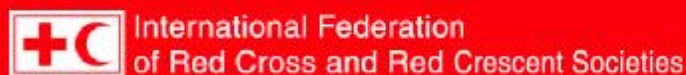


Report 2006-2007



Organizational Development (OD)

Appeal No. MAA00006

16/04/2008

This report covers the period of 01/01/06 to 31/12/07 of a two-year planning and appeal process.



The expert advisory panel meet to discuss intensified capacity building proposals for support, making recommendations to the CBF committee on which plans should receive support. **S. Ryan/ International Federation**

In brief

Programme summary:

Strengthening the capacity of individual National Societies is a key prerequisite for the International Federation in scaling up core programmes and in achieving the Global Agenda goals.

The Intensified Capacity Building (ICB) support mechanism was launched in May 2007. It will be the main vehicle in coming years to build the capacities of National Societies.

A global pilot project: "Mobilizing the local capacity of Africa" was also initiated in 2006. Burundi and Ghana Red Cross will establish nationwide networks of community-based Red Cross units and services, expanding the number of their volunteers over the next three years. In 2006, the secretariat organized a Human Resource Development course in Addis Ababa for African National Societies. A non-profit management training was also developed for African National Society leaders, and will complement the yearly National Society leadership development course which to date has been delivered in English, French and Russian. In Spring 2007, the OD department also began a consultation process to develop a *Capacity Building Strategy for Africa*.

In 2007, the OD budget was increased from CHF 4.9 to 5.2 million in order to strengthen the areas of OD knowledge sharing, volunteer reporting and volunteering in emergencies. Increased financial support was also provided to the Burundi and Ghana pilot projects on "Mobilizing the local capacity of Africa", to test methods of building National Society strength and service delivery at the community level, and to support a CBF manager for the capacity building fund.

Goal: National Societies are trusted, able and willing to deliver effective, large-scale, nationwide services to help people in relevant core areas, and assist other National Societies to improve the

lives of vulnerable people.

Needs: Total budget 2006-2007 CHF 5,231,274 (USD 7,155,635 or EUR 4,848,485) out of which 61 per cent covered. [Click here](#) to go to the attached financial reports:

[Report 2006](#)

[Report 2007](#)

[Report 2006/2007](#)

In addition, the special appeal on Capacity Building Fund (CBF) seeks CHF 8,000,000 (USD 7,155,635 or EUR 4,848,485).

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

The International Federation also works with the United Nations Volunteers programme (UNV).

Current context

There is a growing awareness of the difference between capacity building and OD work, and a shift in mindset from ad-hoc activities to holistic support with special attention to the self-sustainability and growth of National Societies. The launch of the Intensified Capacity Building (ICB) support as part of the new operating model is seen as an important strategic development for OD work. Overall, the secretariat is moving towards creating and facilitating partnerships among National Societies, while providing leadership in policy issues and global tools on OD. As part of the secretariat decentralization process, an OD coordinator has been placed in each zone to strengthen OD support to National Societies.

In terms of volunteering development, there is a growing interest and increased efforts by National Societies to better manage and support their volunteers. Good volunteer management systems are being established to suit the context of each country, and increasingly, volunteer management is being included in strategic plans. About half of the National Societies have a national volunteer policy, while slightly fewer have a volunteer development plan. Many more have dedicated human resources for volunteer management and development at the national level.

In terms of youth development, National Societies have now seen the added value of developing effective youth sections within their existing structures. National Societies recognize that youth is an important resource for all activities organized by the society. The International Federation can increase the quality and quantity of services provided to the most vulnerable through the development of youth support structures.

Progress towards objectives

Disaster Management

Objective:

- National Societies have increased capacity to respond effectively and in a timely fashion to disasters.

Achievements:

- Based on work done in 2005 and in 2006, the secretariat followed up on the report on gender issues in disaster response, and promoted a strategic OD model for disaster response and recovery work.
- Coaching assistance has been given to the Sri Lanka Red Cross on how to scale down to normal at the end of the tsunami response and recovery work.
- The volunteering in emergencies initiative completed in 2007 provided a review on practices in four emergency operations in Asia Pacific, and a global consultative meeting to follow up on the report.
- A global accident insurance scheme for volunteers was negotiated with an insurance company and National Societies were invited to sign up.

Challenges and constraints:

Agreed guidelines on capacity building through programmes need to be developed to guide the work of International Federation field delegates.

Principles and Values

Objective:

- To mainstream a gender perspective in all OD global programme activities.

Achievements:

- The International Federation tool on gender mainstreaming: “A collection of case studies for training purpose” was translated into French in 2006.
- A review of the implementation of the International Federation gender policy (1999) took place in 2007, and the report will guide the way forward.

Challenges and constraints:

With the creation of the zone offices, future work supporting the National Societies in gender mainstreaming, should be as much as possible decentralized for their maximum effect.

Capacity Development

Objective:

- An integrated, cohesive and measurable approach to the development of National Societies has been created and implemented through appropriate and sustainable systems of support.
- A scaled-up global volunteering programme providing effective and quality support to National Societies, which improves the delivery of services to vulnerable people.

Achievements:

- May 2007 saw an important and strategic development for OD work with the launch of the Intensified Capacity Building (ICB) programme. This programme is specially designed to boost the development of National Societies by increasing their knowledge and experience on OD. Every six months, five National Societies are selected, and will be provided with financial support (CHF 100,000 per year) over a three-year period. Only National Societies with leadership commitment and an appropriate plan will be selected for the ICB programme.
- The global OD pilot project “Mobilizing the local capacity of Africa” is testing new methods of building National Society strength and service delivery at the local community level. A Red Cross unit and volunteer service will be established in each of Burundi’s 2,725 *collines* (villages) through Burundi Red Cross’s pilot project started in March 2007. Training and support will be provided to the unit and volunteers through a countrywide regional network. A film showing the work of the first units can be seen on www.YouTube.com/IFRC. The

pilot in Ghana Red Cross will follow suit. Existing mother's clubs and youth groups will be integrated in an expanded network of community-based Red Cross chapters. Around 8,000 coordinated and supported chapters will be created.

- Following a Governing Board decision in February 2007 to develop a *Capacity Building Strategy for Africa*, the secretariat facilitated a consultation and drafting process, which included a meeting with the leaders of African National Society groups and networks in Nairobi in July 2007. A draft has been sent out to all African National Societies and further consultations have been facilitated by the secretariat zone offices in Africa. The final draft will go to the Governing Board in 2008.
- As part of the special focus on Africa, the secretariat is working on a non-profit management training for African National Society leaders. A concept paper has been developed for further consultations in 2008.
- Each year, the International Federation in collaboration with the International Committee of the Red Cross (ICRC), has held leadership development courses in Geneva on the international roles and obligations of Red Cross/Red Crescent leaders. The five day curriculum was developed in 2004, and has been delivered in English, French and Russian.
- In 2006, the secretariat organized the first Human Resource Development course for African National Societies in Addis Ababa.
- A mapping of existing practices in ongoing local capacity building projects was completed during the second half of 2006 and the outcome was presented to the Development Commission in 2006 and 2007 for policy guidance. One of the outcomes was a discussion paper on the need for better guidance on the implementation of the Global Agenda Goal 3.
- In September 2006 and 2007, the secretariat and the British Red Cross jointly organized an annual global skill share on National Society fundraising in London.
- The special workgroup on OD Indicators was established in 2007 to better guide and measure the International Federation's OD work. Two meetings took place during the reporting period, and activities have been planned for 2008.
- The work of different departments at the global level and delegates at the country level will need to be better coordinated, to further increase the sustainability of the secretariat's capacity-building support. Efforts were made to develop a common framework and improve coordination methods at the end of 2007.
- A report on the implementation of the International Federation Volunteering Policy for 1999 to 2007 was prepared for discussion and decision at the General Assembly in November 2007. The report provided a baseline to assist in planning global initiatives on OD.
- The OD department collaborated with the European Reference Centre on Volunteering to make information on volunteering more easily accessible to National Societies. A new training module on volunteering was prepared for the Basic Training Course (BTC) for delegates and piloted.

Challenges and constraints:

The global OD programme has achieved its objectives, despite a lack of staff. Several key positions in the OD department remained vacant during the reporting period.

Youth Development¹

Objective:

- Youth volunteers are trained to identify, implement and manage programmes which will help improve the delivery of services to vulnerable people, as well as support effective structures which will ensure youth involvement in governance and management.

¹ All figures were taken from Global Youth Consultation Report

Achievements:

- Youth are now being recognized for the contribution that they make to National Society programmes in working towards achieving the International Federation's Global Agenda Goals. The second International Federation Youth Awards profiled activities of youth in four categories aligned to the Global Agenda Goals. Youth programmes whose work promoted these goals, and the sharing of best practices were rewarded. In many societies, youth are involved in the planning and implementation of their own programmes, especially at the local and regional level (96 per cent). Youth networks around the world have also continued to grow in importance. Europe, Middle East and North Africa (MENA), and the Americas are positive examples of regions where youth use networks to share good practices, organize training events, and promote cultural understanding.
- Eighty-eight per cent of National Societies have a youth unit/department at the national level, and 62 per cent of National Societies have implemented their own youth policy. Seventy-two per cent of young people participate in the decision-making processes of the society, leading to more relevant and better designed programmes which are more effective at addressing the needs of vulnerable people.
- Internationally, youth representation in decision making has continued to increase over the past two years. At each regional conference, youth were increasingly involved in both the preparatory stage, as well as in the conferences themselves. The two-year reporting period ended on an extremely high note, with the changes resulting from the implementation of the new International Federation Constitution. The Youth Commission is now a statutory body, and its chairperson automatically a member of the Governing Board. This is an important step for youth representation, and sets a good example for National Societies worldwide.
- The secretariat also continued to focus on developing effective and relevant communication tools for youth. A quarterly "Youth in Action" newsletter was published and distributed in five languages. A section on youth was included on the public and internal website, and a monthly e-newsletter produced in English, French and Spanish. These tools facilitated the sharing of knowledge and good practice between National Societies.

Challenges and constraints:

One of the main challenges for youth development within National Societies is their acceptance of the contribution that youth action makes to their existing programmes and new projects. Another challenge has been transforming discussions and agreements with National Societies into concrete action and sustainable programmes. It is hoped that once zone offices are established, that they will work more closely with National Societies and youth networks to overcome all these challenges.

Working in partnership

- Two OD consultation meetings with important stakeholders were held during 2007, bringing together representatives from National Societies, ICRC, New Partnership for African Red Cross and Red Crescent Societies (NEPARC), the Fritz Institute, the secretariat and others. These meetings were followed up by discussions with National Societies on an OD Global Partnership during the 2007 General Assembly.
- The secretariat works with the Danish Red Cross on the development of good National Society statutes. The department also coordinates with the ICRC on these statutes in the Joint Statutes Commission. The International Federation and Danish Red Cross legal base centre was placed in the OD department of the secretariat in Geneva in November 2007.
- Representatives of National Societies and donors are regularly involved in the work to improve the secretariat OD and capacity building support. Examples of this are the CBF's Expert Advisory Panel and the *Workgroup on OD Indicators*.

- The partnership between the International Federation and United Nations Volunteers (UNV) has contributed to the revalidation of volunteering, and to concerted efforts to foster an environment that enables and optimizes the full potential of volunteering. Governments and legislators greatly impact the viability and effectiveness of volunteering and voluntary organizations.
- In cooperation with other partners, the Secretariat launched two thematic youth programmes: Raid Cross and Club 25. Raid Cross uses role plays to promote the basics of International Humanitarian Law and humanitarian values amongst young people. These role plays are supported by the French Red Cross, Belgian Red Cross (French speaking community), ICRC and WOSM. Club 25 promotes blood donations and healthy lifestyles amongst the youth. Over the last months, these programmes have been spread worldwide, with more youth in RC/RC National Societies using these methodologies to attract, train and retain youth volunteers, as well as to inform and create awareness amongst young people in local communities. Club 25 has been developed in cooperation with the International Federation of Blood Donor Organizations, International Society of Blood Transfusion and the World Health Organization.

Contributing to longer-term impact

- Most National Societies are based on individual membership. Such organizations can maximize their strength, size and service if they base themselves in the local communities, especially in the case of developing countries. Mobilizing leaders, volunteers and other resources from the local community to run a simple branch and service is very cost efficient. It does not require office, staff and transportation. In line with Global Agenda Goal 3, the secretariat is encouraging and supporting National Societies to develop or strengthen such local branches and services.
- The ICB support launched in 2007 is one of the key elements of the secretariat's new operating model. In the past, a lot of OD and capacity building support was given to individual National Societies. Although certain goals were achieved, lessons learned showed that National Societies were not becoming stronger, nor the process sustainable. The ICB modality works towards increasing the focus in, and quality of, the support given to National Societies through a selection process which aims for full National Society leadership commitment, improved NS planning, combined CBF financial support, and intensified zone and representations' technical support.
- For National Societies to meet the needs of vulnerable people, they must continue to develop their volunteer management systems, as local volunteers are undoubtedly the strength of the International Federation. Without effective management, these volunteers cannot be mobilized effectively to meet local needs. Management should therefore be integrated into National Societies' everyday programmes and organizational development, in order to prepare for difficult times when the National Society is heavily in need of trained and organized volunteers, such as in emergency response situations.

Looking ahead

- The Intensified Capacity Building modality will continue. The learning from existing projects will be shared and used to improve the support provided to National Societies.
- Special attention will be given to the global pilot projects in Africa on local capacity building, and to other support that can help National Societies further develop and strengthen their organization and delivery of services to the most vulnerable.
- In 2008 and 2009, the volunteering development programme, through the zone offices, will develop and improve the volunteer management systems of member National Societies. Special emphasis will be placed on volunteering in emergencies, increased information sharing on volunteering and the establishment of a global database.
- In the area of youth development, the secretariat will focus on promoting and celebrating youth volunteering activities, particularly in preparation for the Solferino 2009 celebrations, and

towards the development of communication tools which profile the contribution of youth.

How we work	
<p>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 (Sphere) in delivering quality and accountable assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the National Society profile, please access the Federation's website at http://www.ifrc.org</p>	
<p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p>Global Agenda Goals:</p> <ul style="list-style-type: none">• Reduce the numbers of deaths, injuries and impact from disasters.• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.
Contact information	
<p>For further information on this Appeal, contact: Luntan Bayarmaa, Acting Head, Organizational Development Department, Geneva; email: luntan.bayarmaa@ifrc.org; phone: +41 22 730 44 13; and fax: +41 22 733 0395</p>	