

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

May 2005

In Brief

**Appeal No. 01.102/2004; Appeal target: CHF 1,875,000 (USD 1,710,000 or EUR 1,550,000);
Appeal coverage: 58.6%**
(click here to go directly to the attached Financial Report).

For further information specifically related to this Annual Appeal please contact: for further information specifically related to this operation please contact: Ken Phillips, Head, Organizational Development Department; email: ken.phillips@ifrc.org

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. 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 [HYPERLINK"http://www.ifrc.org/"](http://www.ifrc.org/) <http://www.ifrc.org>

Overall Analysis of the Programme – Objectives and Achievements

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.

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:

Priorities for NS Development from an OD perspective must develop specific targets for each category. For example (and this in an illustration only), 80% of NS to achieve a particular objective by December 2005; 90% by December 2006; 100% by December 2007.

1. NS have a fully owned strategic plan with detailed implementation steps including relevant organization development and capacity building issues.
2. NS are in full legal compliance including updated statutes, updated RC law, emblem protection, and compliance with national laws and regulations.

3. NS achieve integrity and good governance including governance/management separation, clear governance responsibilities, transparent elections, timely meetings, effective board member participation, and addressing integrity issues.
4. NS maintain a good image for the RC including annual report to public, PR and communications program, a plan to prevent/address image issues, timely public opinion polls, and a code of behaviour.
5. NS make progress in management including planning and M&E systems and practice, clear organizational processes, HR systems, and branch management.
6. NS have board approved financial management systems in place, reasonable administrative overhead costs, and externally audited financial report.
7. NS make progress in resource development including fundraising plans, staff, and board support, diversified base of income, independence, membership plan and growth, and increasing total revenues.
8. NS make progress in branch, volunteer and youth, and community development including national branch coverage; volunteer and youth policy, volunteer and youth structure, effective database, increase in volunteer time contributed, and significant activity in community development.
9. NS make progress in gender, youth, and ethnic involvement and participation in programs and structures.

New NS Strategic Planning Guideline

A new NS Strategic Planning Guideline was developed based on best practices among NS. The purpose of this guide is to provide a basic framework for National Societies that they can use to guide themselves through a strategic planning process. This will help NS achieve a compelling vision and direction, empower a wide range of internal stakeholders, increase support from volunteers and donors, and improve their long-term effectiveness.

Through consultation and document reviews, this guide attempted to capture and build on the wealth of NS experience and practice in strategic planning, as well as that of the Federation's regional and country delegations and Secretariat, and the best practice of other organisations.

The NSSP guideline is a working draft. Along with the guideline, there are examples of workshop schedules, presentations, handouts, related planning tools, and model NS strategic plans. They are being shared with a relatively small group of people for their feedback and especially their recommendations after actually using the approach in NS strategic planning. A revision will be completed based on feedback. The approach will be presented to the Development Commission as an evolution of the NS development plan.

Consolidation of the Project Planning Process (PPP), an International Federation-wide standard program management methodology, has continued, with participants trained. 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.

OD Tools

The OD department commissioned a study of OD tools. Following extensive interviews with National Societies and delegations, the consultants concluded that the content of the tools was generally quite good. It recommended further work on field testing and dissemination of tools and cautioned that tools themselves are only a part of the total approach to NS capacity building. The department will be guided by the study recommendations in its future work.

Work continued in assisting developing tools, especially for the national society local level, such as Participatory Community Development (PCD) and Local Capacity Building. In cooperation with Swedish Red Cross, user guide for local capacity building is being developed and tested in Eastern Africa. The current approach is to guide National Society staff and volunteers to develop approach and plan in order to strengthen National Society local capacity.

Presentations were undertaken on the capacity building framework to the: British Red Cross, to leadership and management of selected national societies (such as the Vietnamese RC, Chinese RC, German RC, Swedish RC, Yemen RC, Pakistan RC, Canadian RC, Saudi Arabian RC, Iran RC, Finnish RC, etc), as well as to selected Federation staff working in Iraq, Central Europe, Bangkok, Congo, Belgrade, Taiwan, Panama, Ethiopia, Moscow, Bangladesh, Afghanistan, Chad, Haiti, Bangladesh, Yaoundé, Sudan, Indonesia, Chad, Abidjan, Nepal, Bosnia, Yemen, Papua New Guinea, Irak etc.

Volunteers have been at the center of studies, discussions and decisions during the second half of 2004. A survey was conducted by *an* external consultant who provided useful analysis and practical recommendations. A “scaling up” plan was developed, involving Federation Governance and National Society staff and volunteers. The plan was presented to the Federation Governing Board October. Several decisions have been taken and implemented:

- Establishment of Ad-Hoc Group on Volunteering, members has been selected within Commissions to ensure close coordination across other Federation activities. One Governing Board representative will work on the issue until General Assembly 2005 assisted by eight members. National Societies involved are: Canada, Armenia, St Kitts and Nevis, Netherlands, Democratic Republic of Korea, Uruguay, Zambia, Belize and Lebanon. As follow up of the establishment of the group, volunteer seminar was organized with NS representative to discuss and develop Plan of action for 2005.
- Production of essential information package to be shared with National Societies. Package includes documents such as Volunteer Policy Implementation Guide, Volunteer Management Cycle, and others
- Collection and production of National Societies cases studies to be shared widely through internet and CD Rom. Cases illustrate achievement made by National Societies when implementing new approaches involving volunteers in Red Cross and Red Crescent activities. Stories from American RC, Cambodian RC, Red Cross of Democratic Republic of Congo, Gabon Red Cross, Indonesian RC, Myanmar Red Cross, Nepal Red Cross, Peruvian Red Cross, Rwanda Red Cross, Swedish Red Cross and Venezuelan Red Cross.
- Production and distribution of 4 news quarterly News Letter focusing on volunteers issues. The newsletter is produced jointly with the youth commission and Secretariat staff.

Contributing also to promotion of volunteering, as a result of 3 years partnership between Federation, UN Volunteers and Inter-Parliamentary Union (IPU), “Volunteerism and Legislation: a guidance note” has been finalized and presented to IPU General Assembly in Geneva in October. Participants have enthusiastically welcomed the document and have encouraged all parliaments to take actions in promoting volunteerism when revising national legislation.

In addition to all these activities, Federation Secretariat continues to coordinate actions with Reference Centre on Volunteering, initially established by British Red Cross together with Spanish Red Cross, the centre is providing practical resources focusing on volunteers to national societies within Europe. Joint activities, 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.

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

In both cases commitment to continue with TAG and CBF contribution although need to encourage further support

On going updating & improving of 2004 version of Capacity Building Framework CD Rom, adding new resources. Designing and editing the “flyer” to accompany the new version of CD Rom. Designing and developing Fednet pages, creating section in 4 official languages, creating general discussion group and global database of OD contacts. Establish fully functioning web version of CBF CD Rom on DMIS. Continued work in assisting developing tools, especially for National Society local level, such as Participatory Community Development (PCD) and Branch Development toolkit

Induction/presentation on CB Framework to Swedish RC / SIDA to disseminate value of OD / CB prior to the finalization of their SIDA proposal, to Finnish RC / Govt, to Danish RC managers, to Leadership and Management of selected NS such as: Turkish RC, French RC, Polish RC, British RC and Croatia RC, as well as to selected Federation Staff working in Iran, Central Asia, Guinea Conakry, India, Haiti, Ukraine, East-Timor.

Major event in March was the annual forum for OD practitioners. It was 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. Continued work on harmonized planning on capacity building of National Societies. Elaboration of the concept of Development Week, which allowed practitioners from Health, Disaster Preparedness and Response to explore ways to better integrate the Federation support at NS local level. This initiative has led to on going discussion with newly established Policy and Relations Division (P&R), reinforced by consultation with Federation field managers.

Selected National Society and Federation volunteers and staff are trained to implement, coordinate or design OD interventions with national societies through OD courses.

More than 40 National Society and Federation volunteers and staff actively participated to 2 workshops organized in Geneva and in Alicante. Cambodia RC as well as Latvia RC organized together with OD Dept training focusing on local governance and management. Inputs were also provided to ICRC Cooperation annual meeting (55 Cooperation delegates).

Consolidation of the Project Planning Process (PPP), an International Federation-wide standard program management methodology with hundreds of participants trained.

Social Mobilization

Social Mobilization is the topic of a working group that began work in late 2004. The working group has developed proposed definitions of social mobilization and community mobilization, a framework for social mobilization for discussion, and a plan of action for case studies in 2005. The documents along with models from several organisations including the Federation’s excellent Participatory Community Development Toolkit (PCD) have been distributed to OD delegates and advisors for comment and feedback. They are also available on FedNet: *FedNet / Activities / Organisational Development / Social Mobilisation*.

A follow up meeting of the working group and other interested parties will be organised in September 2005.

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 will formally start in 2005. This integrated approach links the levels presently designated as “induction to and/or review of the organizational context” for new leaders, to be implemented at national level, an “international roles and responsibilities of the national society and its leadership” programme, with a Geneva seminar at its core, as well as “generic leadership skills development” applicable at various levels within the organization and implemented through a variety of mechanisms.

Broad consensus as to the understanding of leadership development (as indicated above) has now been reached and a process towards implementation of the overall concept has moved ahead; this process has included the involvement of relevant internal stakeholders, including a broad range of national societies.

Discussions were started and are ongoing in order to establish overall budget figures for the process to agree a new funding and support plan with ICRC; this will enable the commencement and implementation of an agreed number of these courses covering an agreed number of participants (together with ICRC and with an initial set calendar of at least two courses each per year) as from 2005, even though it should be noted that the ‘events part’ of the programme will be treated as part of a longer term process). More specifically, in relation to the “induction/review” process, to be managed at the country level, the framework for the CD-Rom, containing the basic materials (concept sheets, course materials etc.), has been agreed upon with ICRC so that a finished draft proposal can be made available as from early 2005.

Major progress was also made on the development of the third level program (the ‘generic aspects of leadership development’) with recognized “providers” (academic/training and development institutions) on a more broad based leadership development programme, with a think tank being prepared for January along with interested humanitarian and non-profit organizations. This will allow not only the sharing of ideas but hopefully also identify possible areas of collaboration. Continued discussions on external (i.e. non-RC) funding possibilities (for example with SIDA, SDC, DFID) have also continued.

As part of the scholarship program on gender, OD Department has sponsored participation of 7 NS representatives from: Argentine Red Cross, Jordan Red Crescent Society, and Red Crescent Society of the Islamic Republic of Iran, Cambodian Red Cross, South African Red Cross Society, Nepal Red Cross, and Sierra Leone Red Cross Society. The Three Day Non-residential Course organised by INTRAC (The International NGO Training and Research Centre) “Gender Planning in Development: What does it mean and how do we do it?” for development planners and NGOs managers to become increasingly committed to incorporating a gender perspective into their work. They face many challenges, however, in its practical application. The course explored concepts and approaches to gender, and how to operationalize these into effective development practice, through: studying the relations between gender and development; Gaining a stronger understanding of the meaning of empowerment, equality and equity; Practising the used of gender analytical tools for empowerment; Acquiring knowledge of development planning around gender roles and needs; Being exposed to methods of creating gender awareness in development practice.

As indicated, constant review and dialogue with a broad range of stakeholders has taken place over the period as the process has developed, so as to ensure no major mistakes or errors have occurred as the concept and implementation plan have developed

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.

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 NSs, 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 NSs 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.

Cooperation Agreement initiated, drafted and finalized between the International Federation of Red Cross and Crescent Societies 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 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
Resource Mobilisation**

The main global event for resource mobilization was the Skillshare organised in October 2004 in the Netherlands for 60 participants from NS. Full information on the very valuable presentations and the many excellent cases have been distributed on CD ROMs to participants and are on FedNet: *FedNet / Activities / Organisational Development / Skillshare 2004*

A new focus in planning the workshop was working toward increased results at NS levels. Accordingly, a profile and clear expectations of participants were developed, as follows:

- The Skillshare should be seen as a step in the NS long-term plan to develop local funding and sustainability.
- The target audience is RC staff with direct or supervisory fundraising responsibilities.
- NS must have a clear commitment to increase local/national fundraising, some experience in fundraising, a plan and a strategy for fundraising, and a strong desire to develop that plan and strategy.
- NS must demonstrate there is significant potential in the country for fundraising and be willing to set, at the workshop, clear targets for increased fundraising effort and results.
- Participants would commit ahead of time to develop a fundraising plan at the workshop for implementation in the year ahead and to report on its results. This plan would build on the knowledge, skills, and techniques from the workshop.
- The supervisor of the participant must endorse his or her participation and supervise the progress of the new fundraising plan.
- The participant must have the authority to make plans to be carried out for fundraising.
- The participant must be familiar with the contents of the *Handbook on Resource Development*.
- All participants would be expected to participate from the opening to the closing.

Skillshare reflects the new OD approach to make workshops oriented to their impact or results to the NS level. 59 participants developed clear fundraising targets for the coming 12 months at the workshop. Certificates of Achievement will be distributed in October 2005 to the October 2004 participants who report on their fundraising plans and results. Follow up support for participants including peer to peer assistance will be developed through Federation delegations and directly from Geneva through part time support from the Norwegian Red Cross.

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

Asia Pacific OD Coordinator

- **AP OD mapping completed** in SE Asia, South Asia and Pacific sub-regions to identify potential areas of excellence and OD practitioners in NS
- **Functioning OD email network** with NS, Federation and ICRC, and PNS to share updates and information and latest tools
- **Format for case study documenting good OD/CB practice** circulated using experience of Volunteering Review format and 14 case studies to be produced at November AP OD forum with 14 NS (for completion by end December 2004)
- Reviewed and **strengthened CBF impact indicators** in 15 AP NS
- Work in Mongolia RC, Chinese Red Cross, and Australian RC to develop **exit strategy case studies based on successful OD/CB in health programmes** for ongoing monitoring and documentation
- Initiated **tool to link NS self-Assessment Questionnaire to OD/CB tools/policies/manuals** which has been agreed for global circulation
- Initiated AP work with Health and DM and CBF counterparts on case studies to document successful **good practice in integrated programming** with Myanmar (CBFA/CBDP/Branch Development), and pilot new learning in East Timor (multi-sectoral service development/Branch Development) and in Mongolia (Social Care programme integrating health, disaster preparedness and Branch Development components)
- **Completion of Volunteering Review** with global circulation planned – **case studies being actively used globally and in 7 NS** to strengthen volunteering systems
- **Targeted NS support** to RCS in Cambodia, East Timor, Mongolia, Myanmar, and DPRK **on OD review/progress/plans**

- **Briefing/debriefing** regional and country OD delegates, Federation Representatives and HoDs
- Ensured **linkages between regional OD work plans, AP OD work plan, and global OD work plan**
- First **pilot of Branch “Leadership Development” modules** in Cambodia
- Incorporated **Gender Policy mapping in OD mapping** tool across AP NS (to be consolidated with follow-up work in 2005 – see section below)
- Discussions with AP Head of Department on **quantitative measurements of impact in OD work in AP Departmental Plan 2004-2005**, including Manila Action Plan.
- **AP OD collaborative forum for 14 NS** held in November 2004 to strengthen assessment and measurement of impact of OD/CB work, and **feedback on pilot draft OD indicators being developed globally**
- Active discussions with Australian RC on **new gender self-assessment tool for NS** (for completion and piloting in early 2005)
- Discussions with Youth Officer in Secretariat OD department and Coordinator of AP Youth Network on possibilities for **strengthening AP Youth Network**, including links with plans for regional NS Youth Network meetings in SE Asia and South Asia in late 2004/early 2005
- Initiated linkage between Federation/NS OD/CB work and **Millennium Development Goals (MDGs)** to better articulate impact of OD/CB work at all levels.

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.

The French language edition of the current Leadership Developmental Program has been completed. Some 15 leaders of the national societies have participated with support from regional delegations and ICRC.

An integrated approach to RC/RC leadership development has been established after discussion with a wide range of stakeholders. This integrated approach will link 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. Discussions are ongoing to establish overall budget figures for the process and agree a new funding and support plan with ICRC, so as 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, a CD-Rom has been finalised, 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. 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.

Exchange of practices, information and ideas on national society youth structures and programs are facilitated.

As result of Youth active participation in the last GA '03 (around 40 vs. 8 in 2001), many National Societies requested support to improve the youth structures such as: Azerbaijan, Italy and Switzerland. Youth participants

in the IFRC 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 RC/RC and cooperation is fruitful (i.e. AP OD Coordinator). NSs are more aware of Federation Policies (Youth and Volunteering) and willing to support Youth work within Federation. Some 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. A Youth section on FedNet has also be developed.

Ongoing technical support to NSs such as: contribution to training sessions (Norwegian RC youth delegates, GVA RCY workshop, Italian RCY), preparation, organization and follow up of International meetings (i.e. Pan African HIV/AIDS forum, MENA and Mediterranean Conferences).

Ongoing work with the Big 7 and UNICEF on the next joint publication on “Youth participation in Decision making process”, as well as with CONGO (Conference of NGOs in consultative relationship with the United Nations) together with other Youth organizations based in Geneva.

New work plan of the Youth Commission approved by the Governing board in April and implementation started. 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”.

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.

Gender training package has been widely disseminated and presented to main Federation stakeholders such as: ICRC Gender, UNHCR, UNDP and UN OCHA Gender program.

Spanish version of the package would be soon available, thanks to Spanish RC.

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.

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:

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.

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

CBF 1st round completed, through improved consultation with regional depts. / technical depts. / field (CHF 1.4 m allocated to 20 NS 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 asses and document OD / change process. Greatest success was around regional engagement / exchange with other NS in region (Ecuador RC).

As follow up to International Conference decision, contribution for first time in some years from Japan RC. Selection round run establishing good cooperation with ICRC and Japanese embassy. Final decision to allocate CHF 400,000 to identified priority NS projects. All follow up on those allocations providing a valuable source of

funds to NS initiated small-scale projects and encouraging NS voice and capacity in following up and reporting on these funds.

INDICATORS

From October 3 to October 5 2004 a workshop was held by the Federation Organizational Development and Monitoring and Evaluation departments with Swedish Red Cross support. It was attended by Secretary Generals and other National Society representatives from all continents, OD representatives from regional Federation delegations, and the ICRC Cooperation department in Geneva. The purpose of the workshop was to:

- set up a menu of indicators for National Societies to help measure their progress and activities' impact according the Characteristics of Well Functioning National Societies (CWFNS),
- develop a sustainable and consistent global picture indicators for OD and capacity building applicable in National Society different contexts

After three days discussions a matrix of indicators has been drafted by the participants. It is a complex document reflecting the complexity of NS capacity building itself. Therefore, separate one page indicators on priority topics are being developed, which may be used by NS focusing on one topic or another (e.g. integrity, financial management, volunteer development, etc).

National Societies will be have one more tool to establish realistic objectives for their own OD and capacity building plan which will complete the existing tools in a proactive and participatory manner.

The draft indicators have been disseminated and tested in all continents National Societies and Federation delegations through continental OD Coordinators, and submitted to different consultants and departments in the Federation Secretariat in order to ensure their correlation with other measurement tools.

Recently the indicators documents have been put on FedNet to make their access easy for the Staff on field and in the Secretariat. So far we are receiving some feedbacks and comments as a result of this dissemination and field testing, these will allow the revision of the content of the indicators in the next days.

YOUTH

Over the period July-December, the overall situation of youth in the Secretariat improved and many challenges encountered in the first semester have been over passed leading to good results. First of all, the cooperation with the Norwegian Red Cross allowed getting a fully funded Staff on Loan who could focus specifically on Youth Communications; therefore: it was possible to regularly update the **IFRC Youth web section** with latest news about international events and National Societies Youth activities, programmes, policies and structures and strategic partnership. Through the youth@ifrc.org link, it is proofed that there are many internal (RC/RC) and external people who use the IFRC Youth web section to find, but also send, information on RC/RC Youth services, to request IFRC publications and video as support material for training, to check the main events and to know more about the Youth position within the IFRC.

The **youth section on FedNet** has also been revamped and we hope to be able to open soon discussion forums that will allow the RC/RC Youth worldwide to contribute with their voice to several processes, such as "Our Federation of the Future", but also to create a space and make available on-line training material for Youth already developed by National Societies, in several languages, in the core areas of Strategy 2010.

The fist issue of the Federation **newsletter "Youth in action" and "Volunteer 2005"** has been produced, translated (English, French, Spanish, Arabic and Russian) and will be posted to all the NSs in January 2005. This communication tool aims at facilitating the sharing of information and experience among National Societies to further inspire the development of RC/RC Youth programmes and structures, but also at informing about the main trends that involve Youth at regional and international level. This joint publication also highlights the integrated approach with volunteering, so that youth is not seen as a separate programme, but rather as a crucial group of the NS human resources development. Hopefully, this tool will contribute to a better understanding of how Youth fits

in Organizational Development of NSs and add a value in the implementation of Strategy 2010. The involvement of **Youth in volunteering** events allowed many NSs Youth leaders to actively participate in the Eurofestation in Maastricht and in the Volunteering Seminar in Geneva.

A better **cooperation** with the IFRC OD Continental Coordinators and regional Delegations led to a responsive alignment of regional and international work on Youth development and involvement (e.g. Central America, Middle East and North Africa, Asia and the Pacific).

Also, the positive cooperation with EU office and European NSs, allowed the get access to funds available on the European arena for youth programmes and activities.

Work with NSs started for the preparation of international Youth meetings in 2005, e.g. MENA, Europe and Mediterranean.

Initiatives started with the ICRC and other NSs to develop tools together for the dissemination of IHL among young people.

As a result of the advocacy efforts, made concrete in the General assembly 2003, some IFRC **Youth Commission** members and the IFRC President met with 27 RC/RC Youth leaders in Spain to discuss on how to make a difference in the future of the Federation by advocating and working together to integrate the youth within the structures of management and governance, not as mere representatives of a vulnerable group but as partners who add value to the work of the Federation. The group of Youth leaders ended up with the **Tarragona Agreement and recommendations**. Following up on this document, the Youth Commission Chairman presented the conclusions and recommendations of the youth to the Governing Board. The Board members were very enthusiastic about this initiative, and said they recognized how crucial it is to create a space for youth participation above all at national level. The Governing Board also welcomed the recommended profile for Youth representatives and IFRC Youth Commission members. (<http://www.ifrc.org/youth/news/0409Spain/index.asp>).

The implementation of the **Youth Commission** work plan continues to be facilitated and supported by the Youth focal point. A questionnaire has been developed and will be sent out to provide a clear picture of Youth programmes and structures worldwide. This database will lead to the review and development of the IFRC Youth Policy and Strategy. (<http://www.ifrc.org/youth/commission.asp>)

In July, an **International Coordination Meeting of Youth Organizations** (ICMYO) took place in Geneva to create a space where youth organizations acting at the global level can coordinate their political inputs towards global institutions as well as exchange their experiences at the regional level in order to get more impact on both levels.

In September, two **Youth Commission members met with World Bank Group** President James D. Wolfensohn and 40 senior officials in Sarajevo together with other 170 youth representatives from 83 countries for the second Youth, Development and Peace (YDP) conference. The meeting summarized progress achieved over the past year since the first YDP conference in Paris and agreed on steps toward expanded engagement. Youth representatives at the conference requested the World Bank to prioritize and invest more in youth by acting directly with youth organizations and not only through national governments.

OD Strategic Planning

The OD Department developed its first Strategic Plan based on an assessment of its work and NS needs and capabilities.

The long-term goal of OD is that all NS are trusted, able and willing to deliver effective, large-scale, nationwide services to help people in relevant core areas and to assist other NS to improve the lives of vulnerable people.

OD will lead, with the Secretariat, Federation members and ICRC, an integrated, globally cohesive and measurable approach to OD and CB as a priority. The purpose is better, scaled-up, responsive, and focused services to improve the lives of vulnerable people and contribute to MDGs.

As a result of the strategic planning, the OD Department was reorganized to have focal points for each of the regions:

- Africa – Harold Masterson
- Americas – Christine South
- Asia/Pacific – Lutan Bayarmaa
- Europe – Jean-François Goulay
- MENA – Roberta Zuchegna

Primary responsibilities for the OD Team in Geneva were identified as follows:

- Leadership and governance development – Harold Masterson
- NS management, support systems and gender issues – Lutan Bayarmaa
- Volunteer and branch development and NS statutes – Jean-François Goulay
- CB Fund, Empress Shoken Fund, TAG and knowledge sharing – Christine South
- Youth programs, structures and networks – Roberta Zuchegna
- OD strategies, indicators, NS planning and fundraising – Ken Phillips

The strategies that guide OD work are:

1. Impact. We are results-oriented and organize results-oriented activities. We work to enable all NS to move to a higher level of development and functioning.
2. Responsibility. We accept responsibility and accountability for obtaining results from our work.
3. NS Ownership. We are NS-focused and provide NS-initiated tailor-made support, based on an NS's own commitment, own assessments, own resources, and NS-owned strategic planning. We seek to build and transfer OD capacity to the NS.
4. Systems Approach. We use a systems approach to OD/CB to ensure coherence and consistency within overall plans, assessments, activities, personnel, training, tools, resources, CB Fund, workshops, and other interventions. Exit strategies based on sustainability will be developed.
5. Strategic Interventions. We provide support strategically based on vulnerability, need, potential, commitment, and expected results. Participants in OD processes are expected to make commitments, develop plans, work for results, and design reports which are NS-led and focused
6. Local Capacity. We will support NS to create a significantly scaled up integrated approach to local leadership, branch, volunteer, youth, and community development based on vulnerability-driven planning.
7. Civil Society. We place our work within the broader context of civil society development with NS playing a key role in their countries through participatory approaches.
8. Integration. We will effectively integrate with Health, DP/DR, P&V, Relief Operations, and Regional Departments at all levels to build sustainable NS capacity.
9. OD Team. We will create a better functioning professional global OD Team and dedicate ourselves to establish an approach to peer support, communities of practitioners, and knowledge management including FedNet and other mechanisms to collect and share information.

Capacity Building is the ongoing effort to strengthen NS capability to deliver services and programs to vulnerable people. Organizational Development is a focused approach to strengthen NS governance, management, structures, functions, systems and sustainability of the institution. Strengthening an NS to better fulfil its mission is the primary responsibility of NS leadership.

Based on NS Self Assessments, the OD department completed a mapping of NS status in the Characteristics of a Well Functioning National Societies along with accomplishments and priorities in NS capacity building.

Strengthening a National Society has four major components:

1. Leadership to inspire, manage and control
 - Legal (law, statutes, emblem)
 - Leadership (vision, integrity, advocacy, impact)
 - Governance (direction, trustworthiness, evaluation, support)
 - Cooperation (Movement, partnerships, government, networks)
 - Management (planning, culture, monitoring, results)
 - HR (procedures, competences, productivity)
2. Sustainability to generate and manage the needed resources
 - Financial management (procedures, audit)
 - Image (public relations, communications)
 - Resource mobilisation (strategy, fundraising, grants, income generating activities)
3. Local Capacity to deliver large scale nationwide services
 - Branch development (coverage, development, governance, management)
 - Local work (services, finances, fundraising, membership)
 - Volunteer and community development
4. Cross Cutting Issues
 - The Fundamental Principles
 - Diversity, gender and youth development
 - Knowledge sharing

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. The Global OD appeal is being revised to adjust to current situation.

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.

[Financial report below; click here to return to the title page and contact information.](#)

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA102
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
Budget (A)				1,875,000		1,875,000
Opening Balance (B)				171,269		171,269
Income						
<u>Cash contributions</u>						
<i>British Red Cross</i>				417,801		417,801
<i>Capacity Building Fund</i>				50,000		50,000
<i>Cape Verde Red Cross</i>				1,000		1,000
<i>European Commission</i>				6,222		6,222
<i>Icelandic Red Cross</i>				18,302		18,302
<i>ICRC</i>				32,683		32,683
<i>Italian Red Cross</i>				38,100		38,100
<i>Norwegian Red Cross</i>				11,503		11,503
<i>Swedish Red Cross</i>				206,787		206,787
<i>Cash contributions (C1)</i>				782,398		782,398
<u>Reallocations (within appeal or from/to another appeal)</u>						
<i>American Red Cross</i>				31,477		31,477
<i>British Red Cross</i>				42,366		42,366
<i>Reallocations (C2)</i>				73,843		73,843
<u>Inkind Personnel</u>						
<i>British Red Cross</i>				74,400		74,400
<i>Norwegian Red Cross</i>				20,667		20,667
<i>Inkind Personnel (C4)</i>				95,067		95,067
<u>Other Income</u>						
<i>Miscellaneous Income</i>				83,591		83,591
<i>Other Income (C5)</i>				83,591		83,591
Total Income (C) = SUM(C1..C5)				1,034,900		1,034,900
Total Funding (B + C)				1,206,168		1,206,168

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Opening Balance (B)				171,269		171,269
Income (C)				1,034,900		1,034,900
Expenditure (D)				-1,153,048		-1,153,048
Closing Balance (B + C + D)				53,120		53,120

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA102
Budget	APPEAL

All figures are in Swiss Francs (CHF)

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
BUDGET (C)						1,875,000	1,875,000	
Supplies								
Teaching Materials	130,000							130,000
Total Supplies	130,000							130,000
Capital Expenditure								
Computers & Telecom					2,922		2,922	-2,922
Total Capital Expenditure					2,922		2,922	-2,922
Transport & Storage								
Storage					162		162	-162
Transport & Vehicle Costs					8,032		8,032	-8,032
Total Transport & Storage					8,194		8,194	-8,194
Personnel Expenditures								
Delegates Payroll	435,000				186,426		186,426	248,574
Delegate Benefits					123,618		123,618	-123,618
Regionally Deployed Staff					23,550		23,550	-23,550
Staff-on-Loan					27,973		27,973	-27,973
National & National Society Staff					31,751		31,751	-31,751
Consultants	175,000				182,387		182,387	-7,387
Total Personnel Expenditures	610,000				575,706		575,706	34,294
Workshops & Training								
Workshops & Training	665,000				165,462		165,462	499,538
Total Workshops & Training	665,000				165,462		165,462	499,538
General Expenditure								
Travel	228,500				224,983		224,983	3,517
Information & Public Relation	22,250				46,210		46,210	-23,960
Office Costs	18,850				16,009		16,009	2,841
Communications	19,375				13,428		13,428	5,947
Professional Fees	59,150							59,150
Financial Charges					377		377	-377
Other General Expenses					16,961		16,961	-16,961
Total General Expenditure	348,125				317,967		317,967	30,158
Federation Contributions & Transfers								
Membership Fees					8,025		8,025	-8,025
Total Federation Contributions & Tr					8,025		8,025	-8,025
Program Support								
Program Support	121,875				74,546		74,546	47,329
Total Program Support	121,875				74,546		74,546	47,329
Operational Provisions								
Operational Provisions					226		226	-226
Total Operational Provisions					226		226	-226
Total								0
TOTAL EXPENDITURE (D)	1,875,000				1,153,048		1,153,048	721,952
VARIANCE (C - D)					721,952		721,952	