

Annual report



International Federation
of Red Cross and Red Crescent Societies

Organizational development (OD)

Appeal No. MAA00006

21/04/2009

This report covers the period 01/01/08 to 31/12/08.



Red Cross volunteers in Togo educate communities at risk through their mothers club. The Togolese Red Cross has put great emphasis on the importance of promoting community volunteer action. **Togolese Red Cross**

In brief

Programme purpose:

- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent vulnerabilities.
- Strengthen the capacity of individual Red Cross and Red Crescent National Societies as a key requirement for scaling-up core programmes of the International Federation and achieving the Global Agenda goals. Strong sustainable National Societies is one of the main aims of the International Federation, and the organizational development department is working towards achieving this by providing member societies with technical guidance and support.

Programme(s) summary:

- The secretariat provides guidance, tools and practical support to OD delegates in the field to strengthen National Society leadership on human resource management, volunteering and local capacity building.
- 2008 was the first of a four-year effort on taking volunteering development forward in the International Federation. The activities in 2008 build on the outcomes of the recent years' efforts, and the focus is set on 2011: International Year of Volunteers 2001+10.
- More than half of the volunteer base of the International Federation is made up of young people. The youth development focus of the OD department is to continue to promote the

participation of young people in improving the quality and effectiveness of programmes and services.

- Programmes in enhancing National Society leadership will continue to be organized to promote the sharing of skills, and to find concrete deliverables for further progress at the zone and country level.
- The secretariat of the International Federation is working on strengthening the legal base of National Societies. This is being achieved by aiding societies in revising their statutes and facilitating knowledge and information sharing.

Financial situation: The total 2008 budget is CHF 3,048,896 (USD 2,903,710 or EUR 2,032,597), of which 51 per cent covered. Expenditure overall was 38 per cent. In 2008, many planned programmes and activities were implemented during the second half of the year due to staff turnover in the OD department. In addition, some planned consultancies were not initiated, and under the new operating model some of the events were organized at the zone level using their respective OD and capacity-building budgets and collaborating with other technical focal areas to ensure an integrated approach in capacity building ie. community-based health programmes, disaster management and preparedness, and principles and values, etc.

[Click here to go directly to the attached financial report.](#)

See also:

- Capacity building fund Annual report 2008
- [Capacity building Appeal 2008-2009](#)

No. of people we help: Organizational development work focuses on member National Societies. Capacity-building tools and support are targeted at National Society leadership, volunteers and staff. The most important target group are vulnerable and affected people. Thus, the focus of OD and capacity building is to ensure sustainable outcomes in an effort to enhance the livelihoods of communities. The global OD guidance and support are also extended to several intermediate target groups like OD delegates and operational alliances.

Our partners:

- **Organizational development:** UK Department for International Development (DFID), New Partnership for African Red Cross and Red Crescent Societies (NEPARC), University of Johannesburg, and the Norwegian, Swedish and Danish Red Cross Societies.
- **Volunteering development:** United Nations Volunteers (UNV), the Swedish and Irish Red Cross Societies, and the International Committee of the Red Cross (ICRC).
- **Youth development:** Irish, Finnish, Italian, and Swiss Red Cross Societies, the International Award Association (IAA), the United Nations Children's Fund (UNICEF), UNV, the World Alliance of Young Men's Christian Association (YMCAs), the World Association of Girl Guides and Girl Scouts (WAGGGS), the World Organization of the Scout Movement, and the World Young Women's Christian Association (YWCA).

Context

Issues such as climate change, the current financial crises, and globalization are some of the issues which currently influence the challenges which our National Societies and affected communities face on a daily basis. In the coming years and decades, population shifts throughout the world, caused or exasperated by strong external factors will change the

way our world looks, and cause new and perhaps unexpected challenges for our National Societies to respond to. Organizational development, through programmes such as OD support, volunteering development and youth development will work to ensure that National Societies will be better prepared and placed to meet these challenges and make the best use of what are often limited resources. Poverty, health, violence, migration, environment, education, and unemployment are just a few more of the issues that will affect civil society, and hence the Red Cross and Red Crescent must be ready to respond and make a real difference.

Progress towards outcomes

Organizational development (Appeal No. MAA00006)

Outcome(s)/Expected result(s)

- Enhancing National Society development through capacity building and targeted OD intervention.
- Facilitating and encouraging skills and knowledge sharing, as well as best practices among National Societies and through OD coordinators, as well as other regional and country-level platforms.
- Strengthening the legal base of the National Societies by aiding them in the revision of their statutes, as well as in facilitating knowledge and information sharing.
- Developing volunteer initiatives, and providing guidance to increase volunteer participation and contribution.

Achievements

Leadership development

- The leadership development course organized jointly with the ICRC was held on 5 to 10 October. Greater understanding of the Movement and its components, as well as knowledge sharing on leadership and the challenges faced in the humanitarian sector were discussed, and key items for action were arrived at collectively. Senior governance and management of 20 National Societies from the three regions of Africa, Europe and the Americas attended the course.
- As reported in the organizational development midterm update, the voluntary sector management training for African National Society leaders has been initiated, and is being developed in collaboration with African society leaders themselves, as well as with other relevant stakeholders. This training is to be rolled out in 2009.

Review of the development policy for Global Agenda goal 3

- Work has commenced in developing a policy around goal 3 of the International Federation's Global Agenda. The policy formulation will take into account existing policies such as development, development cooperation, integrity, youth, gender and fundraising. Input from Strategy 2020 will be taken into account while developing the policy.

Federation workgroup on OD indicators

- The workgroup met in Geneva, Switzerland on 18 to 19 December. The conclusion of the meeting was that the OD department will develop an overall strategy that will link the global, zone, regional and country OD support, with a holistic approach to OD in

National Society development. It is critical that greater emphasis be placed on measuring impact, thus the agreement for a set of OD indicators at the global, zone, regional and country level was also concluded.

- The OD department will review the “Characteristics of well-functioning National Societies,” and develop OD indicators for piloting with National Societies in 2009.

Intensified capacity building support (ICB)

- An expert advisory panel was established for CBF consisting of seven experts representing National Societies and donors with the task of reviewing the ICB plans submitted by National Societies. The Red Cross Society of China, the Red Cross Society of the Former Yugoslav Republic of Macedonia and the Yemen Red Crescent Society were selected for the first round of ICB support in February 2008.
- The experience from the first round demonstrates the high value of investing in the planning process. The Red Cross Society of China linked its ICB plan to its HIV and AIDS programme, and the Yemen Red Crescent Society will continue to focus on its community-based health programmes. The Red Cross Society of the Former Yugoslav Republic of Macedonia has undertaken a variety of efforts to enhance branch development. This included leadership training and service planning workshops aimed at moving ICB forward.
- The second round of ICB was opened from December 2007 to January 2008. Twenty-nine applications were received, and nine applications were short-listed in May by the CBF committee to receive technical and financial support to develop ICB plans.
- Additional information can be found in the [Capacity building fund Annual report 2008](#).

Capacity building strategy for Africa

- This strategy was endorsed by National Societies in Africa through the various networks. Focus will be on strengthening National Societies through leadership and management development and sustainable capacity building targeted at strong branch development and volunteer management systems. The strategy was further reinforced at the 7th Pan African Conference in the Johannesburg Commitments. OD zone coordinators and delegates will facilitate OD and capacity building efforts in implementing the strategy throughout National Societies in Africa.

National Society legal base

- A two-day workshop on legal base was held in the Caribbean for 13 National Societies covering issues such as recognition law, National Society integrity, the Federation’s 2007 constitutional amendments, what is “open membership *de facto*” and the minimum requirements for National Society statutes with focus on governing bodies at central and at management level. The result of this workshop was a higher level of understanding of the importance of a strong legal base for National Societies, and the distinction between governance and management tasks.
- Societies can now view examples of good statutes from other societies, rules of procedures, as well examples of good recognition laws on FedNet. This accessible resource will ensure that reference documents be used as a base in preparing new statutes which are of the highest quality.

Capacity building fund

- The capacity building fund (CBF) continues to support National Societies in reducing their dependency on foreign funding through three forms of support: Intensified capacity

building (ICB), specific OD support (SOS) and urgent OD interventions, as well as through two pilot projects in Africa. For more detailed information, please see the [Capacity building fund Annual report 2008](#).

Constraints or Challenges

- It is difficult to obtain required information from National Societies at times.
- Some of the zones are not yet fully operational (due to staff vacancies) which constrains the OD department's ability to deliver goals and objectives.
- Communications must be improved in order to strengthen coordination mechanisms, and enhance service delivery, and leadership and management development. This will allow improved knowledge sharing globally and in the respective zones.

Volunteering development (Appeal No. MAA00006)

Outcome(s)/Expected result(s)

- The key target group for volunteering development is National Societies. The department aims to provide them with tools and resources to develop an environment that encourages and facilitates the work of volunteers, as well as promotes volunteerism across all sectors of civil society.

Achievements

Technical support and knowledge management

- The global programme supports and complements the work of zone, regional and country-based Federation staff in their efforts to assist National Societies. More than 115 participants from 81 National Societies have been directly involved in workshops/trainings related to volunteering development organized at the zone/regional level with facilitation by the global programme. Specific support has been given to the zone offices in Americas, Asia Pacific, Europe and West Africa. In the Americas zone, the development and launch of a volunteer assessment was supported and launched in 2008.
- The volunteer section of the International Federation website and the FedNet volunteer section have been updated. The website has on average of 15,000 unique page views per month. The printed newsletter published once in 2008 was replaced with e-newsletters, and 340 people subscribed to the e-news in Arabic, English, French or Spanish during the year. The department received 2,375 requests for information on volunteering and volunteering development via the website.

Legal frameworks for volunteer action

- The governing board's working group on volunteering was supported in drafting the volunteer policy review process. The volunteering policy review process presented to the development commission in May 2008 and was approved by the Governing Board. National Societies were invited to contribute with opinions and experiences in the first step of the process.
- The global volunteer accident insurance received high attention by the National Societies, and many confirmed the necessity and importance of such insurance, however, few signed up. Twenty National Societies which did not have such insurance confirmed their commitment by the end of the year to enrol in 2009.

Volunteering in emergencies

- In 2008, a four-year plan for a global initiative has been developed, consolidated and validated with National Societies on how to take forward a development effort on volunteering in emergencies. Since 2005, volunteering in emergencies has been included in the International Federation's volunteering development agenda. From 2005 to 2007, a wider discussion on volunteering in emergencies was carried out with the participation of National Societies from all around the world. These recommendations and initiatives have been used as a starting point for several country and regional initiatives in 2008 to further explore the issue, e.g. a country workshop in India, a regional workshop in the Americas, a workshop in the Caribbean and a regional meeting in South-East Asia.
- The Reference Centre for Psychosocial Support in Denmark has been engaged and involved in the planning and development of resources for support to volunteers. A meeting addressing this support to volunteers was organized in the Middle East and North Africa (MENA) zone by the Psychological Support Programme (PSP) network with 13 National Societies attending.

Global coordination

- Two zones, the Americas and West and Central Africa, have been supported to prepare for the establishment of zone positions on volunteering development. In the Americas zone, this also links to the volunteer assessment. Past years' experiences (2005 to 2008) from the work in the Asia Pacific zone have been captured, reported and used when framing the positions in these zones.

Constraints or Challenges

- From the end of January 2008, the post of senior officer – volunteering development was filled through a staff-on-loan position rather than a core programme-funded post.
- Due to human resource constraints, the recruitment of an additional officer was put on hold which prevented full achievement of the department's planned objectives.

Youth development (Appeal No. MAA00006)

Outcome(s)/Expected result(s)

- The global youth development programme aims at providing National Societies with information, knowledge and tools to enable them to develop youth programmes more consistent with the needs and expectations of young people, to encourage the active participation of youth in the national structures, and to facilitate greater involvement of young people in humanitarian work through the Red Cross and Red Crescent.

Achievements

Peer-to-peer youth programmes

In cooperation with National Societies and secretariat technical departments, specific youth programmes have been promoted globally resulting in an increased number of National Societies implementing them.

- RAID CROSS is a role play designed to increase young people's awareness of the principles of international humanitarian law and humanitarian values. This

programme has been available in English and French on the youth pages on FedNet, and has been accessed more than 1,500 times in 2008. National Societies themselves have translated the game into Arabic, Dutch, German, Italian and Spanish.

- Club 25 is a youthful concept through which young people are encouraged to learn about healthy lifestyles, raise awareness about non-remunerated blood donation, and give blood regularly. It is estimated that young people in more than 40 countries are active in this programme. This programme is promoted in collaboration with the health and community care department.
- Climate change has been identified as a major issue in many countries. Creative engagement of youth in addressing climate risks has been fostered through cooperation between National Red Cross and Red Crescent Societies, the International Federation and the Red Cross/Red Crescent Climate Centre. Youth volunteers in several societies have been working to raise awareness, and to mitigate the effects of climate change in their own communities, especially on the most vulnerable.
- Following the Youth Assembly organized during the 1st UN Road Safety week in 2007, the Global Road Safety Partnership has been working with the youth focal point to coordinate youth involvement in new global and local initiatives. An increasing number of National Society youth sections have been starting programmes to raise awareness on road safety basic principles.
- Principles and values youth skill-based training has been initiated and promoted in cooperation with the principles and values department.

Youth participation in decision making

- The International Federation Youth Commission was supported to further distribute the executive summary of the Global Youth Consultation 2005-2007 among the National Societies, as well as the OD focal points in the zones. It was decided that the full report will not be produced. However, regional analysis has been made available and used as baselines for discussions on the status of youth at regional level, i.e. the 7th Pan African Conference
- This year, the support to youth networks focused on Europe, for the organization and implementation of the European cooperation meeting; on the Caribbean, to further develop the programme funded by the capacity building fund; and on Africa to ensure the youth involvement in the preparation of the 7th Pan African conference, as well as their active participation in the conference. Such youth participation resulted in a resolution on youth being adopted by African National Societies to further develop and involve youth at the national, regional and global level.

Global knowledge sharing

- Only one issue of the “Youth in Action” newsletter has been produced in February, however the monthly youth e-newsletter has been produced regularly and distributed in English, French and Spanish to around 1,000 subscribers. New items have been regularly published on the youth sections website and FedNet.

World Red Cross Red Crescent youth meeting – Youth on the move

- In August, National Societies were requested to pre-register in order to evaluate the support needed, as well as their main humanitarian challenges.
- In November, a steering group meeting was organized to actively involve youth in the planning of “Youth on the move”. Following the decisions made at this meeting, an invitation letter was sent to all National Societies.

Constraints or Challenges

- The availability of funding continues to be a challenge for increasing support offered in this area. Limited access to human resources is yet another factor which challenges delivery of envisaged or expected services.
- Due to a number of additional factors, 2008 has been a challenging year for youth development support by the International Federation. The position of the senior officer for youth development was vacant for three months. The production and update of youth communication tools has decreased due to the growing demands on the human resources allocated to youth communication. These factors, in addition to limited financial means have prevented the full delivery of planned activities.
- Constraints external to the youth development programme, particularly in relation to the 2009 communications campaign to mark the 150th anniversary of the birth of the Movement delayed progress in relation to the world youth meeting, “Youth on the move”.

Working in partnership

At the global level, the organizational development department has developed partnerships in a number of areas:

- The main partner for organizational development is always member National Societies, and through the ICB process the department works closely with these societies to help them further develop and improve the plans for service delivery and development.
- The OD department also works closely with other service departments of the International Federation in order to ensure a holistic approach to the capacity building of programmes in areas such as health and care and disaster management.
- The partnership between the International Federation and UNV has greatly contributed to the revalidation of volunteering, and in fostering an environment that enables and optimizes the full potential of volunteers. “Taking volunteers seriously” has been used by UNV as a resource in the drafting of the report to the United Nations General Assembly in 2008.
- “Youth on the move”, the world Red Cross Red Crescent youth meeting is being organized in collaboration with the Italian Red Cross, and with support from a number of other National Societies including the Finnish and Swiss Red Cross Societies. Through a strong partnership with the Alliance of youth CEOs and UNICEF, a guide for young volunteers to facilitate response to climate change is being developed. The Irish Red Cross Society also strongly supports the youth development programme by providing a staff-on-loan in the area of communications.
- The ICRC continues to be a strong partner in OD and capacity-building efforts, as well as in programming targeted at National Societies. The global pilot project on local capacity building by the Ghana and the Burundi Red Cross Societies is supported by DFID and the capacity building fund, whose current contributors are the governments and National Societies of Britain, Canada, the Netherlands, Sweden and Finland.
- The non-profit management training for National Society leaders in Africa is being developed as a partnership with NEPARC and the University of Johannesburg.

Contributing to longer-term impact

- Focus is on local capacity building through improving the Red Cross Red Crescent structures and service delivery of National Societies, in an effort to achieve the Global Agenda goals, and in contributing toward the Millennium Development goals.
- A strong volunteer management system in a National Society contributes to the effective implementation of programmes and the maximum use of resources, as well as a very engaged and dedicated volunteer force. One global activity is the annual collection of data on volunteer involvement by National Societies. Promoting gender equity and diversity amongst the volunteers are fundamental to the International Federation's volunteering policy, and volunteering development plan.
- In the area of youth development, the International Federation works to promote diversity within all working and steering groups, as well as through its participation in all major youth events. Knowledge sharing is also promoted globally within the Red Cross Red Crescent youth networks. Efforts on youth development focused on the implementation of the long-term commitments (2007 to 2011) made in the Movement statutory meetings, where youth are recognized as key agents for social and economic development, and youth volunteering as a way for young people to become aware of the benefits of civic engagement.
- Legal base knowledge sharing and consultation will be further developed through the extensive use of FedNet. The monitoring of the use of the information on the FedNet will allow for evaluation and assessment of its impact, and it also ensures the quality of the documents used by National Societies for inspiration and comparisons.

Looking ahead

The department's main focus over the coming year will be:

- In order to better measure the impact of organizational development processes on targeted National Societies, the development and testing of appropriate indicators is an objective for 2009.
- ICB will continue to be a key modality of the departments approach to OD and capacity building over the coming years. In total, one third of all member societies will have enhanced service delivery through improved plans as a result of this initiative.
- A global OD partnership for National Society development is still being developed and will harmonize capacity building and organizational development for maximum impact.
- Leadership development will continue to be a priority, and two courses in two languages are planned for 2009. The development of training for modern style management by leaders of National Societies in Africa will soon result in a new approach to National Society development in Africa.
- "Youth on the move" (world youth meeting) will bring together hundreds of young people, the present and future of the Red Cross and Red Crescent. Through focused training, the meeting will better prepare them to face the humanitarian challenges of today and tomorrow. The impact of this meeting will be seen for years, if not decades to come.
- The collection of good practices to share amongst National Societies will be a priority in the coming year, particularly in the area of legal base, leadership and management, financial sustainability and partnerships.

How we work

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".

Global Agenda goals:

- 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.

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