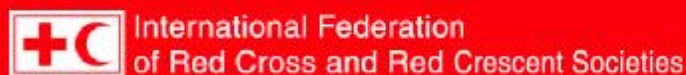


Report 2006-2007



Organizational Development (OD)

Appeal No. MAA00006

This report covers the period of 01/01/2006 to 31/12/2006 of a two-year planning and appeal process.

In a world of global challenges, continued poverty, inequity, and increasing vulnerability to disasters and disease, the International Federation with its global network, works to accomplish its Global Agenda, partnering with local community and civil society to prevent and alleviate human suffering from disasters, diseases and public health emergencies.



Participants in a leadership course which took place at the Secretariat in Geneva (November 2006). International Federation.

In brief

Programme Summary:

The design of the Intensified Capacity Building Support (ICB) modality, as part of the new operating model of the Secretariat, has begun. A new OD pilot project on local capacity building started in Africa with a launch meeting in Kenya in November 2006. The National Society (NS) leadership development courses took place in Geneva with the participation of more than 40 new leaders. The annual OD training for delegates was conducted in Budapest with special focus on the implementation of the Global Agenda's third goal, to "increase local community, civil society and Red Cross Red Crescent (RC/RC) capacity to address the most urgent situations of vulnerability". Technical support in the areas of volunteering, NS statutes and fundraising continued throughout the year. The support provided to the Federation-wide youth work aimed to sensitize young people to the voluntary service and RC/RC humanitarian values. A first Human Resources (HR) training took place in December with 16 African NS senior managers and HR focal points in Ethiopia.

Needs: Total 2006-2007 budget CHF 4,890,994 (USD 4,052,190 or EUR 3,074,163), out of which 27 per cent covered. [Click here to go directly to the attached financial report.](#)

The special Appeal on Capacity Building Fund (CBF) seeks CHF 8 million.

Our Partners: With an aim to maximize the advocacy work on Youth issues, the International Federation works with the World Organization of the Scout Movement (WOSM), the World Association of Girls Guides and Girls Scouts (WAGGGS), the World Alliance of Young Men's Christian Association (YMCA), the World Alliance of Young Women's Christian Association (YWCA), and the International Award Association (IAA).

Current context

A prerequisite to scale up all programmes and to work towards achieving the Global Agenda goals is to strengthen the institutional capacity of individual National Societies. It requires a Federation-wide, coherent capacity-building strategy. The new operating model, in particular the ICB support modality is to enable the International Federation Secretariat to adopt such a strategic approach.

The Governing Board in October 2006 decided to give priority to Africa in the International Federation's capacity-building efforts. At least 50 per cent of available resources for capacity-building activities will go to Africa. As an example, a sub-fund for Africa was created within the Capacity Building Fund.

The review of the common understanding of current OD and CB concepts and frameworks and its lessons learned continued to be used to develop a Federation-wide common approach to NS development. In 2007, the measurement of results towards achieving the third Global Agenda Goal remained a priority. The importance of collecting and analyzing data on the National Society's ability to cover its core costs, as well as those methods used to maintain a country-wide network of branches and to sustain services were the basic requirements. There is a need to develop simple and clear indicators to monitor the progress made by National Societies.

The management of volunteers, the relevant policy framework or codes of conduct and their implementation is still weak in many National Societies. This in itself shows that while National Societies voice the value and importance of volunteers, volunteer management issues are not a priority. There is a growing interest in attracting and retaining young people in order to adapt NSs work to their realities and concerns. However, a major challenge remains in further involving young people not only as volunteers, but as active players in decisions made by National Societies.

Progress towards objectives

Objective: To effectively deliver OD support and measure its results.

- Reference documents and discussion papers were prepared on a range of OD related topics and compiled in a draft "Framework for National Society Development 2006-2009". They are known as a series of Common Approach to NS Development.
- A three-member "OD transition team" worked for more than four months to review the existing concepts and frameworks on OD and CB, as well as the supporting architecture to provide technical assistance to National Societies.
- A training course for 20 NS/OD practitioners and new delegates was organized in October in Budapest with a special focus on local capacity building.

Objective: To develop the local capacity of National Societies.

- A harmonized community development toolbox was finalized and disseminated to NSs through the International Federation's Delegations.
- A mapping and consultation process was developed to understand better the approaches undertaken by NSs in various regions. It was noted that many NSs have still not developed a countrywide networks of grassroots units. Without the scaling up of NSs' grassroots structures, it would be difficult for the International Federation to implement Global Agenda Goals.
- A substantive new initiative on "Mobilizing the Local Capacity of Africa" has been developed through pilot projects in Burundi and Ghana. In November 2006, a project launch meeting was organized and hosted by the International Federation Sub-office for East Africa.

Objective: To further mobilize resources.

- In September 2006, 76 staff and volunteers from 35 National Societies, the Secretariat and the International Committee for the Red Cross (ICRC) participated in the annual fundraising skill share event organized in London in collaboration with the British Red Cross.

Objective: To increase the number of volunteers working for the International Federation.

- A scaled-up global volunteer development programme (Volunteer PLUS) provided effective and quality support to National Societies to improve their own volunteers' management capacity and deliver expanded services to assist vulnerable groups.
- The Secretariat provided inputs to several initiatives undertaken by National Societies, such as the development of a framework on volunteers and youth during emergencies coordinated by the Regional Delegation in Panama in collaboration with the Pan-American Disaster Response Unit (PADRU). During the year, a discussion was held on the role of volunteers for Red Cross and Red Crescent's work on migration in Spain in March, and a meeting was held amongst the West African National Societies on volunteering in June.
- A new training module on volunteering was prepared for the Basic Training Course (BTC) for delegates and piloted in five locations since the beginning of the year through a consultant.
- A new set of promotional materials on volunteering was produced.
- The Organizational Development department assisted the Governing Board's ad-hoc working group on volunteering.
- In 2006, a global accident insurance scheme for volunteers was negotiated with an insurance company. In 2007, National Societies will be invited to sign up to the accident insurance scheme.
- The International Federation aimed to further develop peer-to-peer support, learning, knowledge capturing and greater integration between programmes, as seen in a study implemented in late 2006 entitled the "2006 Volunteering Assessment in Southern Africa on National Society Volunteer Management Practice".

Objective: To develop leadership.

- New leaders from 46 National Societies participated in two leadership development courses in Geneva in collaboration with the ICRC.

Objective: To further staff development.

- A National Society staff development course took place from 27 November to 1 December 2006 at the training centre of the Ethiopian Red Cross in Addis Ababa. The course contributed to a wider strategy on the capacity building of African National Societies'. Human Resource (HR) focal points from 16 National Societies and two HR Coordinators from Regional Delegations participated in the course. The content focused on professional human resource management practices, as well as the link between HR issues, the Global Agenda Goals and the Federation Framework for Action.

Objective: To increase the support provided to youth programmes.

- Increased support to regional youth networks and their coordinating committees' led to an increase in the specific regional and national programmes according to local needs (i.e. Club 25 and Raid Cross).
- Significant efforts were made to involve youth in the evaluation and preparation of regional conferences in the Middle East and North Africa (MENA), Asia and the Pacific, Europe and the Americas.
- Through the "Youth Protecting Human Dignity" award, youth in NSs received computers. The Cameroon Red Cross made plans to establish internet cafes to raise funds for their youth activities.
- The section on youth of the International Federation's and FedNet's website was revamped to promote youth programmes.

Objective: To promote gender issues.

- The International Federation's training tool "Gender Perspectives: Collection of Case Studies for Training Purpose" was translated into French.

Objective: To promote the self-assessment of National Societies.

- The Governing Board directed the Secretariat to introduce the self-assessment system of National Societies to all of the International Federation's members. Since the beginning of the programme, 186 National Societies have participated in the process, resulting in a response rate of above 90 per cent. In 2006, 73 National Societies were invited to participate in the self-assessment process.
- A global report is being prepared to inform the Governing Board and International Federation members about the status of member societies, to review members, identify strengths and weaknesses, compare results, and the track progress achieved by NSs since their initial participation in the process.

Working in partnership

- The collaboration with the European Reference Centre on Volunteering has evolved, and information on volunteering will be more easily accessible to National Societies. In 2006, the relationship with UNV on volunteering development intensified and plans for joint activities were developed in preparing for the International Year of Volunteers.
- In collaboration with the Danish Red Cross, the "Legal Centres of Excellence" were established to provide support in the development of NSs.
- The cooperation with the French and Belgian Red Cross (French speaking), the World Organization of Scouts Movement, ICRC and the International Federation facilitated the dissemination of Red Cross.

Contributing to longer-term impact

- The OD strategic model for disaster response, commissioned by the OD department in 2005, has been widely used and discussed. Assistance was provided to the Sri Lanka Red Cross with the post-Tsunami scaling down process. The aim is to reduce costs and staff with a long-term vision.
- A number of both external and internal factors influenced the management of volunteers in National Societies. A good volunteer management system in a National Society contributes to good programme implementation, better risk management and better use of financial and human resources. The face of volunteerism is constantly changing which has posed new challenges. In 2006, one of the emerging debates, was the government in certain countries discussing the national standardization of volunteer incentives through legislation.
- Establishing volunteer friendly environments inside and outside National Societies contributed to improved programme implementation, and a better situation for vulnerable people.
- The involvement of youth in regional events led to an integrated youth perspective in the implementation of the Global Agenda goals.

Looking Ahead

- The outcome of the mapping and consultation process on strengthening the implementation of the Global Agenda Goal 3 on local capacity building will be presented to the Development Commission in 2007 for policy guidance. Indicators to measure the success in achieving the

goal will be developed, looking at the following three key areas: the total number of NS local-community-based units and the percentage of local communities having NS units; the total number of volunteers in NS grassroots units contributing 150 unpaid service hours or more in the year; and the total number of beneficiaries directly served on a regular basis by NS grassroots units during the year.

- The pilot project on “Mobilizing the Local Capacity of Africa” will continue in Burundi and Ghana in 2007. The project methodology and early results will be shared with all interested NSs. Closer collaboration with networks such as NEPARC and the African Red Cross and Red Crescent Societies (ACROFA) will help the International Federation come up with a common approach to the development of National Societies in Africa.
- In 2007, a report on the implementation of the International Federation Volunteering Policy for 1999-2007 will be prepared for discussion at the organization’s General Assembly in November. There will also be a roll out of the accident insurance for RC/RC volunteers. Initiatives will be undertaken to make clear distinctions between members and volunteers, and an update will be provided on the total number of RC/RC volunteers worldwide.
- The new ICB modality will be launched, which will make the CBF more strategic in terms of resource allocation.
- The annual fundraising skill share events will be organized again in 2007, in collaboration with the British Red Cross. This will complement the various resource mobilization initiatives in the various regions.
- Two leadership development courses will be organized in 2007 in collaboration with the International Committee of the Red Cross (ICRC).

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**To support or find out more about the Federation’s programmes or operations,
click on www.ifrc.org**

International Federation of Red Cross and Red Crescent Societies

MAA00006 - ORGANISATIONAL DEVELOPMENT

Annual Financial Report

Selected Parameters	
Reporting Timeframe	2006/1-2006/12
Budget Timeframe	2006/1-2007/12
Appeal	MAA00006
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
A. Budget				4,890,994	0	4,890,994
B. Opening Balance				251,660	0	251,660
Income						
<u>Cash contributions</u>						
000 British Red Cross				942		942
Capacity Building Fund				100,000		100,000
DFID Partnership				591,115		591,115
Empress Shoken Fund				25,000		25,000
French Red Cross				23,850		23,850
ICRC				37,872		37,872
Irish Government				158,450		158,450
Netherlands Red Cross				0		0
Norwegian Red Cross				13,336		13,336
Other				-79,550		-79,550
Spanish Red Cross				5,700		5,700
Swedish Red Cross				496,077		496,077
Switzerland - Private Donors				5,000		5,000
000 C1. Cash contributions				1,377,791		1,377,791
<u>Outstanding pledges (Revalued)</u>						
000 Library of Life				8,400		8,400
Norwegian Red Cross				-8,500		-8,500
Spanish Red Cross				10,571		10,571
Swedish Red Cross				3,270		3,270
Switzerland - Private Donors				-5,000		-5,000
000 C2. Outstanding pledges (Revalued)				8,741		8,741
<u>Reallocations (within appeal or from/to another appeal)</u>						
000 British Red Cross				0		0
DFID Partnership				-191,712		-191,712
Netherlands Red Cross				0		0
000 C3. Reallocations (within appeal or				-191,712		-191,712
<u>Inkind Personnel</u>						
Norwegian Red Cross				74,400		74,400
C5. Inkind Personnel				74,400		74,400
<u>Other Income</u>						
Miscellaneous Income				36,157		36,157
C6. Other Income				36,157		36,157
C. Total Income = SUM(C1..C6)				1,305,377	0	1,305,377
D. Total Funding = B + C				1,557,037	0	1,557,037

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance				251,660	0	251,660
C. Income				1,305,377	0	1,305,377
E. Expenditure				-1,005,900		-1,005,900
F. Closing Balance = (B + C + E)				551,137	0	551,137

International Federation of Red Cross and Red Crescent Societies

MAA00006 - ORGANISATIONAL DEVELOPMENT

Annual Financial Report

Selected Parameters	
Reporting Timeframe	2006/1-2006/12
Budget Timeframe	2006/1-2007/12
Appeal	MAA00006
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)						4,890,994	0	4,890,994
Supplies								
Teaching Materials	160,000							160,000
Total Supplies	160,000							160,000
Land, vehicles & equipment								
Computers & Telecom	12,000				9,036		9,036	2,964
Office/Household Furniture & Equipm.					1,512		1,512	-1,512
Others Machinery & Equipment					601		601	-601
Total Land, vehicles & equipment	12,000				11,149		11,149	851
Transport & Storage								
Distribution & Monitoring					1,161		1,161	-1,161
Transport & Vehicle Costs					2,289		2,289	-2,289
Total Transport & Storage					3,451		3,451	-3,451
Personnel Expenditures								
Delegates Payroll	1,751,799				187,519		187,519	1,564,281
Delegate Benefits					67,742		67,742	-67,742
National Staff					10,704		10,704	-10,704
National Society Staff	40,000				2,616		2,616	37,384
Consultants	690,000				153,592		153,592	536,408
Total Personnel Expenditures	2,481,799				422,172		422,172	2,059,627
Workshops & Training								
Workshops & Training	1,155,000				167,254		167,254	987,746
Total Workshops & Training	1,155,000				167,254		167,254	987,746
General Expenditure								
Travel	498,000				180,319		180,319	317,681
Information & Public Relation	123,000				125,148		125,148	-2,148
Office Costs	100,800				13,197		13,197	87,603
Communications	42,480				7,172		7,172	35,308
Financial Charges					12		12	-12
Other General Expenses					9,804		9,804	-9,804
Total General Expenditure	764,280				335,652		335,652	428,628
Federation Contributions & Transfers								
Cash Transfers National Societies					1,005		1,005	-1,005
Total Federation Contributions & Tr					1,005		1,005	-1,005
Program Support								
Program Support	317,915				65,070		65,070	252,845
Total Program Support	317,915				65,070		65,070	252,845
Operational Provisions								
Operational Provisions					146		146	-146
Total Operational Provisions					146		146	-146
TOTAL EXPENDITURE (D)	4,890,994				1,005,900		1,005,900	3,885,094
VARIANCE (C - D)					3,885,094		3,885,094	