

Plan 2009-2010



International Federation
of Red Cross and Red Crescent Societies

Organizational Development Support

Executive summary

The aim of the International Federation Organizational Development support (OD) is to build strong member National Societies able to serve vulnerable people in even greater numbers. This plan focuses on OD programmes at the global level. Work with zone, region and country levels are reflected in their respective plans and budgets. The total 2009-2010 budget is CHF 6,335,099 (USD 5,790,767 or EUR 4,035,095). [Click here to go directly to the summary budget of the plan.](#)

Context

“Building the capacity of our member National Societies is the first priority for both the Governing Board and for myself.”

Juan M. Suárez del Toro R., President of the International Federation of Red Cross and Red Crescent Societies

The long-term aim of Organizational Development and Capacity Building (CB) within National Red Cross and Red Crescent Societies is to create strong and sustainable organizations able to mobilize and maintain networks of volunteers providing effective services to the vulnerable nationwide.

The various components of the Red Cross Red Crescent Movement are responsible for their own OD and capacity building. The International Federation, however, has a special responsibility to **encourage and support** this work within its member societies. In addition to reinforce strong technical support to National Societies through the zones, the International Federation has the additional task to **guide, coordinate and enable** much needed support.

Within the International Federation, capacity building support to member National Societies is delivered by several different departments and types of delegates. The OD department of the Geneva office has a special responsibility to provide **guidance** to all CB work.

A commitment to OD at the global level is strategic as well as facilitates strong links at the zone and country levels in order to effectively serve National Societies. The OD support within the International Federation is mainly given by delegates in the field. Country and regional OD delegates are technically coordinated by zone OD coordinators in seven zones, and they in their turn are technically coordinated by the OD department in Geneva.

Overview of OD department tasks

This section provides an overview of all the work and focus of the OD department. This overview includes work financed by the core budget, as well as other programme plans of the OD department. These other plans are:

- Volunteering Development plan
- Youth Development plan
- Global Legal Base Support plan
- Capacity Building Fund plan

These are the focus of the OD department:

1) Manage zone support: Since 2007, the International Federation has decentralized some of the responsibilities in Geneva to seven new established zones. At the same time, in order to strengthen the Federation OD support system, seven new OD positions were created: the Zone OD coordinators. This has resulted in a more coordinated way of working and greater effectiveness in the service linkages and support to National Societies. Through its technical line management responsibility, the OD department coordinates the OD work at the zone level, and the Zone OD Coordinators ensure that all Federation OD work in the field is effective. It is expected that this step by step approach will greatly increase the professionalism, efficiency and success rate of the OD support in the field. The OD department support and coordination work includes **two yearly Zone OD Coordinators meetings, OD delegate training, and ongoing dialogue.**

2) Manage core membership services: Based on article 5 in its Constitution, the Federation has a **number of membership services that it offers to the National Societies.** A number of these fall fully or partly into the area of OD support. These services are **mostly delivered by zones and delegations, and sometimes at the global level.** The OD department works with various technical departments to provide National Societies with the following Membership Services:

- (1) Governance support
- (4) Planning, performance and accountability
- (5) Advocacy, resource mobilization and communication
- (6) National Society integrity and development
- (7) Global Agenda programming and partnerships
- (10) Volunteering and youth initiatives (Please refer to the Volunteering Development plan 2009-2010 and Youth Development plan 2009-2010)

3) Manage OD topics:

OD work can deal with any and all aspects of running and changing a National Society. Based on the present demands from the field and the Movement, these are the main “OD topics” of the OD department today:

- **OD knowledge.** This is the base for any OD intervention. It includes organizational theories, OD theories, and OD knowledge development and sharing.
- **OD strategies.** For instance, what are the best approaches when supporting NSs?
- **OD guidelines and tools.** The OD department is responsible for developing, authorizing and maintaining the guidelines and tools needed in the field.
- **OD in programmes.** OD is crosscutting and needed when developing programmes in the area of health, disaster management, human resource, finance, National Society statutes, etc.
- **Volunteering.** Red Cross Red Crescent service delivery and fund raising are to a very large degree dependent on volunteering. The OD department promotes good volunteer management and other aspects of volunteering. (Please refer to the Volunteering Development plan 2009-2010)
- **Youth.** Youth play a vital role in our service delivery to vulnerable communities and in developing future humanitarian leaders. Youth are encouraged to play a more active role in achieving the Global Agenda Goals (Please refer to the Youth Development plan 2009-2010).
- **National Society strategic planning.** The OD department provides guidelines and advice.
- **National Society good governance and management.** The OD department provides guidelines and advice, and encourages platforms for knowledge sharing among National Societies on best practices and models in effective OD.
- **Local capacity building.** This is a key area for National Society development. By running Global OD pilot projects the OD department is developing new knowledge. Greater emphasis is placed on community development and social welfare approaches.

- **Resource mobilisation.** Resource mobilisation is a key area in developing sustainable and recurring sources of income for National Societies.
- **National Society statutes.** The OD department provides guidelines on statutes development. It also provides support (Please refer to the Global Legal Base Support plan).

4) Managing the Capacity Building Fund. The Capacity Building Fund (CBF) is a very important pillar of the global OD support. It provides important financial support to National Society OD work through three different grant programmes: 1) Intensified Capacity Building (ICB), 2) Specific OD Support (SOS), and 3) Urgent OD Interventions. (Please refer to the Capacity Building Fund plan)

5) Manage ICB support. ICB is the main OD support strategy of the Federation. It is a combination of financial and practical support. The financial support is managed by the CBF (see 4 above). At the global level the OD department runs a selection process with the aim to ensure that the National Societies are best placed to successfully implement the rigorous milestones for ICB are selected in each round. The OD department also supports the zones which are responsible for the practical and technical support to NSs. Knowledge development and sharing is an important part of the ICB. As part of piloting the ICB and in line with the special priority of Africa, the OD department is supporting pilot projects in Burundi Red Cross and Ghana Red Cross.

6) Manage policy issues. The OD department is highly involved in Federation governance and policy development. It is the secretariat for three governance bodies including the Youth Commission, the Development Advisory Body and the Governing Board Working Group on Volunteering. It is also responsible for reviewing and promoting policies in those three areas.

7) General management. This area of work includes consultation and advice to the zones and coordination with ICRC, relations with National Societies on cooperation and funding issues, fund-raising etc.

OD department delivery priorities

When trying to fulfil all its tasks above, the OD department has the following OD support **delivery priorities**:

1. Federation OD and Capacity Building support to Africa
2. National Society leadership development
3. OD guidance and support to Disaster Management, Health and Principles and Values programmes.
4. OD knowledge sharing

The OD has the following priorities regarding OD support **delivery mechanisms**:

1. The implementation and facilitation of the Global Partnerships for National Society Development
2. The coordination of Zone OD and Capacity Building work
3. The enhancement of the Federation OD delivery system, including the training of OD delegates

Priorities and current work with partners

It is the responsibility of the leadership of each National Society to ensure that the organization and its service delivery become as strong and effective as possible. This is supported by the International Federation through OD support or other means and by different partners. Both National Societies' own OD work and the support given to them are guided by General Assembly and Governing Board policies, strategies and decisions.

The focus on Global Agenda goal 3 is strategic: Most National Societies can considerably increase their service delivery and organizational strength by creating or improving their own base units and volunteering at the grassroots level that is in the local communities. By doing this the National Society not only ensures the outreach of its services and the resources needed for them, but also strengthens

the local communities and their coping mechanisms, and builds a stronger civil society. It is an excellent starting point for the work to improve all other aspects of the National Society.

In the final analysis, success of the National Societies' own OD work and the support given to it, is measured in an increased number of vulnerable that are served efficiently and effectively by an increased number of National Society volunteers. A well-functioning National Society has a strong network of grassroots volunteer units with nationwide coverage.

As National Society governance and senior management play the key role in developing their organizations, International Federation continues to pay special attention to leadership development and to knowledge sharing.

The global OD programme becomes an effective tool for support to society development through the work of the IFRC zone offices and the delegates coordinated by them. Thanks to knowledge gained in the ICB process, global pilot projects, reports from delegates, evaluations and special studies, the OD department will be able to improve and strengthen its guidance, support and knowledge sharing to the OD work in the field.

The task of supporting the development of National Societies is far too big and complex to be handled only by the International Federation. All components of the Movement need to work together, and together with all possible donors and external partners. Different ways to cooperate must be explored.

An important cooperation initiative that is already under way is the global OD partnerships for National Society development. It has the potential to become the overarching mechanism to harmonize effectively the OD support given within the Movement, and by strong leadership and partner commitment become an effective tool to mobilize an increased amount of resources for this work from the National Societies, government agencies, foundations, the corporate sector and other partners.

The OD department expects that the Global OD Partnerships for National Society Development by 2010 will have taken over the responsibility of running a number of global programmes in the OD area. This will increase the coordination tasks of the OD department, but is expected to reduce the need to run and finance special global OD programmes. Thus, as the staff needs for 2010 goes up, the programme budget will decrease. An increased amount of support will be delivered, but this will be reflected in the financial and in-kind support Global OD partnerships for National Society Development, not in the OD budget.

Secretariat programme in 2009-2010

Organizational development

a) The purpose and components of the programme

Programme purpose
The OD programme is guided by Global Agenda Goal 3: "Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability." The ultimate aim is to increase the number of National Societies with strong service delivery.

The global OD support programme budget is CHF 6,335,099 (USD 5,790,767 or EUR 4,035,095).

Outcome 1: Develop a voluntary organisation management training for African National Society leaders

During 2007 and 2008, the OD department has developed a proposal and done consultations with National Societies and different partners on creating a **self-managed, self-financed training facility** to

run a voluntary organisation management training for African National Society leaders. A first module of the training (on Human resources) has also been developed and tested.

The aim of the initiative is to give top leaders of **all National Societies in Africa** a possibility to do systematic studies on the most effective and successful ways of running voluntary organizations in an African context. It is expected that leaders, using this knowledge, will be able to develop and lead their organizations so that self-financed services to the vulnerable are improved and expanded. The **overall aim is to make National Societies sustainable through effective service delivery systems and recurring and sustainable fund raising sources**. If successful, this initiative will then be introduced on other continents as well.

During **2009 and 2010, the work to create such a training facility will continue**. It will never be possible for the Federation Secretariat to administer and finance this big initiative on its own. The role of the OD department in this is strictly entrepreneurial; it is limited to develop and promote the idea and to ensure quality. The Secretariat will be one of several partners in the project, which has to have its own legal form and fund-raising are critical to the complementation of this initiative and the securing of these factors.

Outcome 2: Develop and run global OD pilot projects (3 years)

Continue to support the existing global OD pilot projects in Burundi and Ghana:

Under the umbrella title "**Mobilizing the local capacity of Africa**", the Secretariat OD department is running two global OD pilot projects: One is done by the Burundi Red Cross and the other by the Ghana Red Cross. Both started during 2007 and will be finalized during 2010.

The aim of the Burundi pilot is to have a Red Cross unit (consisting of an elected committee, volunteers and a service to the vulnerable) in each one of Burundi's 2,725 villages. A nation-wide support system will also be built in order to ensure the sustainability and quality of the system. The Ghana pilot has similar aims. It builds on existing Mothers' Clubs and will create a nationwide network of village-based units and services. The three year goal is to cover 10 per cent of Ghana's 78,664 local communities. Based on that achievement the network can then be extended further.

In these pilots, in the first year the National Society develops, tests and verifies 1) a standard Red Cross grassroots unit with service, 2) a work method on how to efficiently create such units, and 3) the structure and tasks of a nation-wide system to coordinate, train and support the units. Based on this, in the second and third year the National Society covers bigger and bigger geographical areas with units by replicating. At the same time it puts the coordination and support system in place in those geographical areas. This is an accelerating process and as experience grows, more and more people are trained to do it. In both countries the first project year has now passed, and the second year has started.

By running the pilots, the two National Societies are developing a strategy for the International Federation on how to develop in Africa a large number of grassroots units through a systematic approach. Besides this main aim, the two pilots are simultaneously testing some of the main elements of the Intensified Capacity Building (ICB) approach and its OD support work. The knowledge gained has already been used in rolling out the ICB in the second half of 2007 and will have further use in the next few years.

The two pilots are not funded through ICB, but through fund-raising. Funding is needed for project year three. The cost is around 100,000 CHF per project and year. The exact amount of money needed depends on the development of the pilots and the increase in geographical area. The funding also covers project administration at the global level, and coaching visits periodically to Burundi and Ghana.

An important part of all piloting is to collect, analyze and share knowledge gained. During 2009 a knowledge sharing workshop for African National Societies and partner National Societies will be organized to present and discuss the development approaches used in the Burundi and Ghana pilot projects. As part of this, a knowledge sharing film on each pilot will be produced, translated and

distributed. In 2010, after the end of the projects, similar knowledge sharing activities will take place. Funding is being sought for this work.

Start one more global OD pilot project in Africa

The OD department will agree with ICRC on running together a **third OD pilot project in Africa** in order to develop and test effective methods to develop NSs working together with ICRC. During 2009 we will jointly identify and make an agreement with a suitable NS, coach it to design a development plan, and to start the pilot. The pilot will continue during 2010 through 2012.

Outcome 3: Intensified Capacity Building support

Intensified Capacity Building (ICB) is described in detail separately (Please refer to the Capacity Building Fund plan). All the funding needs are described in the programme plan.

The **ICB support is an investment in National Society development. Its tailor-made assistance** is based on a special ICB plan developed by the selected National Society. The plan must take a strategic and holistic approach to National Society development and include at least four of the eight OD dimensions – “the ICB scope” – decided by the Governing Board: ·

- Support to build/expand community level units/branches and their service delivery capabilities as per Global Agenda Goals.
- Support for volunteering development.
- Support for improving human resources (paid staff) management.
- Support for resource mobilization linked to communications and image issues.
- Support for leadership development covering strategic planning and senior management competence development.
- Support for competence development in performance and accountability tracking including planning, monitoring, evaluation and reporting as well as financial management.
- Support for integrating gender analysis in programming.
- Support for scaling-up models of programme delivery, including under the framework of global and operational alliances.

The ICB approach is expected not only to help individual National Societies to greatly improve and expand their organization and work, but also through knowledge sharing and dissemination of success stories, inspire and encourage further development in a growing number of National Societies. ICB is expected to increase the demand for global tools, approaches and standards and will give substantial experience-based feedback on the existing ones, some of which might have to be revised.

The **ICB work at the Secretariat level consists of fund management and OD technical input** such as reviewing the applications to ICB in all four rounds during 2009 and 2010, support to zones involved in ICB support to National Societies, and knowledge sharing actions: Reports, articles, meetings, website, leaflets etc. **ICB support will be given to 20 National Societies in 2009 and 30 in 2010.**

Outcome 4: Global OD Forum

To meet the needs of all zone OD coordinators, OD delegates, the National Societies OD practitioners and of different OD partner organizations, 2009 will provide a platform for knowledge sharing through the Red Cross Red Crescent **Global OD Forum**. This will be an **opportunity for greater professional development for OD practitioners through being introduced to new tools and approaches, new models and the sharing of best practices, as well as ICB case studies**. The purpose is to increase the general quality and coordination of OD work within the Red Cross and Red Crescent Movement with the ultimate aim to promote stronger National Societies with increased and more sustainable service delivery.

The Global OD Forum will be organized together with and supported by the Global OD Partnerships for National Society Development, ICRC and other partners. Partners from the corporate sector and other

humanitarian and civic society will be invited. World leading experts in the area of OD, National Society development and management, volunteering etc. will be invited to give lectures and run workshops. **The goal for 2009 is 100 participants.**

Outcome 5: Develop OD policy and implementation guide
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A special **OD Policy** covering the needs of supporting Global Agenda Goal 3 will be developed in time for General Assembly decision 2009. A special **OD Policy implementation guide** will also be developed.

Outcome 6: Global OD partnerships for National Society development

The **global OD partnerships for National Society development** will be formally launched mid 2009. The **alliance is formed to improve, expand and harmonize the OD intervention to National Societies**. It is a resource network for technical support, funding of programmes and initiatives, peer-to-peer support and mentoring linkages, and in-kind support. It will explore new innovative ways of giving support, such as **developing zone based National Society knowledge, regional training or support centres, and expanding community development efforts**. Besides the Secretariat of the International Federation, it is expected to involve National Societies, corporate sector, donors, and other interested partner. The OD department in Geneva will serve as the secretariat to encourage and facilitate opportunities for partnerships among National Societies.

Outcome 7: Develop and implementation of OD indicators based on the Characteristics of a Well-functioning National Society

The OD department will form a committee of experts to develop and pilot **OD indicators through the zones based on the Characteristics of a Well-functioning National Society**. After consultations, the developed indicators will be printed and distributed to National Societies and serve as standards for future organisational peer-to-peer auditing and mentoring.

Outcome 8: Develop cooperation with the business community

The OD department will together with one or several National Societies **pilot cooperation with multinational companies in the area of corporate social responsibility and corporate volunteering** to identify how this approach can be used in giving OD support to National Societies. As part of this arrangement together with one of the African zones, a National Society development workshop will be organised between National Societies and the business community resulting in arriving at joint community initiatives.

Outcome 9: Global induction course for new National Society leaders
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The **global induction course for new National Societies leaders** is given once or several times every year by the International Federation and ICRC together. It is given in the four official languages and sometimes in an additional language. The aim is to make the leaders familiar with the key aspects of the work and responsibilities of the different components of the Red Cross Red Crescent Movement and aware of their own international roles and obligations. The outcome is good governance at global and national level.

For **2009 the aim is to arrange the global course in English for 25 National Society leaders and to develop the curriculum and arrange for a course in Arabic**. For 2010 the aim is to arrange it in French. In addition, the **induction course for National Society Leadership** will be piloted and implemented at the Zone level **in the Europe Zone**.

Outcome 10: OD delegate training and furthering OD development for National Societies

In both **2009 and 2010 the OD department will organize the yearly OD training** for Federation and National Society OD delegates and focal points of National Societies. The aim is to improve the quality of the OD work delivered in the field through sharing knowledge, models and best practices, as well as to look at areas of collaboration. Priority will be placed on reinforcing the importance and implementation of OD and capacity building as cross-cutting in service development and delivery.

b) Profile of target audience and final beneficiaries

The target group for the global OD programme is the member societies. But as this aim is to help National Societies to grow strong and to increase their service delivery, a number of other groups benefit as well. The most important of them are of course the growing number of vulnerable served and the growing number of volunteers working with them. Global OD guidance and support also have several intermediate target groups like OD coordinators, delegates, and OD and other technical focal points.

c) Potential risks and challenges

An OD process within National Societies depends on good leadership, a good and relevant plan, and adequate funding. In most cases it also needs a stable environment allowing leaders and dedicated staff to focus on the OD process. As the process takes time, often 3–5 years, it is essential that the given conditions do not change too much. There are thus a number of threats such as leadership change, insufficient funding, other demands and initiatives diverting leadership and staff focus, changes in the operating environment and so on.

Similarly, within the International Federation support system, there is a need for consistent and holistic support to that National Society process. That might be difficult to maintain as Secretariat priorities might change, funding of individual delegate positions may not be secured, change in delegates might occur etc.

The OD team's approach to these challenges is to try to minimize them through binding written agreements, better National Society development plans, secured funding, policy development etc.

The establishment of the seven zones, each with a zone OD coordinator, is a major improvement of the IFRC OD support system. However as is the case with all successful OD processes, it may take some time before this is fully operational and the benefits can be seen.

The increased demands in OD and capacity building for National Societies accentuates the challenge of the OD team to effectively provide optimum support and services to meet the 2009-2010 needs of the zones and National Societies due to the limited human resource of the OD team. Thus, the OD department is requesting a minimal increase of 2 staff by 2009, and 5 for 2010.

Role of the Secretariat

a) Technical programme support

The OD department has the technical line management of Zone OD coordinators, which in their turn provide technical guidance to International Federation OD delegates. It also develops tools, know-how and training for the OD work and for the capacity building work. All this will support the development of individual National Societies.

OD does not only concern itself with the National Society leadership, structure and administration, but also on how the National Society can make its programmes and projects and especially service delivery effective. When other delegates approach National Societies to help them develop their programmes, it is the role of OD to give advice and help so that they can be successful. It should also protect the interests of the target National Societies by advising against initiatives that cannot become successful.

b) Partnership development and coordination

At the global level the International Federation OD work is involved in partnerships in a number of areas, for example:

- The Global OD Partnerships for National Society Development encourages the sharing of technical skills and resources in enhancing National Society leadership and development, as well as harmonizing OD approaches among all National Societies and partners.
- The global induction course for new National Society leaders is delivered in cooperation with the ICRC.
- The voluntary sector management training for African National Society leaders will be developed together with Movement and external partners including universities.
- The Red Cross Red Crescent OD forum is expected to be delivered in close coordination with a number of partners including National Societies, funding partners, and OD specialists and researchers.

Promoting gender equity and diversity

With its aim to support and guide the development of strong National Societies, the global OD support programme promotes gender equity and diversity. These are essential aspects of a National Society and have to be built into its structure, culture and way of working.

Quality, accountability and learning

A key aspect of global OD support is to actively capture the learning from the work done within National Societies, and in the work to support them. That learning has to be systematized and then shared with National Societies and with OD practitioners inside and outside the Movement. It also is the foundation for the development of relevant OD tools, guidance and quality standards.

A commitment to documentation and evaluation of projects and efforts enables the bases for strong knowledge development and sharing. This requirement is stipulated in all cooperation agreements with National Societies such as the Intensified Capacity Building contracts or global OD pilots and initiatives. The knowledge captured will be shared at the annual global OD forum and through other special knowledge sharing activities.

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: <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	
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