and Principles and Values; and focusing on strategic application of OD and CB with clear responsibility for results.

**[Contributions list below; click here to return to the title page and contact information.](#)**

# Organisational Development

ANNEX 1

APPEAL No. 01.102/2004

## PLEDGES RECEIVED

26/07/2004

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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### CASH

REQUESTED IN APPEAL CHF ----->				1,875,000	TOTAL COVERAGE 37.2%	
CASH CARRIED FORWARD				171,267		
BRITISH - GOVT/DIFD GRANT 2004				400,000	29.01.04	ORGANISATIONAL DEVELOPMENT
CAPE VERDE - RC				1,000	19.04.04	LEADERSHIP TRAINING COURSE
SWEDISH - RC		182,000	SEK	31,213	19.01.04	OD DELEGATE FOR KUALA LUMPUR
SWEDISH - RC		16,000	USD	19,984	12.02.04	LOCAL CAPACITY FORUM NBO
SUB/TOTAL RECEIVED IN CASH				623,464	CHF	33.3%

### KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
GREAT BRITAIN	DELEGATES			73,200		
Note: due to systems upgrades in process, contributions in kind and services may be incomplete.						
SUB/TOTAL RECEIVED IN KIND/SERVICES				73,200	CHF	3.9%

### ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	