

ANNUAL REPORT



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

HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT

May, 2001

This Annual Report is intended for reporting on the Federation's Annual Appeals only.

Appeal No. 01.75/2000

Appeal Target: CHF 1,761,000

The Context

Solidly established as an international relief organization, the International Federation is less well-known for its capacity building work within national societies at national and local levels. This area of activity is however equally vital. Currently the Federation is addressing a range of issues linked to the promotion of well-functioning national societies. It is working on minimum standards to measure and monitor societies' performance and to deal with integrity problems. It is looking for innovative ways of increasing societies' financial resources. It is confronting the decreasing involvement of volunteers and youth in activities and services as well as working to ensure that Red Cross and Red Crescent policies, services and structures are gender sensitive.

The Organizational Development (OD) department adjusted its work plan to encompass the introduction and implementation of the new Secretariat structure. Under the new Knowledge Sharing Division, emphasis was placed on networking and training, particularly with newly appointed national society leaders and Federation delegates. The importance of establishing a common understanding of Federation capacity building and related issues, such as volunteering and OD, was recognized and shared through various events initiated by the department. The evaluation of the tripartite capacity building project was co-ordinated and input was provided to the Central Asia OD review.

Objectives, Achievements and Constraints

Objective 1: Increased numbers of national society and Federation staff effectively using materials and tools of the Federation related to capacity building at local levels.

Achievements

During 2000, staff from national societies and the Federation were trained to effectively use materials and tools developed by the Federation for capacity building. The OD department was directly involved in a number of training workshops and meetings such as a training course for organizational development delegates and staff in June and providing input on capacity building for other technical workshops such as relief and disaster preparedness (DP) workshops.

A draft “Organizational Development Framework” was developed, and a consultation process with key stakeholders was begun.

A number of national societies benefited from direct assistance from the OD department in managing their own change processes, including the Malta Red Cross Society, the Geneva branch of the Swiss Red Cross, as well as the national societies in Guatemala, Nigeria and Democratic Republic of Congo within the so-called tripartite pilot project.

Objective 2: Increased number of national societies having substantially increased their resource mobilization capacity, especially with the public and commercial sectors.

Achievements

The OD department facilitated various sessions at all levels focusing on fund-raising and revenue generation activities. In order to share experiences and knowledge in the area of marketing and fund-raising, contact was made with the regional delegation in Budapest, which was asked to identify potential training partners. Staff and volunteers from selected Central European National Societies participated in a regional fund-raising workshop held in Budapest in November. Follow-up steps were agreed upon and innovative activities were developed to be carried out during 2001. This type of activity and its results will be shared with other delegations working on resource mobilization. Overall, national societies and Federation staff are better prepared to substantially increase resource mobilization capacity.

Objective 3: National societies will experience qualitative improvements in their volunteer management systems and national volunteering and youth priorities.

Achievements

An increased number of national society staff improved their knowledge and understanding of volunteer management systems and national volunteering and youth policies. The department provided technical support to two workshops on volunteering organized in eastern and western Africa in April and June, respectively.

The last six months of 2000 saw an improved awareness of volunteering and youth issues supported by various events and contacts which included:

- links with the Institute for Advanced Volunteer Management Training in the UK to test the usefulness of the training package for national societies;
- production of a five-year national society support plan, ‘Volunteer 2005’;
- production of a report on volunteer trends, translated and distributed to national societies;
- translation of the video, “Voices of Volunteers”, into French, Spanish and Arabic;
- organization of a Youth Commission meeting in Geneva in August and a meeting of the European Youth Co-ordination Committee in Geneva in September, with follow up in Budapest in December;
- holding of a youth ‘think tank’ and action meeting in December to clarify the priorities for Red Cross and Red Crescent youth work in the coming years;
- arranging of a coalition meeting of the chief executive officers of the “big seven” youth organizations in October; (this informal coalition - comprising the World Scouts Organization, the World Association of Girl Guides and Girl Scouts, the YMCA, YCWA, the International Youth Forum, the International Award Association and the Federation - is a useful forum for the exchange of information and has published two joint position papers related to informal education and is in the process of producing a third one on gender issues);
- supporting a youth basic training course held in Norway.

There were also links made with participating national societies in the area of youth, with an exchange facilitated between youth of the Swiss and Honduran Red Cross Societies.

Objective 4: Improved national society statutes.

Achievements

A number of national societies were assisted in revising their statutes. The OD department also drafted a more coherent concept of national society leadership development (including a certification linked to leadership training). To back this up a Spanish-speaking, National Society Leadership course was organized in November/December in Geneva and a similar course for the Asian region was facilitated in Myanmar in December. Linked to this, support was provided to the Joint Commission on Integrity and the department contributed to the revision of several individual national society statutes, as well as to the process for recognizing new national societies.

Objective 5: Increased awareness and performance on gender issues (use of sex-differentiated data and improved gender balance in national societies).

Achievements

Within the framework of the Federation's global programme, a scholarship for gender training was offered to staff from the Red Cross and Red Crescent Societies in Azerbaijan, Chile, Peru and Swaziland. The structure of the scholarship allows national societies to identify the courses most suited to their culture. A gender training pack is also being drafted, containing five case studies linked to the Federation's four core areas.

The department also conducted a study to determine gender mainstreaming in relief operations. A report on "Gender in Disaster Response" was made available to all delegations and participants of the Field Assessment and Co-ordination Team (FACT) training, to further awareness of this issue and how to deal with it. In addition, the gender officer co-ordinated the organization of a session on gender issues during the fifth Pan-African Conference in Ouagadougou and provided technical and financial assistance to a gender training workshop initiated by the Pakistan Red Crescent Society.

Objective 6: Increased number of external stakeholders (particularly governments and donors) recognizing the Federation as a serious partner in capacity building.

Achievements

In the run up to 2001, the international year of volunteering, a good deal of work went into raising the Red Cross/Red Crescent profile with regard to capacity building of its volunteers. Work went into preparing for the participation of the Federation's President, Astrid Heiberg, in the official UN launch of the International Year of Volunteers and to ensuring the broad participation of national societies in the International Association for Volunteer Efforts (IAVE) conference in January 2001 in Amsterdam. Regular contact was made and maintained with organizations specialized in volunteer issues, such as UN Volunteers, CSV UK and the Volunteer Centre UK.

The OD department also co-ordinated and participated in the final evaluation of the tripartite pilot project.

Objective 7: A degree of changed organizational behaviour in management of national society and Federation programmes.

Achievements

The department reviewed all OD-related input to the Appeal 2001-2002 and provided technical feedback to regional departments and delegations on their programmes. OD officers were also involved in providing technical input for a number of Secretariat meetings. For example, the department organized and facilitated the Americas OD delegates' meeting in Geneva and a similar meeting for disaster preparedness delegates in the Americas. It also contributed to the preparation and

implementation of the fifth Pan-African Conference in Ouagadougou in September, and assisted with preparations and technical input on the capacity building workshop for all OD and DP delegates in the six Department for International Development (DFID) funded regions, which took place in December. Representatives from British Red Cross and DFID also participated in the knowledge sharing seminar.

Finally, the OD department provided a number of services to in-house clients such as: providing technical advisory and facilitory inputs to regional departments and delegations; coaching and mentoring, in particular of the regional development delegates; briefing and debriefing of delegates; contributing regularly to the delegate induction course; supporting the work of the in-house integrity task force; and, production and publication of the *ID/RD Update* (now called *OD News*).

Overall Constraints

As a result of the ongoing heavy involvement in the internal change process at the Secretariat, the OD department did not manage to respond timely and effectively to increasing demands for technical assistance at all levels in the areas of capacity building and organizational development. The achievements outlined above show the quality of work that was managed, but efforts will increasingly be placed on developing methods and network to help build regional capacity. Also, progress on the work of the “Exnets” (an e-mail expert network) was hindered by technical problems.

Conclusions

Among the lessons learned is that there is value in developing and applying a Movement based approach to OD practice and this will be pursued through links with the Co-operation Department and field delegates of the International Committee of the Red Cross.

A key priority for the global programme and the OD department is the further development of a coherent organizational development framework. This will be pursued through a global OD ‘think tank’ and the development of further knowledge sharing of related expertise. Linked to this, the department will also work to facilitate effective expert networks and efficient sharing and application of best practices and OD materials.

2001 will see a key focus on the International Year of Volunteers, in which the programme will promote the development of volunteering within the Red Cross/Red Crescent and build a structure through which to implement the five-year plan to support the development of volunteering in national societies. This will include the development of focal points for volunteering in Africa, South and South East Asia and the Middle East. A “new” approach to national society leadership will also be developed and tested.

For further details please contact: Mathia Schmale; Phone : 41 22 730 4403; Fax: 41 22 733 03 95; email schmale@ifrc.org.

All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.

Peter Rees-Gildea
Head a.i.
Relationship Management Department

Mathias Schmale
Head
Organizational Development

Annual Financial Reports 2000

- Explanatory Note -

1. Consolidated Response to the Appeal

- This report provides a global picture on the funding situation of a specific appeal at a specific time.
- The cash column indicates all cash contributions channelled through the Federation, together with the balance carried forward from the previous year. Financial statements in support of the reported income are available upon request.
- The in-kind contributions (goods and services provided in response to the appeal objectives) are registered in a stand-alone system, based on the information provided by the respective donor. The values of these donations are based on information received from donors, and will be reported as such in the income and expenditure part of the consolidated report.
- Direct cash or in kind contributions made to Operating National Societies or in kind donations made to the Federation Delegations in response to the appeal are recorded as in-kind contributions in the report.

2. Balance of Funds - Cash Only

This report is a summary cash statement, providing the information on the balance carried forward from the previous year, cash income (including reallocations), cash expenditure (including reallocations - ref. part III of the consolidated report), and the closing balance at the end of the year.

3. Budget Analysis / Breakdown of Expenditures

This section of the report provides a comparative analysis of the total expenditures (cash and in-kind) versus the last approved budget of the appeal.

- The cash column reports on all expenditures booked against the Federation projects and cost centres . It relates only to the use of cash contributions received by the Secretariat for the specific appeal. Financial statements in support of the reported expenditure are available upon request.
- The in-kind columns (goods/services and personnel) report on the in-kind contributions donated in response to appeals, as per the information received from donors. This information is shown both as contribution and as expenditure against the specific appeal, and is consolidated, together with the cash expenses, against the appeal budget. As financial information is not always available from PNS, and for consistency reasons, a flat rate is applied for the calculation of personnel costs.
- The consumption rate represents the level of total expenditures (cash and in-kind) compared to the total income available (opening balance, cash and in-kind contributions),

4. Pledges vs. Contributions

Attached to this financial report is the list of pledges against the respective appeal.

- The comparative analysis of the list of pledges and the list of actual contributions provides a clear insight into any outstanding pledges in response to the appeal.
- Any differences in values between the two reports are due to fluctuations in exchange rates at the time of booking and the time of reception of the contribution.

Appeal No & title: 01.75/2000 Human Resources and Organisational Development						
Period: year 2000						
Project(s): G35: 000, 100, 120, 130, 200, 210, 220, 230, 300, 310, 321, 322, 330, 400, 410, 411, 420, 421, 422, 430, 431, 440, 500, 510, 530, 540, 600, 610, 620, 630,						
Currency: CHF						
III - Budget analysis / Breakdown of expenditures						
Description	Appeal Budget	CASH Expenditures	KIND & SERVICES		TOTAL	Variance
			Goods/services	Personnel	Expenditures	
SUPPLIES						
Shelter & Construction						
Clothing & Textiles						
Food/Seeds						
Water						
Medical & First Aid						
Teaching materials						
Utensils & Tools						
Other relief supplies						
Sub-Total						
CAPITAL EXPENSES						
Land & Buildings						
Vehicles						
Computers & Telecom equip.		23'632			23'632	-23'632
Medical equipment						
Other capital expenditures						
Sub-Total		23'632			23'632	-23'632
TRANSPORT & STORAGE						
Sub-Total						
PERSONNEL						
Personnel (delegates)	120'000	58'820			58'820	61'180
Personnel (local staff)		19'041			19'041	-19'041
Training						
Sub-Total	120'000	77'861			77'861	42'139
GENERAL & ADMINISTRATION						
Assessment/Monitoring/experts	418'000	117'245			117'245	300'755
Travel & related expenses	250'000	239'750			239'750	10'250
Information expenses	309'000	121'856			121'856	187'144
Administrative expenses	45'000	18'904			18'904	26'096
External workshops & Seminars	425'000	54'537			54'537	370'463
Sub-Total	1'447'000	552'292			552'292	894'708
PROGRAMME SUPPORT	193'674	90'421			90'421	103'254
OPERATIONAL PROVISIONS						
Transfer to National Societies						
TOTAL BUDGET	1'760'674	744'205			744'205	1'016'469
Consumption rate:	Expenditures versus income		106%			
	Expenditures versus budget		42%			

Human resources and organisational development						ANNEX 1
APPEAL No. 01.75/2000		PLEDGES RECEIVED				18.06.2001
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CASH						
REQUESTED IN APPEAL CHF ----->				1'761'000		TOTAL COVERAGE
						75.9%
Balance carried forward from 1999				302'332		
Reallocation of Income				-21'004		
AUSTRIAN - RC		1'949	EUR	3'012	22.12.00	VOLUNTEER UN-YV 2001
BRITISH - RC				30'000	10.03.00	WORKSHOP AND 2ND AFRICAN VOL
BRITISH - GOVT				400'000	19.01.00	DFID 2.1
DANISH - RC		300'000	DKK	61'180	21.07.00	
EL SALVADOR - RC				1'000	14.11.00	GP - NS LEADERSHIP
FINNISH - GOVT/RC		37'001	EUR	55'653	07.06.00	GENDER & DEVELOPMENT
GERMAN - RC		40'559	DEM	32'269	09.06.00	STAFF ON LOAN
GERMAN - RC		40'000	DEM	31'824	09.06.00	ID
GERMAN - RC		6'116	EUR	9'841	06.03.00	YOUTH RC-RC NETWORK
GERMAN - RC				4'200	29.11.00	WORLD VOLUNTEER CONFERENCE - PARTICIPANT
ICELANDIC - RC		1'000'000	ISK	20'273	18.12.00	
ITALY - RC		23'000'000	ITL	18'975	31.12.99	FOR S2010
MEXICO - PRIVATE				988	27.11.00	GP - NS LEADERSHIP
NETHERLANDS - RC		10'000	NLG	6'824	01.12.00	VOLUNTEER REG. NETWORKING
NORWEGIAN - RC				4'400	20.12.00	WORLD VOLUNTEER CONF. - PARTICIPANT
SPANISH - RC				2'000	27.11.00	GP - NS LEADERSHIP
SWEDISH - RC		1'900'000	SEK	356'630	21.07.00	
SWEDISH - RC				6'000	20.11.00	VOLUNTEER GLOBAL NETWORKING EVENTS
SWISS - RC				10'000	15.02.00	VOLUNTEER CONFERENCE
SUB/TOTAL RECEIVED IN CASH				1'336'397	CHF	75.9%
KIND AND SERVICES (INCLUDING PERSONNEL)						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED IN KIND/SERVICES				0	CHF	0.0%
ADDITIONAL TO APPEAL BUDGET						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	
THE FOLLOWING PROJECTS ARE LINKED TO THIS APPEAL:						
G35000,G35100,G35200,G35330,G35400,G35411,G35420,G35421,G35431,G35440,G35500,G35530,G35540						