

Programme Update

 International Federation
of Red Cross and Red Crescent Societies

Organizational Development (OD)

Appeal No. MAA00006

08/08/2008

This report covers the period 01/01/08 to 30/06/08.



The pilot project on “Mobilizing local capacity in Burundi” is already showing concrete results. Hundreds of new units have been created at the local community level in the past months alone. They are providing basic social services within communities, mobilizing resources, and contributing to the peace process. / **International Federation**

In brief

Programme purpose:

- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- 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 enhance National Society leadership development, human resource management, volunteering and local capacity building. In 2008 to 2009, the organizational development department will continue to increase the number of National Societies involved in Intensified Capacity Building (ICB).
- 2008 is the first year in the implementation of a four-year global plan of action on

volunteering development, which will provide National Societies with tools and resources to enhance their success in recruiting, motivating and retaining volunteers from all sectors of society.

- More than half of the volunteer base of the International Federation is comprised of young people. The youth development focus of the OD department continues to support the increase and promotion of quality youth programmes in National Societies.
- The secretariat of the International Federation is working on strengthening the legal base of National Societies. This will be achieved by aiding societies in revising their statutes and facilitating knowledge and information sharing.
- Programmes in enhancing national development leadership will also continue to be organized for regional skills sharing, and arriving at concrete outcomes for implementation at the zone and country level.

Financial situation: The total 2008 budget is CHF 3,028,907 (USD 2,884,673 or EUR 1,861,652), of which 45 per cent has been covered. Expenditure overall was 16 per cent.

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

No. of people we help: The target group is member National Societies. Capacity building tools and support are targeted at National Society leadership, volunteers and staff. The most important target group are the beneficiaries served. Thus, focus of OD and capacity building is in ensuring sustainable outcomes in an effort to enhance 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 Red Cross Society, International Award Association, 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, the World Organization of the Scout Movement, and the World Young Women's Christian Association (YWCA).

Capacity Building Fund: The current support provided by the Capacity Building Fund to National Societies is possible thanks to the contributions from the Governments and National Societies of Britain, Sweden, Finland and Canada. Other partners who provide an expert in CBF's expert advisory panel are the National Societies of Jamaica, Kazakhstan, Nepal, Norway and Ghana.

Context

This update illustrates progress made by the OD department during the period of January to June 2008. In addition, it reflects the planned activities being conducted in collaboration with zone and country level offices over the next six months. The priority of the OD department is to strengthen National Society development in order to scale up all programmes and services to effectively meet the needs of vulnerable populations. The new operating model, in particular the ICB support to member societies enables the International Federation secretariat to adopt such a strategic approach. In addition to harmonising Federation-wide approaches to OD and capacity building for maximum impact, consultations are also underway to establish a global OD alliance for National Society development. A strong emphasis continues to be placed on

promoting the enhancement of volunteering and volunteer management, platforms for sharing best practices and attracting and retaining volunteers, and fostering avenues for strong involvement.

Progress towards outcomes

Organizational development

Outcome(s)/Expected result(s):

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

Achievements:

Intensified Capacity Building Support (ICB): This initiative is described in detail separately. See Capacity Building Fund Programme update 2008.

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.

- An expert advisory panel was established for CBF consisting of seven experts representing National Societies and donors. Its first meeting took place in February to review the intensified capacity building plans received from eight National Societies.
- The second round of ICB was launched in December 2007 to January 2008. Twenty-nine applications were received at the end of March, and nine applications were short-listed in May by the CBF committee to receive financial and technical support to develop intensified capacity building plans.
- 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 programmes, and the Yemen Red Crescent Society will focus on its community-based health programmes.
- An information brochure to improve the awareness of the ICB aims and process was produced in April, and distributed to all International Federation offices.

Leadership training:

- A non-profit management training for African National Society leaders was initiated, and the training concept was developed as a base for consultation. A meeting with representatives from African National Societies leaders, NEPARC and the University of Johannesburg, South Africa was organized on 22 to 23 April in Geneva to discuss the concept, training content and working modalities. The training is to be rolled out in 2009 in Africa. If results in Africa are satisfactory, this training might also be utilized in other continents in the coming years.

Global OD pilot projects on local capacity building:

- Under the umbrella title "Mobilizing the local capacity of Africa", the secretariat OD department is running two global OD pilot projects with the Burundi and the Ghana Red Cross Societies. The projects' OD strategy focuses on the development of grassroots units through a systematic approach. At the same time, the projects will document valuable lessons from their ICB approach and OD support work.
- In April, as part of the project, a study tour "National Society systems for coordination and support to local branches" was organized in collaboration with the Norwegian and Swedish Red Cross societies. The senior management of Burundi and Ghana Red Cross societies were provided with opportunities to see two different systems at work in Norway and Sweden. In addition, a seminar was organized at the end of the trip to discuss the learning gained.

Global tools for OD and capacity building:

- A National Society capacity checklist was developed for the International Federation and bilateral delegates. This tool aims to assist in ensuring that programme designs support capacity-building objectives of National Societies. The working group, established in 2007, will develop OD indicators and revise the *Characteristics of Well Functioning National Societies (CWFNS)*. It will complete its work in 2008.

These three initiatives are funded by DFID.

Major OD knowledge-sharing events:

- The Red Cross Red Crescent OD forum is scheduled for November 2008. This will be an opportunity for skills sharing, and to encourage greater collaboration among OD practitioners. New tools and approaches in OD and capacity building, best practices, as well as experiences from National Societies on ICB will be presented.

Legal base development:

- FedNet section has been built for the global information sharing and experience exchange, to be available to all National Societies in the second half of 2008.
- Permission was obtained from 13 National Societies to use their statutes and rules of procedure in various languages for the data base which can be accessed via FedNet.
- A legal base workshop will be held to address legal base areas in the Americas zone at the end of 2008.

Constraints or Challenges:

- It is difficult to obtain needed information from National Societies at times.
- Some of the zones are not yet fully operational (due to staff vacancies) to implement OD goals and objectives.

Volunteering development

Outcome(s)/Expected result(s):

- National Societies are supported to provide a favourable internal and external environment that encourages and facilitates the work of volunteers, and promotes volunteerism across all sectors of society.

The focus of the programme is in five areas:

1. Technical support and knowledge management
2. Legal frameworks for volunteer action
3. Volunteering in emergencies
4. Celebration and recognition of the achievements of volunteers
5. Global coordination

Achievements:

- The volunteer section of the International Federation website www.ifrc.org/volunteers and the FedNet volunteer section <https://fednet.ifrc.org/sw122690.asp> have been updated. A bi-monthly volunteer e-newsletter has been launched. Two hundred people signed up for the first issue. In the last six months 950 requests for information have been received via the web site.
- The volunteering policy revision process developed by the Governing Board's working group on volunteering was approved by the board in May 2008.
- A National Society consultation meeting was organized in Kuala Lumpur, Malaysia as a follow up from last year's discussions and review on volunteering in emergencies. A draft four-year plan for a global initiative was further developed and validated.
- The experiences of the last three years (2005 to 2008) on the volunteering development in Asia Pacific have been captured in a recently released report.

Constraints or Challenges:

- Knowledge management is a key challenge, i.e. to capture and make available new key resources and share experiences in different languages. This is partly related to the resource situation at the International Federation secretariat in Geneva and in the zones.
- The senior officer-volunteering development position was filled through a staff on loan at the end of January 2008. Unforeseen circumstances in this recruitment have led to delays in the planning and implementation of the programme.

Youth development

Outcome(s)/Expected result(s):

The global youth development programme aims to have National Societies and regional youth networks with improved quality and increased quantity of youth programmes and supporting structures. These efforts would result in more young people being involved in achieving the Global Agenda goals through their work with vulnerable target groups in their local communities. The programme strives to provide National Societies with support that is more consistent with needs and expectations of young people, and thus enhance the development of the National Society.

Achievements:

- The youth team participated in the revision process of the International Federation's global programme, Raid Cross. The global platform for the exchange of best practices on Club 25, a youth initiative, was also held.
- Revision of the youth policy and strategy of the International Federation has been initiated.
- Main findings of the global youth consultation 2005–2007 were distributed to zone OD coordinators.
- Support continues to be provided for the development and work of youth networks, such as the European youth network at the 18th European cooperation meeting.

- Youth representation was present in the production of a gender sensitive document on adaptation to climate change for youth leaders. Work has also been initiated in partnership with the principles and values department to develop principles and values skills-based training.
- Facilitation of the training of trainers for promoting diversity and non-discrimination was ensured.
- “Youth in Action” newsletter was published and distributed in five languages.
- The youth monthly e-newsletter was distributed in English, French and Spanish to over 1000 subscribers.

Constraints or Challenges:

- The most significant constraint has been that the position of youth officer was not filled for three months.
- Challenges in terms of human resources make fulfilling long-term planning difficult.
- Delays in the development of the overall 2009 anniversary campaign materials made planning for the world Red Cross Red Crescent youth meeting a challenge.
- Lack of income to the youth budget due to lack of long-term fundraising strategies.

Capacity Building Fund (Appeal No. MAA00011)

Outcome(s)/Expected result(s):

- The International Federation of Red Cross and Red Crescent Societies works towards strengthening the capacity of National Societies through CBF, as part of the organization’s efforts to scale up core programmes and strive towards achieving the Global Agenda goals.
- In 2008 to 2009, CHF 4.9 million is budgeted to provide ICB support to 20 National Societies, with another 20 receiving support on their planning. In addition, CHF 4.58 million will finance individual OD project proposals addressing specific development areas, including urgent OD interventions.

Achievements:

During the reporting period, the following support was provided through the Capacity Building Fund:

- Intensified Capacity Building (ICB) – Seventeen National Societies received financial (up to CHF 50,000) and technical support for their ICB plan preparation in the first and second round of this modality. Among the 17, three were already selected for a three year financial (CHF 300,000) and technical support for the implementation of their plans. In the coming months, seven more National Societies will be finally selected for the three year implementation, followed by the launch of a third round of support.
- Capacity building support – Nine other National Societies who are not receiving ICB support received financial and technical support for specific development initiatives, for a total amount of CHF 550,856.
- Urgent OD intervention – One zone office received a financial contribution of CHF 26,625 to tackle an urgent OD situation faced by a National Society.

For more detailed information, please see the Capacity Building Fund Programme Update 2008.

Constraints or Challenges:

- The fund currently relies on balances spared during the CBF upgrade transition period of 2006 and 2007. The planned contributions for next year with the current partners will only cover 25 per cent of the 2009 budgeted support. Additional contributions from new partners are direly needed.

Working in partnership

At the global level, the International Federation OD work has developed partnerships in a number of areas:

- The non-profit management training for National Society leaders in Africa is being developed as a partnership with NEPARC and the University of Johannesburg.
- 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, Sweden, Finland and Canada.
- The partnership between the International Federation and the United Nations Volunteers (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.
- ICRC continues to be a strong partner in OD and capacity-building efforts, as well as programming targeted at National Societies.

Contributing to longer-term impact

- The ICB provides a holistic and progressive process in capacity building in scaling up the resources of National Societies.
- The initiative on measurement of OD results (i.e. work on indicators) and a number of knowledge-sharing events, such as leadership training for National Society leaders, the global OD forum, capacity-building best practices and model sharing, are expected to contribute 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, as well as the Millennium Development goals.
- A strong volunteer management system in a National Society contributes to the effective implementation of programmes and 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 is a fundamental part of the International Federation's volunteering policy, as well as naturally integrated in the activities of the 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.
- Legal base knowledge sharing and consultation will be further developed through the extensive use of FedNet.

Looking ahead

The main focus of the coming six months will be on the following:

- ICB is one of the key elements of the secretariat's new operating model. Over the coming three years there will be rounds of allocations made every six months. Thirty societies will be provided with technical support and planning guidance through the ICB within three years. In total, one third of all member societies would have enhanced their plans through this initiative.
- Consultations are underway to establish a global OD alliance for National Society development. This will bring together all efforts of capacity building and organizational development for maximum impact and resource mobilization.
- Leadership development is a priority. The next course for National Society leaders focusing on their international roles and responsibilities will be conducted in Spanish in October. This course is organized in partnership with the ICRC.
- Training on modern Red Cross and Red Crescent management for leaders of National Societies in Africa is currently being developed, and the International Federation aims to launch this programme at the end of the year. NEPARC will function as the focal point for the International Federation in this initiative.
- The global initiative on volunteering in emergencies will be launched and requires a staff on loan position to be recruited and funded. A global youth consultation report will be finalized, translated and disseminated within the International Federation.
- The revised youth policy and strategy will be proposed for adoption.
- Work towards a successful world Red Cross Red Crescent youth meeting in Solferino 2009 will be intensified.
- In the coming six months the legal base FedNet pages will be available to National Societies making it possible to share knowledge about best practices on legal issues. The basic global framework for peer-to-peer support will be coordinated with the zones.

How we work	
<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.
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