

Appeal 2005



ORGANIZATIONAL DEVELOPMENT

Appeal no. 05AA093

Appeal target: CHF 2,200,000¹

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.

This document reflects a global programme and related activities to be implemented in 2005, and the related funding requirements. For further information concerning this programme please direct enquiries to: Organizational Development Department, Ken Phillips, Head; email: ken.phillips@ifrc.org

For further information on programmes or operations in 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

Programme title	2005
Organizational Development	2,200,000
Total	2,200,000

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 initiatives to strengthen its member national societies are delivered in two complementary ways:

- capacity building through programmes: Capacity Building (CB) takes 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. Activities in this area include training of staff and volunteers in program delivery and knowledge sharing around programmes.
- Organizational Development (OD) is a focused approach to strengthen national societies to evolve to ever more viable and autonomous national Red Cross or Red Crescent organizations in order to deliver effective programmes and services in priority areas. The primary areas of action focus on building organizational strength through leadership, governance, management, structures, systems, sustainability, and volunteers. OD is the responsibility of skilled resource people.

¹ USD 1,890,942 or EUR 1,449,546.

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The Federation has focussed its efforts in these areas on strengthening and support the structures, systems and service at the national headquarters level of national societies. During 2005, the Federation will increase its current focus on developing support systems for the local and community levels. This will be achieved through providing and supporting results-orientated training and coherent systematic technical support, through developing and disseminating tools and through encouraging, and through systematic approaches to local resources, peer support between national societies, and “communities of practitioners” - networks of experts, advisers and other interested parties both within and outside of the Red Cross Red Crescent Movement.

The International Federation will continue its work to support the development, and implementation of an integrated, coherent and measurable approach to Organizational Development and Capacity Building. The purpose is to support national societies in providing better, scaled-up, responsive and focused services which improve the lives of vulnerable people and contribute to Millennium Development Goals (MDGs). The strategies that guide our work will take on the responsibility of achieving results through tailor-made support, initiated by the national society, focussed on their needs and based on commitment, coherence with strategic planning, and expected results. All interventions will share a common approach, focussing on need, commitment, and potential, ensuring that interventions lead to positive results for those who participate in them.

Through continental OD coordinators and focal points in Geneva for each region, the OD team will work to better support Regions in their work strengthening national societies. The OD department will work closely with the other technical departments in the Secretariat (Health, Disaster Preparedness and Response, Principles and Values and Regional Departments) and with the Planning, External Relations and Monitoring & Evaluation departments to improve our own ability to support national societies and delegations. The Federation seeks to create a well-functioning professional global OD Team and is dedicated establishing a new approach of communities of practitioners and peer support.

Background and achievements/lessons to date:

During 2004, the Organizational Development (OD) team has continued to emphasize networking and training as well as establishing a common understanding of Federation capacity building and OD related issues, such as volunteering and leadership development.

Training and development of national society staff and volunteers

- Particular emphasis was given to the training and development of volunteers and staff in national societies. Two courses of the Leadership Development Program were run, one in Geneva and one in North Africa.
- The newly developed workshop on governance and management at the local level was successfully piloted by Cambodia and Latvian Red Cross, with support from the Secretariat.
- The Federation’s Gender training package was widely disseminated both within the Federation and with major humanitarian partners such as ICRC, UNHCR, UNDP and UN OCHA.
- Attention was also given to assisting national societies to build their financial capacity and local resource base to sustain relevant programmes through a “skill-share” workshop and follow up and support after the workshop.
- More than 40 national society and Federation volunteers and staff participated in 2 workshops on more general issues around OD & CB.
- 500 participants in 32 workshops were trained as part of the 2003-2004 Financial Training Global Programme.

Information management and knowledge sharing

- The extensive library of OD & CB tools, documents, case studies and Federation policies was expanded and made more accessible through Fednet, DMIS and on CD Rom, with many materials available in the 4 official languages, some for the first time. The first attempts were made at linking the hundreds of people on the global database of OD practitioners through online discussion forums.
- Inductions and presentations on issues related to CB Framework were made to many national societies, Government representatives and Federation staff around the world.
- The development of tools in collaboration with national societies and Regional Delegations was supported especially for national society local level.

Harmonization of Community Based Tools and Approaches

- In response to requests from national societies, delegates and heads of delegations during meetings in Geneva in March 2004, DP&R, OD, P&V and Health and Care have undertaken a global mapping of community based tools in 2004. In 2005, these departments will continue to work together to identify a number of tools that can be utilized by national societies for integrated approaches. In addition, the departments will jointly identify at least 5 case studies demonstrating excellence in practice with the integrated community approach.

Coordination, collaboration and developing support networks

- In 2004, the OD team continued to develop integrated and coherent ways of working, coordinating capacity building efforts with ICRC, and investing much time and energy into collaborating with practitioners from Health, Disaster Preparedness and Response to explore ways to better integrate the Federation support at national society local level.
- The process of creating “Communities of Practitioners” was begun, with collaborations initiated or finalized for an Advisory Centre on Legal Issues related to national societies (with the Danish Red Cross), a one-year pilot Reference Centre on Volunteering (with the British and Spanish Red Cross).

Supporting and developing Youth networks and systems

- The Federation continued its technical support to national societies by contributing to training sessions and by preparation, organization and follow up of International meetings.
- Further collaboration was carried out with key Youth partners (the “Big 7” youth organisations and UNICEF), with NGO umbrella bodies and Youth organizations based in Geneva.
- The Secretariat contributed to the work of the Youth Commission, to the Federation’s advocacy work on Youth and Volunteers and collaborated with ICRC on Youth related issues.
- An updated Youth web section was further promoted, and a Youth section on Fednet has been developed.

Capacity building in IT & Telecommunications

- IT & Telecommunications technologies are the backbone and life line of a well functioning Federation: E-mail, financial or logistics applications, office automation, Web pages, and Internet connectivity have changed the day to day life of many Red Cross and Red Crescent national societies, workers and volunteers. During disaster operations, radio or satellite systems are vital for communications and are used in replacement of the public infrastructure in the affected country. Lack of resources and technical knowledge in some national societies affect the development of IT & Telecom solutions and proper support which at the end limits their response to disaster operations and to the most vulnerable: national societies may not have a technician available, or the technician is not properly trained in latest technologies. Users are not trained, and can’t use the technology efficiently. Some managers do not have a sufficient idea of IT & Telecom, and are therefore not able to take sound decisions. Equipment could be already available, but is not set-up properly, or is not used due to lack of knowledge.
- To address these issues, some national societies, the Federation Secretariat and donors are supporting projects to improve the IT & Telecom capacity of Federation members. For example, the Federation training program for IT & Telecom technicians has given excellent results in developing the technical capacity of more than 50 national societies and Federation’s technicians. Through this training program, a network of skilled technicians has been build up that supports national societies, improves disaster preparedness and response capacity, and lowered the needs for direct support from Geneva.

Goal: national societies are trusted, able and willing to deliver effective, large-scale, nationwide services to help people in relevant core areas and to assist other societies to improve the lives of vulnerable people.

Objective 1: An integrated, cohesive and measurable approach to Organizational Development and Capacity Building is developed and implemented through appropriate and sustainable systems of support.

Expected Result 1.1: national societies have been effectively supported to build the necessary knowledge and systems that allow them to provide better, scaled-up, responsive and focused services which improve the lives of vulnerable people and thereby contribute to Millennium Development Goals (MDGs).

Related projects:

- Refined indicators for measurement of the Characteristics of a Well Functioning National Society will be developed, tested and used by national societies. These indicators will be used to establish the baseline, make plans, monitor progress and assess levels of success.

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- A thorough and complete survey to map out the key needs of national societies worldwide, concentrating on their progress in key areas of OD, will be conducted and completed.
- More effective support for strategic planning in national societies will be developed, based on the national society self assessment process and other evaluations, ensuring that the process is relevant and led by the Society itself, and that leads to concrete actions for strengthening the society.
- In collaboration with other technical departments, more harmonized guidance on design, planning and monitoring and evaluation of projects will be developed.

Expected Result 1.2: national societies have improved Branch and Community development services and effective support in this area from the Federation. The development of strong branches and programmes at the local community level go hand in hand with developing effective programmes, services support and systems for Volunteers and Youth. The branch and community development initiatives begun in 2004 will be continued and expanded.

Related projects:

- The “Local Capacity Development Framework” will be developed to serve as a reference and a guide. This framework will link the various initiatives presently developed and provide national society managers with clear and useful guidelines on how to increase national society capacity to deliver efficient and relevant services at community level.
- The “Local Governance Training” workshops developed in 2004 on the role of governance and its relation with management within the local structures of national societies will be further tested, refined and implemented (see also expected result 3).
- A harmonized toolbox of community based tools will be developed, with coordinated input from all core areas, based on the global collection and analysis of community based tools currently being used by national societies around the world.
- Systems and tools for Participatory community Social Mobilization, including tools from other organisations, will be analysed and further developed.

Expected Result 1.3: Ways of sharing, managing and using the range of tools, documents, good practice and ‘lessons learnt’ in organizational development and capacity building within the Red Cross Red Crescent Movement are improved. One of the key functions of the secretariat is to act as a central point of reference, making tools, knowledge and information easily available to the Membership. In 2005, this will continue to be a priority in the area of OD.

Related projects:

- Communities of practitioners and other processes will be established in collaboration with the Continental OD coordinators, in order to encourage people to access and share the examples of good practice and lesson learnt in national societies world-wide.
- Further case studies to show a range of different experiences across the different regions will be researched and /or drawn up.
- Access to tools, documents, good practice, case studies and other materials on will be improved, including using Fednet, CD Roms and the public website.
- The potential of Fednet to support national societies in their OD and CB work will be developed further.
- A bi-monthly OD newsletter will be developed with input from national societies around the world.
- Innovative uses of electronic and other media in support OD and CB work in national societies will be explored and implemented.
- All tools will be reviewed to assure they are effective, appropriate and up to date.

Objective 2: national societies have skilled and trained staff and volunteers who can identify, implement and manage programs, service delivery and supporting services in an effective and efficient manner

Expected result 2.1: Staff and volunteers in leadership positions within national societies are well informed and trained about their roles and responsibilities.

Related projects:

- The Leadership Development Programme will be coordinated by the Geneva-based Secretariat and regional or country delegations, in collaboration with ICRC consisting of two main areas
 - Organizational knowledge and learning: a) nationally based induction/review courses/briefings for new board members and senior staff and b) Geneva based ‘international responsibilities and obligations’ courses (20-25 participants) held in 3 Federation languages.
 - Broader leadership development: a) the ‘Leading Humanitarian Assistance Proposal’ to bring together leaders from across the humanitarian field in short courses and structured managerial exchange and b) placement of staff and volunteers with leadership responsibilities in established prestigious external courses, for example, the British Council Pan-African leadership programme and the World Economic Forum’s Global Young Leaders Forum.
- Training on the role of governance and its relation with management in the local structures (branches) of national societies will be further developed. This will include
 - “Training for Trainers” workshops held for trainers and expert practitioners from national societies and delegations, feeding into a “community of practitioners” on local governance issues.
 - Training workshops on governance and management are held in national societies where appropriate, useful and relevant to the strategic plans already in place.

Expected Result 2.2: national society manager’s capacity to address gender & diversity issues in programming is increased.

Related projects:

- 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.
- The Federation’s gender training package will be widely disseminated among national societies and key stakeholders in English, French and Spanish languages, and 5 regional training workshops, focussed on concrete results, will be organized.
- Support in increasing cultural awareness and sensitivity to diversity issues will be mainstreamed into all OD interventions developed and implemented by the Federation’s secretariat.

Expected Result 2.3: Youth in national societies have an increased involvement, leading to better structures and services in the line with overall Organizational Development program: youth development follows the three directions expressed in S2010: 1. Improving services, 2. involving youth in decision-making bodies, and 3. establishing partnership and ensuring funding.

Related projects:

- National society youth programmes in the Middle East and North Africa region will be strengthened by organizing a regional meeting for Red Cross and Red Crescent youth leaders who can create a multiplier effect by empowering young volunteers and organizing responsive programmes.
- Technical assistance to the European Cooperation Meeting of 52 national societies will be provided. The ECM is organized by the Austrian Red Cross to assess the progress of the work done by the Red Cross Red Crescent Youth in Europe, share knowledge and experience on priority issues.
- A Youth newsletter (with "volunteer management" contributions) will be produced and the Youth section at the Federation website updated, in order to have well informed Red Cross and Red Crescent youth managers, staff and volunteers, and support the strengthening of Youth structures, services and programmes.
- A better system in youth programming will be developed through a global consultation on Youth programmes and structures examining a) where we are, b) how we progress and c) what works.
- Progress and results on the implementation of the Youth Commission work plan, will be developed, including the preparation to the Commissions meeting and the General Assembly.
- Events will be organized at the General Assembly in November to encourage young people, and adults working with young people, to meet and exchange ideas and experiences.
- Current co-operations and partnerships with other organizations working with and for Youth will be continued and expanded.

Expected Result 2.4: national societies have developed Volunteer policies, implementation plans, management structures and services in line with “Volunteer Plan 2005”, including relevant support from Federation. In response to the needs expressed by Health, Disaster Preparedness and Response and Regional Departments, the OD

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Department will significantly expand its work in developing policy, supporting implementation and measuring results in Volunteer and Community Development.

Related projects:

- A global community of practitioners is established in order to capture, develop, refine and disseminate and share the examples of good practice and lessons learnt in national societies on volunteer management systems and development. This will be initiated through a project hosted by Swedish Red Cross in cooperation with national societies, the ICRC, and the Federation Secretariat.
- A sub project to this will capture, develop, refine and disseminate knowledge and experience on volunteering in emergencies, crisis, conflicts and disasters.
- The Federation Volunteer Programme will remain a priority and will receive sufficient and relevant support from the Secretariat and from national societies effectively coordinated by Secretariat.
- national society and Federation volunteers and staff will be informed and trained on existing practices concerning Volunteer management.
- Federation leadership will be directly involved in promoting Volunteer policy and Volunteers 2005 at international level and provide guidance to assist national societies to develop their own volunteer management capacities.
- Regional Volunteer networks will be strengthened in each region, facilitating the sharing of national society volunteers management practices and contributing to the further integration of Volunteering and Youth.

Objective 3: national societies have improved their capacities to mobilize and manage effectively diversified and sustainable financial resources in order to deliver relevant programmes to vulnerable people.

Expected Result 3.1: Systematic support to national society activities related to Financial Management Systems Development is improved through a community of practitioners, and with the joint support of the OD and Finance departments.

Related projects:

- Shortcomings and related needs in financial management on a case by case basis will be identified, based on the National Society Self Assessment supplemented by Regional Desk assessments.
- In every region, adequate tools, strategies and personnel to support identified national society financial development needs will be put in place.
- A series of workshops will be carried out to develop the financial capacity of programme managers in national societies and Delegations, focussing on financial challenges and clarifying roles and responsibilities. These workshops are a continuation of the 2003-2004 Financial Training Programme which trained over 500 participants and will be supported by a community of practitioners based in the Regional Finance Units of the Federation.
- The already existing network of financial trainers in each region will be further developed and benefited from, providing more comprehensive support in their daily management of financial resources in national societies and delegations.
- National societies will be assisted in producing an annual, externally audited (or verified, for national societies with revenues under CHF 250,000) within 9 months of the close of the previous fiscal year.
- A system encouraging national societies to review its financial management and internal controls and verify compliance with Federation financial standards will be completed and implemented.

Expected Result 3.2: national societies have increased skills, knowledge and capacity in the area of resource development. Resource development is a regular component of OD support and, in 2005 will focus on domestic fundraising, diversification and avoidance of dependency, partnership with government and other key stakeholders and on creating the necessary organizational support.

Related projects:

- One global and several regional “Skill-share” workshops on fundraising techniques will be organized, focussed on concrete results, with an emphasis on developing skills and planning and commitment to achieve an increased fundraising income. Subsequent support will be provided by continental and other OD delegates.

- The “Resource Development Handbook” (which gives extensive guidance on all aspects of financial management, fundraising and other aspect of resources development) will be updated with case studies developed during “Skillshare” workshops.
- A “community of practitioners” in resource development will be further developed, including fundraising experts within the Movement to support fundraising in national societies which request short term consulting, and an informal *ad hoc* group dedicated to helping national societies raise more major funding from large international funding sources.

Objective 4: An improved, comprehensive and sustainable system of OD support will be developed, through continental OD coordinators, local resource people, delegates, consultants, and peer support.

Expected Result 4.1: national societies benefit from appropriate, relevant, timely and regionally coordinated support based on accurate understanding of needs, capacities and commitment.

Related projects:

- Interventions are based on regular, up to date information on current needs and recent progress made by national societies, provided by continental OD coordinators, working in partnership with local resource people, delegates, and ICRC.
- Global priorities for OD are translated into concrete applications based on local realities, through work of OD continental coordinators, in collaboration with their local, national and regional counterparts.
- Close cooperation with the specialist advisors in OD & CB from national societies worldwide will be increased, through meetings, consultation and networking.
- Further development of “communities of practitioners” (global networks and local resources, including a roster of experienced OD practitioners including high level volunteers) to provide support and advice on specific areas, such as volunteer management, legal base, finance, resource development, governance and management.

Objective 5: national societies are more effective in the specific areas of Red Cross / Red Crescent laws and their own statutes / constitution.

Expected Result 5.1: national societies have been appropriately and timely supported in revising their own statutes / constitution, as required in the Strategy for the Movement.

Expected Result 5.2: national societies have been effectively advised in their handling of integrity issues and have been supported in developing preventive measures.

Objective 6: national societies use IT & Telecom technologies more effectively to support the needs of their beneficiaries and their own needs.

Expected Result 6.1: an overall strategy for IT & Telecom training.

Expected Result 6.2: a network of technical competent people within the Federation to support disaster preparedness and response operations.

Expected Result 6.3: a structure providing ongoing support to national societies aiming at developing their capacity in IT & Telecom.

Expected Result 6.4: stronger proximity among national societies allowing supporting each others in case of disaster response, regionally and world wide.

Further improve the capacity of national societies in the IT & Telecommunication domain.

Related projects:

- development of the National Societies Technical Network (NSTN). The NSTN promotes close collaboration between all IT & Telecom specialists within the Movement to optimize resources and facilitate interaction among national societies and their technicians, provide timely training and workshops, build synergy among national societies, increase capacity building and awareness.
- Training: creating a training strategy, support international and regional technical workshop and provide adequate training to national societies technicians.
- Partnerships: improving partnerships among national societies, corporate sector and other donors.

Linked Programmes

- Capacity Building Fund Appeal.

Please find detailed budget below; click here to return to the title page and contact details

BUDGET 2005

PROGRAMME BUDGETS SUMMARY

Appeal no.: 05AA093

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	115,000	0	0	115,000
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	0	0	0	115,000	0	0	115,000
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	14,350	0	0	14,350
TRANSPORT & STORAGE	0	0	0	14,350	0	0	14,350
Programme Support	0	0	0	143,000	0	0	143,000
PROGRAMME SUPPORT	0	0	0	143,000	0	0	143,000
Personnel-delegates	0	0	0	1,040,500	0	0	1,040,500
Personnel-national staff	0	0	0	0	0	0	0
Consultants	0	0	0	210,000	0	0	210,000
PERSONNEL	0	0	0	1,250,500	0	0	1,250,500
W/shops & Training	0	0	0	398,000	0	0	398,000
WORKSHOPS & TRAINING	0	0	0	398,000	0	0	398,000
Travel & related expenses	0	0	0	159,700	0	0	159,700
Information	0	0	0	24,218	0	0	24,218
Other General costs	0	0	0	95,232	0	0	95,232
GENERAL EXPENSES	0	0	0	279,150	0	0	279,150
TOTAL BUDGET:	0	0	0	2,200,000	0	0	2,200,000