

# PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies  
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

## ORGANIZATIONAL DEVELOPMENT

18 August 2006

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 185 countries. For more information: [www.ifrc.org](http://www.ifrc.org)

### In Brief

Appeal No. AA00006;  
Programme Update no. 1;  
Period covered: 1 January to 30 June 2006;  
Appeal target for 2006-2007: CHF 5,090,994 (USD 4.1 million or EUR 3.2 million);  
Appeal coverage: 19%;  
Outstanding needs: CHF 4,181,022 (USD 3.4 million or EUR 2.7 million).

*(Click here to go directly to the interim finance report)*

#### Programme summary:

The programmes covered through this appeal are aligned with the International Federation's 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". During the reporting period, activities focused on strengthening the Federation's organizational development and capacity building tools. The national society leadership development course took place at the end of May/early June with the participation of 18 national society leaders. The self-assessment process of national societies continues to be encouraged and supported.

*For further information specifically related to this operation please contact:*

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All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning other Federation programmes or operations in specific countries, please access the Federation's website at <http://www.ifrc.org>

### Operational developments

Strengthening the institutional capacity of the national societies is one of the core functions of the Federation. The global programme on organizational development (OD) complements the actions of the Federation's delegations at regional and country levels in support of national societies.

During this reporting period a three-member “OD transition team” was created in April 2006 to help the Secretariat strengthening the Federation’s organizational development and capacity building work. Tangible results are expected by the end of August. Also during this reporting period, an acting head of the department was appointed on 1 May 2006 after the previous department head completed his contract.

While the programme is meeting the intended overall time frame, it was noted that there are several activities to be intensified during the second half of the year upon reflection on the outcome of the transition team’s work.

**Overall objective: 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.**

### **Effective delivery of OD support and measurement for results**

**Objective: An integrated, cohesive and measurable approach to national society development is developed and implemented through appropriate and sustainable systems of support.**

**Expected result 1: A more effective global system for OD support leads to increased cooperation among the components of the International Red Cross and Red Crescent Movement and improves the impact of their support for national society development thereby enhancing the collective contribution to improving the lives of vulnerable people.**

#### **Progress/achievements**

- During the first six months an updated capacity building framework called *Framework for national society Development 2006-2009* was drafted based on the common approach to national society development adopted in 2005. This new framework is based on the capacity building framework of 2003 and, includes all new and updated tools and guidelines covering a wide range of areas. The draft is available through FedNet for comments and feedback. Based on the feedback of national societies and outcome of the assessment being undertaken by the OD transition team, a final version of the framework will be made available.
- The Secretariat continued encouraging and supporting “centres of excellence” in leading national societies to provide support in various sectors. The legal centre of the Danish Red Cross was established and staffed in early 2006. The legal approach to national society development is being developed together with the organizational development department and governance support unit of the Secretariat. A plan of action for 2006-2009 is under finalization. The reference centre on volunteering continued playing an important role in promoting volunteering. More information is provided in the section on youth, volunteer and community development further below.
- As part of the work to develop systems to measure the effect of organizational development support, in May the OD department reviewed the value of the organizational development support provided to national societies during 2004-2006 based on the responses to the national society self assessment questionnaire. The outcome was shared with the members of the Development Commission in May for reflection and guidance.

**Expected result 2: Effective providers of OD support are working successfully in the field through a comprehensive and sustainable system of continental OD coordinators, regional OD managers, specialized delegates, local and international consultants, corporate coaches, peer support, and other systems.**

#### **Progress/achievements**

- Organizational development training is planned for October 2006 in Budapest for national society OD practitioners and new delegates. The preparation is underway in collaboration with the Federation’s regional delegation in Budapest. The focus of the training will be on local capacity building to scale up the implementation of the third goal of the Federation’s Global Agenda.

**Expected result 3: Through continental OD coordinators and regional OD managers in the regions with technical reporting to the OD department, national societies are provided with more effective, efficient and relevant results oriented OD support for their development.**

#### **Progress/achievements**

- The discussion on the creation and funding of continental/regional OD coordinators/advisers continued during the first six months of 2006. The work will be streamlined with the Federation Secretariat's regionalization process.
- In the meantime, several important regional OD positions remained vacant, mainly due to a lack of suitable candidates. The situation needs further analysis and urgent follow-up.

#### **Leadership development**

**Objective: Staff and volunteers in leadership positions in national societies are knowledgeable in Movement matters, possess the governance and management skills required to run their respective organizations effectively and in conformity with the Fundamental Principles, and have a sense of belonging to a Movement that is wider than the organizational unit to which they belong.**

**Expected result 1: Leadership is demonstrated by a compelling vision of integrity and achievement, compliance with the legal base, establishing clear goals and objectives, fulfilling the responsibilities of governance, representing the profile of the country, completing self-assessments of board and management, and achieving measured progress in statutes, plans, audits, revenues, volunteering and other characteristics of a well functioning national society.**

#### **Progress/achievements**

- The national society leadership development course was organized on 28 May - 2 June 2006 in Geneva in collaboration with the International Committee of the Red Cross (ICRC). The purpose of this particular course is to deepen the understanding of the international roles, responsibilities and obligations of senior national society leaders. Participants from 18 national societies took active part in the course. The senior managers from the ICRC and Federation led and facilitated the sessions. This course complements other initiatives as part of the leadership development programme, implemented at regional and country levels.
- Preparations have begun for the second national society leadership development course scheduled to take place 5-10 November 2006. Delegations of the Federation and ICRC have been asked to assist with selection of candidates.
- During the second half of the year efforts will be made to prepare for conducting the course in Spanish and/or French in 2007.

#### **Constraints:**

- Due to the shortage of funding to recruit a senior officer to be responsible for the leadership development programme within the organizational development department, a short-term staff and consultant were hired. Stability is required for this important project valued by the national societies. Discussion on the recruitment of dedicated staff is underway. Further funding support is required.

**Expected result 2: (at the end of year three): More national societies will have a functional human resources department capable of handling the organization's HR needs (administration, contract management, resourcing, remuneration and benefits, training and development) in a professional manner, supporting the use of regional delegates, having the basis from which to upscale in a rapid and effective manner in the event of emergencies, and contributing to the development and implementation of Federation-wide HR initiatives.**

#### **Progress/achievements**

- The planned activities including research on "What makes a successful HR department in a volunteer organization?" will be implemented during the second half of the year provided that both the human and financial resources are made available.

- Consultancy support was given to Sri Lanka Red Cross in downsizing staff involved in tsunami recovery. More information is available in the following section on Progress in OD during disasters.

## **Progress in organizational development during disasters**

**Objective: National societies have increased capacity to respond effectively and timely to disasters.**

**Expected result 1: Host national societies and partner national societies will be better able to strengthen the host national society in a disaster response situation while at the same time meeting the needs of vulnerable people.**

### **Progress/achievements**

- In 2005, the Federation commissioned an OD review of the strategies and planning of the tsunami recovery work in Indonesia which resulted in a strategic model for disaster response and recovery. During the first half of 2006 there have been discussions in Geneva and in the field whether the model can be used in the ongoing tsunami operations in Indonesia and Sri Lanka as well as whether it is timely to develop alternative strategies.
- The OD department, in close coordination with the office of the Special Representative of the Secretary General, provided assistance to the Sri Lanka Red Cross in scaling down its staff involved in the tsunami recovery operation. Within the frame of this work, a consultant was hired to undertake several missions in 2006 with the first one in early July. The task of the consultant is to advise the national society in reducing costs and staff and making sure that the changes, including short-term measures, are implemented with a long-term view. It is also hoped that the learning will be used for similar situations elsewhere in the future.

**Expected result 2: National societies' volunteer contribution during emergencies is effectively and efficiently managed.**

### **Progress/achievements**

- The work on establishing a volunteer insurance package and guidance on compensation and benefits is well underway.

**Expected result 3: The Federation's capacity to mainstream a gender perspective into disaster management and thus to provide high quality services to the most vulnerable is strengthened and RC/RC programmes benefit men and women equally, according to their different needs and with the input and equal participation of men and women.**

### **Progress/achievements**

- In line with the guidelines of the Federation Secretariat's Tsunami Steering Committee in June to give priorities to programmes of sheltering, with associated livelihood activities, health, including water and sanitation, disaster management and OD support to the host societies, the planned gender training courses will not be conducted by the organizational development department. Instead, the delegations assisting the tsunami-affected national societies will be requested to include the training and other capacity building in gender mainstreaming activities within their revised programmes.
- The plan to create a scholarship scheme to increase skills of national society staff on gender analysis in disaster management and risk reduction will be followed up during the second half of the year provided that the project generates financial support.

### **Impact:**

- Increased awareness on the importance of scaling up the large-scale disaster response without harming the long-term institutional capacity of host national societies.
- Increased awareness on the need to involve organizational development advisors and practitioners in designing the overall strategies and plans for disaster response and recovery.

## Youth, volunteer and community development

**Objective: Youth and volunteers contribute more and more effectively to national societies' work to help vulnerable people:**

- **Youth in national societies is skilled and trained to identify, implement and manage programmes, in order to deliver services responsive to local vulnerabilities and to support effective structures in order to ensure youth involvement in the governance and management.**
- **A scaled-up volunteer global programme provides effective and quality support to national societies to improve their own volunteers' management capacity and therefore to deliver expanded services to assist vulnerable groups.**

Youth and volunteers will be more functionally integrated and work will focus on delivering services to support vulnerable people. Depending on resources available, substantially increased support for development of youth and volunteering will be provided in response to decisions at the General Assembly 2005.

**Expected result 1: Youth in National Societies have an increased involvement, leading to better structures and services in line with the overall organizational development (improving services; youth volunteers' management and involvement in decision-making processes; partnership and resource mobilization).**

### Progress/achievements

- The organizational development department continued ensuring dialogue among national societies to facilitate peer support and benefit from successful experiences. Five national societies are formalizing youth participation in decision-making bodies and many more national societies recognize the value to involve youth in decision-making processes.
- The European Youth network, through its elected coordinating committee, was actively involved in planning of the European Conference. It was suggested to prioritize the topics of human trafficking and reducing discrimination.
- The OD department provided support to the coordinating committee of the Youth network in Middle East and North Africa, established in 2005, in preparation and running of the fifth MENA conference, especially the working group session on youth and volunteers. The contribution of MENA youth was adequately reflected in the final declaration of the conference. Training and other parallel youth events were organized during the conference.
- National societies interested in moving the youth agenda nationally and regionally have been put in contact with the Youth Commission. A work plan of the commission for 2006-07 was developed during its first meeting in May.
- The international award "Youth protecting human dignity" was followed up. The winners and runners up were provided with ready-to-use laptop computers (the first ones) to develop the work of their youth sections and with free entry on "Library of Life" web site to increase the visibility and to share the personal experience of Red Cross/Red Crescent volunteers.
- The Club 25/Pledge 25 programme was further promoted internationally, as an exciting option with tangible benefits for safer blood supplies and improved health care. After June 14, the World Blood Donor Day, several national societies reported their initiatives on promotion of voluntary blood donation.
- Technical support was provided to international training events, both on youth development and communications. Representatives from some 20 national societies from Europe and MENA attended the training.
- Progress is made in the implementation of the signed agreement between the Belgian and French Red Cross societies, the Federation, ICRC and WOSM, to scale up on the dissemination of international humanitarian law among young people through a role play called "Raid Cross". This tool is proven to be a good entry point to facilitate further cooperation between RC/RC youth and scouts at national level.
- The opportunity of the 10<sup>th</sup> anniversary of the "Alliance of youth CEOs" was taken to reflect on the achievement and lessons learned.

**Expected result 2: Youth managers and leaders are aware, well informed, inspired and productive through a global youth knowledge management and communication programme aimed at sharing Red Cross and Red Crescent youth good practices and experience.**

#### **Progress/achievements**

- The development of the public web site – [www.ifrc.org/youth](http://www.ifrc.org/youth) – and FedNet section on youth continues. Following a consultation with the users, the home page has been revamped to improve navigation. Work is in progress to change the design and increase the content of the FedNet youth section; a youth category has been created in the photo library.
- Regular information to youth in all national societies has been provided through two editions of the quarterly *Youth in Action* newsletter, distributed to all youth sections in Arabic, English, French, Russian and Spanish (downloadable version available on web site). The monthly e-newsletter has been distributed to mailing lists in English, French and Spanish – thanks to national societies’ “virtual volunteers” – serving to rapidly increase the number of subscribers.
- Two programmes – Raid Cross, role-play on rules of war, and Club 25, a programme to involve youth in voluntary blood donation, – have received special attention in this period. Both have been disseminated through the public website, newsletter and e-newsletter. Raid Cross is also available to download from FedNet (with some 100 downloads registered so far). Club 25 web pages have been created with special emphasis on World Blood Donor Day and the creation of a virtual International Club 25 to share national experience.
- Requests for assistance by youth from national societies are continually followed up. The youth also share a lot of information, which is published online or in the newsletters. The communication tools have also provided new youth contacts, as RC/RC youth become aware of youth support available from the Secretariat.

#### **Impact:**

- National societies undertook the process to involve the youth to develop a national youth policy.
- Growing acknowledgement that building national societies’ capacity in volunteer management is necessary to face the retaining challenge.
- Interested national societies have been involved to explore sustainable proposals to develop and strengthen regional networks, also involving the Secretariat’s delegations.
- Successful youth programmes are shared to inspire similar development in other national societies and to attract further support.
- The monthly average of visits to [www.ifrc.org/youth](http://www.ifrc.org/youth) increased by about 1,000 visitors compared to 2005.

#### **Constraints:**

Despite the explicit and growing interest to develop the youth in the Red Cross and Red Crescent and to benefit from Secretariat services provided so far, it has not been easy to gather the necessary resources in this first half of the year. Some national societies expressed their willingness to support this programme, but no substantial contributions have been made.

### **Volunteering**

**Expected result 1: National societies are increasing their volunteer management capacity to deliver services with support from a network of accredited international practitioners working in national societies.**

**Expected result 2: Global Information System on volunteers accessible to all national societies, volunteers, staff and other partners is developed, including existing projects such as Reference Centre on Volunteering and other regional initiatives to build and share results, tools, case studies and profiles.**

#### **Progress/achievements**

- As part of the global programme on Volunteer PLUS, the Secretariat provided inputs to several important 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 PADRU; discussion on the role of volunteers for Red Cross and Red Crescent work on migration held in Spain in March; and a meeting of the West Africa 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 department assists the Governing Board's ad-hoc working group on volunteering. A first meeting of the group took place in May. The group has decided to prioritize, among other issues, the global accident insurance package of volunteers and the revision of a global website for volunteers.
- Analysis on accident insurance coverage for volunteers has been conducted reaffirming the need to identify a realistic solution. Insurance companies have been contacted. Recommendations, based on market analysis, will be presented in the coming months for implementation by the Secretariat and national societies.
- The organizational development department continued the collaboration with the Reference Centre on Volunteering. A meeting of the Reference Centre took place in Madrid in February involving wide range of experts in volunteering, youth, information technology and humanitarian affairs to discuss the role of information technology. This was to be followed up and discussed at the next meeting of the Centre to take place in July in Geneva. The Swedish Red Cross is making staff available to work on a part-time basis for the organizational development department in Geneva to focus on these issues.

## Community development and social mobilization

**Expected result 1: A clear strategic Federation approach will be developed, highlighting how the Federation is working with communities with the goal to enable the networks of branches and communities to plan, manage, monitor and evaluate effective and integrated community programmes in relevant core areas. The project will be managed on an inter-departmental level with one full time officer or staff on loan and with staff from the four programme departments seconded as needed for support.**

**Expected result 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 and build on 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.**

- A discussion paper on "A common approach to community development" was developed by a consultant to generate discussions within the Federation. The document was included in the draft national society development framework for 2006-2009.
- A harmonized community development toolbox was finalized in February as a draft for discussion and feedback. It was disseminated to national societies through the Federation's delegations. The regional delegation in Lima is translating the tool into Spanish to use for its community-based disaster preparedness and risk reduction programmes. The toolbox was presented to the Joint Session of the Development, Youth, Health and Disaster Relief Commissions in May and generated positive feedback.
- A mapping and consultation process will be developed during the second half of the year to understand better the approaches undertaken by the national societies in various regions to implement the Global Agenda Goal 3 on community development and local capacity building. The outcome of the process will be presented to the Development Commission in 2007 for policy guidance.

**Constraints:**

The plan to recruit a full-time officer or staff-on-loan to work with staff from the four technical departments (seconded as needed for support) in the Secretariat's Policy and Communications division did not materialize and this has affected the implementation of planned key activities during the first six months.

**Finance management and resource mobilization development**

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

**Financial management development**

**Expected result 1: More national societies build up and develop their financial management capacities in order to achieve the financial management components of the characteristics of a well-functioning national society and specifically to assure trustworthiness, transparency and independence and to produce independent external audits.**

**Expected result 2: More national societies adopt financial management international standards practice to raise their accountability profile.**

**Expected result 3: More national societies produce and share external financial management audits commissioned on a yearly basis.**

**Progress/achievements**

*A Common Approach to National Society Finance Development* was drafted in January and included in the draft national society development framework 2006-2009. This "common approach" paper is intended to guide delegates, consultants and peer supporters working with national societies and national society personnel themselves to foster an effective approach to finance management development. This is a draft for analysis and testing. Comments and discussion about the contents of this document will be encouraged in the coming months. The draft and a broad selection of other documents including guidelines and tools are available from the organizational development section of FedNet.

**Resource mobilization**

**Expected result 1: More national societies have increased skills, knowledge and capacity in the area of resource mobilization including both fundraising and income generating activities.**

**Expected result 2: More national societies generate more funds overall and have increasing sustainability through diversified domestic resource mobilization to scale up to achieve the global agenda to assist vulnerable people.**

**Progress/achievements**

- In March 2006 an invitation for the fifth International Federation of Red Cross and Red Crescent Societies Fundraising Skillshare workshop was sent out to all national societies. The Skillshare is about building professional relationships, opening up new lines of internal communication, creating bilateral support systems and ongoing exchange of learning beyond the meetings. The event for 2006 will take place on 5-8 September 2006 in London, organized by the British Red Cross with support from the Norwegian Red Cross. The main focus will be on:
  1. Community and branch-level fundraising;
  2. Income generating projects (earned income and trading); and,
  3. National society annual fundraising planning.

- The selection of the candidates for the event is completed and the preparatory work is well underway in coordination with the British Red Cross. The event is integrated with the British Red Cross's own fundraising conference.
- The reports of the participants of Skillshare in 2005 on achieving their targets are due by 31 August 2006. It is expected that over 60 participants from Africa, Europe, North America, Asia, Central and South America and the Pacific regions will share their progress. This will allow analysis on how the international fundraising event has enabled the participants to raise more funds for their national societies and also how the standards for national society fundraising are being met.

## Self-assessment of national societies

**Overall Goal: To contribute to building a Federation that is made up of well-functioning national societies with capacity to improve the lives of the most vulnerable, as called for in *Strategy 2010*.**

The Secretariat was directed by the Federation's Governing Board to introduce the self-assessment system to all of the Federation's members. The objectives of the self-assessment are to:

- Support the Federation's Governance in policy making by providing the means to review the members' performance against the *Characteristics of a Well-Functioning National Society*.
- Assist individual national societies to identify their strengths and weaknesses towards achieving the *Characteristics of a Well-Functioning National Society*.
- Contribute to organizational learning by highlighting and sharing best practices from National Societies.

In total, 186 national societies were invited to participate in the self-assessment process since the beginning of the programme in 2000 with a response rate of above 90 per cent. This proved the utility, value and acceptance of the process. The completion of the first cycle set the baseline for beginning the time-trend analysis in the next cycle. This will enable the Federation to monitor the changes within the network. Most of the national societies demonstrated the usefulness and relevance of the self-assessment process, which phased over a three-year period, has been incrementally strengthened and its application deepened.

The second round of the self-assessment process started in September 2004 and 50 national societies have been invited to participate. As of end of June 2006, about 50 per cent of the national societies have answered and returned their completed questionnaires. The 73 national societies that participated in the previous self-assessment round have been invited to participate in 2006; the questionnaires were sent to those national societies in January.

The Secretariat's monitoring and evaluation department has provided findings from the self-assessments to all national societies that participated in the 2005 and 2006 rounds. The preliminary findings, prepared individually for each national society, are based on the self-assessment questionnaire responses and additional documentation sent in by the society, and contain indicators on the nature and adequacy of national society functioning in various areas. The purpose of the individual findings is to acknowledge the information received from the national societies, ask for clarifications if needed and recommend action following the Federation's official policies.

Based on the findings and the additional comments, the national society should in consultation with the Federation's regional delegation or regional department prepare a plan of action with clear benchmarks, target time frames and focal points. Crucial to the success of follow-up to the self-assessment process is the national society's ownership of the process and the resulting plan of action. Based on the findings and after revision and approval of the action points by each national society, the regional department in the Federation's Secretariat in Geneva and the corresponding delegation, a plan of action for the follow-up of the self-assessment should be developed. The findings and plans of action will assist individual societies in identifying their strengths/weaknesses, demonstrating their commitment for change and prioritizing actions in line with *Strategy 2010*.

The Governing Board has monitored progress in the area of capacity building through reports on the national society self-assessments, which identify certain trends, progress and weaknesses in meeting the characteristics of a well-functioning national society. Based on the results of the self-assessments, the Governing Board has reminded

national societies of the need to submit annual financial reports and other information on programmes and activities to the Secretariat. This reinforces transparency and accountability within the Federation, and more importantly, provides valuable information that allows governance and the Secretariat to analyze trends within the Federation. The Governing Board also encouraged the concept of peer reviews of self-assessment results as a mechanism to encourage the exchange of knowledge and capacity between national societies.

*[Interim financial report below;](#)*  
*[Click here to return to the title page and contact information](#)*