

# Appeal 2002-2003



International Federation  
of Red Cross and Red Crescent Societies

## ORGANIZATIONAL DEVELOPMENT

(Appeal 01.67/2002)

*Click on programme title or figures to go to the text or budget*

*In CHF*  
Total 3,963,920

### Background

Within the ongoing work of supporting national societies to realize measurable progress towards the “Characteristics of a Well Functioning National Society” as well as on the basis of the report “Learning from the 90s”, the following capacity building / organizational development issues and needs have been identified for improvement:

- National society local level capacities for implementing relevant services and programmes.
- Need to develop a coherent Federation / Movement approach to and related tools for organizational development.
- Need to develop a more coherent approach to leadership development.
- Many national society and Federation leaders and staff lack updated knowledge on volunteering and volunteer management.
- Young people inadequately involved in Red Cross and Red Crescent activities and services as well as leadership processes.
- Red Cross and Red Crescent services, policies and structures are often not diversity and gender sensitive.
- Need to strengthen the financial management capacity of national societies.
- Need for identifying innovative ways of increasing national society capacities for mobilizing financial resources.
- Need for providing relevant and professional organizational development advice to national societies not meeting minimum standards (e.g. those with integrity problems).

In addressing these issues and needs, the Organizational Development programme meets specific global aspects of capacity building as outlined in the Strategy 2010 as well as in Regional and Country Assistance Strategies produced at field level. In line with Strategy 2010, emphasis will also be put on ensuring that all programme activities (including leadership training) “reflect the make-up of the population, particularly a better gender, youth and ethnic representation”.

An important way of working for the programme is to proactively continue networking with capacity building agencies outside of the Red Cross and Red Crescent.

The Federation's Organizational Development Department in the first instance works through regional departments and regional delegations. An emphasis is put on mentoring / coaching field-based delegates more systematically for their capacity building work with national societies. At the same time networking at a sub regional level among national societies aimed at learning from each other and using each other's specialized resources is promoted.

**Goal** National societies making a significant difference in the lives of vulnerable people.

## **Objectives and activities planned**

**Objective 1** To strengthen national society capacities for implementing relevant services and programmes.

Activities to achieve objective 1 (strengthening national society management of programmes and services) are:

- OD application materials: designing, field-testing, disseminating as well as monitoring the effective use of practical application materials / guidelines for national societies to improve their programme and service delivery.
- Volunteering and youth (generic volunteer management handbook, volunteer management video, training materials, Guideline for national society volunteering statistics).
- Branch development / scaling up local capacities in particular for the fight against HIV/AIDS.
- 3P - Project Planning Process and other participatory assessment and planning tools.
- Develop, update and disseminate RD Handbook, guidelines and other practical application material, especially regarding Financial Management.
- Diversity and gender.

OD Learning Networks: Organizing and supporting fora, networks and exchange visits as well as developing other effective knowledge sharing tools for learning and problem solving among national societies with regard to organizational development.

This includes:

- Promoting strategic partnerships and alliances among volunteer and youth NGOs networks and foundations and active participation in global networking events.
- Annual meeting of volunteering focal points.
- Facilitating the exchange of experiences / knowledge among national societies by organizing annual meetings of gender focal points as well as supporting the "gender community of practice".
- Developing a Red Cross / Red Crescent web site on organizational development and resource mobilization to share information on national society expertise and initiatives.

OD Research and Best Practice: Research and development and/or dissemination of best practice case studies for learning and problem solving.

Activities include:

- OD practice in countries in transition.
- Study on the auxiliary nature of national societies to governments (from the International Conference Plan of Action).
- Developing case studies to document best practices in responding to the different vulnerabilities, needs and coping mechanisms of men and women as well as youth when carrying out RC/RC (with special attention to disaster relief and preparedness) programmes.
- Monitoring coherent application of the Federation's capacity building framework and disseminating lessons learned.

OD coaching and training: Coaching and training Federation and national society staff on professional OD practice and effective usage of OD application materials.

Activities include:

- Organizing one OD training course at global level.
- Providing inputs on capacity building to other technical training workshops, e.g. FACT and ERU teams, Finance and Finance for Non Finance.
- Further developing the Project Planning Process (3P).
- Scholarship for gender training and international fund-raising event.
- Organizing 2 Resource Financial Development training courses, combining Financial Management and Financial Resource Development. Provide a forum for the discussion and development of ideas

OD Innovative Practice: activities include promoting and supporting innovations in OD practice and tools development for the small scale capacity building fund (G35140).

**Objective 2** To develop national society leaders who effectively lead organizational change and efficiently manage improved programme and service delivery.

Activities to achieve objective 2 (national society leadership development) are: implementation and continuous development of the NS leadership certificate programme, with particular focus on Human Resources and Financial Management.

**Objective 3** To improve national societies' practice in managing (recruiting, training, motivating, supporting and rewarding) volunteers and youth.

Activities to achieve objective 3 (volunteering and youth) are:

- Implementing and marketing the Volunteer 2005 plan of action.
- Initiating and further developing Volunteer Expert Networks in 3 regions (beyond supporting the West European network - WENDOV). This includes organizing workshops, supporting focal points and volunteer delegates as well as running pilot projects on improved volunteer management, including promoting volunteering in Africa, Asia, and the Americas.
- Initiating and supporting a consortium of donor national societies.
- Supporting a Coalition of Volunteer Organizations.
- Running volunteering legal committee.
- Marketing and regular communication.
- Continue Federation Volunteering Review Project including researching and publishing a new trend report (to be outsourced to a national society)

**Objective 4** To identify and implement relevant and appropriate CB interventions/approaches in assisting national societies to develop their Financial Management systems and structures.

Activities to achieve objective 4 (finance development) are:

- Initiating contact and promoting discussion with experts in the area of GO financial management development and facilitating Federation and NS staff participation in relevant courses, events, meetings and new initiatives.
- Exploring opportunities with non traditional donors to fund/support national societies in their financial management development activities.

- Providing guidance and support on financial management issues to a number of national societies undergoing organizational change processes. A specific example is Armenia under the “NS in Transition” programme.
- Assist in the revision and development of Federation Finance Procedures and guidelines on Working Advances and Cash Transfers to ensure that they promote the development of capacities within the NS.

**Objective 5** To assist national societies in developing strategies for information management and making best use of information technology for improving their programme and service delivery.

Activities to achieve objective 6 (information management) are:

- Support the implementation of national society IT strategic plans in Southern Africa. (note: The Regional Information Systems Management (ISM) project in Southern Africa is in its fourth year of implementation and seeks to increase the capacity of Red Cross national societies to prepare for and respond to disasters through the appropriate application of information technology as well as to improve records management. The project is based at the Federation’s Harare Regional Delegation. Field level implementation is fully funded by Canadian CIDA.
- The Global OD Programme is connected to the project by way of supporting communication with donors as well as assessing what can be learnt from it for supporting national societies in other parts of the world with the introduction and management of information technology.
- Participate in a joint evaluation with CIDA for the purpose of identifying lessons learnt.
- Preparing and piloting a plan for rolling out this project to national societies in other parts of the world (with a probable initial focus on information flow analysis, records management and information management strategy development).
- Contributing towards developing and adapting appropriate IT infrastructure, tools and techniques for the effective sharing of knowledge within the Federation. This will include the introduction of a documents management system, creation and usage of databases as well as introduction and testing of facilitation techniques.

The following should be part of the “core budget” as they are activities linked to basic “statutory” requirements of the Secretariat:

- Working on statutes and integrity issues.
  - Technical and management support to statutory commissions.
  - Providing technical capacity building inputs into other global programmes, and in particular for HIV/AIDS.
  - Selecting delegates as well as briefing and debriefing delegates.
  - Marketing work of the OD department, including contributing to regular communication with key stakeholders (e.g. report writing).
  - Contributing towards developing and monitoring a set of organizational change process and impact indicators and establishing a database on the progress in organizational change processes of all national societies.
- ✓ Chairing and contributing to the working group with the ICRC on support to national societies.

### **Expected results by 2003**

- Practical and relevant application materials and tools for capacity building at local levels developed and effectively used.
- Organizational change processes encouraged and supported.
- Federation’s expertise in capacity building increasingly recognized within the donor community, and Federation’s share of available capacity building resources increased.
- Capacities of mobilizing and diversifying income have been improved in selected national societies.
- Improved national society leadership.

- National societies effectively supported to recruit, train, retain, motivate, support, reward and manage volunteers and volunteer co-ordinators, and in particular youth in the overall development of the national societies programmes at local, regional and national levels.
- National societies effectively assisted in carrying out gender-sensitive relief and development programmes.
- Improved financial management (skills, structures and systems) of the national societies.
- National societies apply appropriate information technology and information systems.

## **Indicators**

Progress indicators to be used for the systematic monitoring and evaluation of results, impact, processes and context include:

- Increased number of national societies and Federation staff effectively using Federation materials and tools related to capacity building at local levels.
- Increased number of national societies having substantially increased their resource mobilization capacity, especially with the public and commercial sectors.
- Increased number of national societies with qualitative improvements in their volunteer management systems and national volunteering and youth policies.
- Improved national society statutes.
- Increased number of national societies having used gender- disaggregated data on beneficiaries in their appeals and reports.
- Improved diversity and gender balance in national society delegations attending Federation statutory meetings.
- Number of external stakeholders (in particular donor institutions) recognizing the Federation's image as a serious partner in capacity building, especially among government partners and national societies.
- Degree of changed organizational behaviour in national society and Federation programme management.
- Degree of changed image of the Federation vis a vis donors.

## **Monitoring and evaluation arrangements**

The success in implementing the programme will be monitored through the assessment of field reports. Pilot projects will be evaluated in a more systematic way.

## **Critical assumptions**

- Short term funding for long term capacity building, continuation of dominating relief mentality.
- Consensus on need to include underlying capacity building activities in all programmes and services, including relief programmes.
- Commitment to organizational change within national societies and the Federation.
- Consensus on need to include gender analysis as part of all programming.
- Programmatic visibility in global perspective.
- Coherent interaction between different networks (e.g. youth, gender, volunteering).



