

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

ORGANISATIONAL DEVELOPMENT

5 July, 2002

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 178 countries. For more information: www.ifrc.org

Appeal No. 01.67.2002

Appeal Target: CHF 3,963,920

Beneficiaries/target groups (if available): N/A

Programme Update No. 1; Period covered: January - June 2002

IN BRIEF

Appeal coverage: 39.3%

Related Appeals: N/A

Outstanding needs: CHF 2,408,020

Summary: During the second half of the year, the global OD programme has continued with some of the core global activities including producing and distributing the Capacity Building Framework CD ROM, organising an OD training course, finalising and disseminating a report on the pilot phase of the national society in transition project, supporting the Board and the West European and African networks on volunteering issues, and providing requested technical OD support and guidance to regional departments and field-based delegates.

Operational Developments

The overall goal of this programme is to contribute to National Societies making a significant difference in the lives of vulnerable people. Achievements during the first six months of 2002 are the production and distribution of National Society capacity building tools such as the "Volunteer Policy Implementation Guide", the Project Planning Process (PPP), and a gender sensitive programming training package. The pilot phases of the "National Societies in Transition Countries" project and the new approach to National Society leadership development have been completed. On the volunteering side, the West European knowledge sharing network (WENDO) is up and running on its own, and the Africa based OD delegate for volunteering has continued her work of facilitating the exchange of experience among National Societies particularly in Eastern and Central Africa. These activities have been funded through the balance from last year, CHF 200,000 from DFID as well as a CHF 32,000 contribution from the Swedish red Cross. Feedback from National Societies on the usefulness of the tools, projects and initiatives has generally been encouraging.

In February the department was finally able to recruit an OD officer focusing on supporting National Society youth work. She got off to a good start in re-establishing contact with youth focal points and networks. Besides the focus on achieving the stated objectives, the OD Department has also been involved in 2 important initiatives:

- One of our senior officers has spent some 2.5 months with the American Red Cross in Washington a staff on loan. The American Red Cross has appreciated having a Federation person provide some input and perspectives to its international work. At the same time the Federation has benefited in particular from setting up an OD web portal to facilitate the sharing of knowledge and experience among OD practitioners world-wide.
- As the Secretariat has entered a new phase in its change process, National Society capacity building issues have moved higher up on the agenda of the Secretariat. The OD Department has been providing a lot of conceptual and pragmatic input on how to improve the Secretariat's support to the strengthening of National Societies. One outcome of the change process is that the OD Department has been moved into a new division called "Co-operation and Development" together with the regional, health and co-operation departments.

At the same time, a number of activities included in the plan have not been implemented due to time and resource constraints. In particular, we have not received funding for expanding the volunteering work in the regions (Africa, East & South Asia and the Americas - CHF 450,000 in the budget), outsourcing the volunteer trend report (CHF 300,000 in the budget) and global level activities related to National Society information management (budgeted at roughly CHF 445,000).

Objectives, Achievements and Constraints

Objective 1: The programme will strengthen National Society capacities for implementing relevant services and programmes.

Achievements and constraints:

The text of the revised and updated "Capacity Building Framework" has been finalised and is being transferred into CD ROM format. This will make it easier to include relevant documents and case study materials as well as to update it on a regular basis.

The OD department has continued organising knowledge sharing events on organisational development. The second meeting of the global think tank in Grenada in March focused on how organisational development (OD) can contribute to the fight against HIV/AIDS. Documents produced at the think tank include: *Lessons learnt for improved local capacity building on the basis of case studies from Jamaica, Rwanda and China*; finalised terms of reference for the special project fund for organizational development; the establishment of "communities of practice" to continue working on some of the identified topics; and two useful checklists, *Capacity inventory for effective HIV/AIDS response (What capacities are relevant to work in the HIV/AIDS area?)* and a more specific list on the critical capacities needed for effective HIV/AIDS response.

In follow-up to the think tank, an OD portal, "www.odthinktank.org", has been developed as new tool to manage knowledge amongst RC/RC OD practitioners. Two editions of OD News were written up. Positive comments are being received on the value of this publication for information and experience sharing.

A forum for Federation OD delegates (particularly from the regional level) was held in late April / early May in Geneva. The meeting focused on how to promote local capacity building. It was followed by a joint discussion on OD with the regional departments in the Secretariat as well as OD focal points from National Societies working internationally. On the final day a forum was organised to discuss the role of National Societies in civil society.

The pilot project to capture lessons and good OD practice from NS in countries in transition was concluded with a workshop in Armenia in mid June. The workshop was a good opportunity for the 3 pilot countries (Armenia, Kazakhstan and Mongolia) to exchange experiences. One of the key outcomes is that these National Societies want to continue networking amongst themselves. Another outcome is a kind of checklist on "what to do" and "what not to do" in OD terms in countries in transition. Among some of the pertinent lessons learnt are that some of our best consultancy resources are actually to be found in National Societies themselves, and that delegates are not always the most effective way of providing external support.

Much time and effort continued to go into co-ordinating capacity building work with the ICRC. A joint joint guideline on harmonised planning and implementation in capacity building was produced and sent to all delegations in late May.

Training materials, including an interactive CD ROM, for the “Project Planning Process” were finalised. Senior Management has meanwhile decided to make PPP the standard tool for the Secretariat’s planning work (including delegations). All Heads of Delegation were introduced to the tool during the annual gathering in late June.

The aim of the produced gender mainstreaming training pack is to increase awareness on the link between gender and effective programming and improved service delivery. Whilst training manuals on gender mainstreaming are available from other organisations, the added value of this training pack is that the material is based specifically on the RC/RC practices. It contains 20 case studies and provides examples of gender differences and issues that should be taken into account and dealt with in the core programmes as defined in Strategy 2010. Testing of the material is planned for the third quarter of the year.

The department supported the Iranian Red Crescent Society in organising a meeting of National Society Gender Focal Points in May. The meeting focused on how to effectively implement decisions of the 3rd Middle East and North Africa Conference held in 2001 with regard to gender mainstreaming. The main outcome of the meeting is the Operational Framework for MENA Gender Network which outlines actions to be taken at regional and National Society levels in order to implement the recommendations of the latest regional conference. This year’s scholarship for gender training project was launched in March

Objective 2: To develop National Society leaders who effectively lead organisational change and efficiently manage improved programme and service delivery.

Achievements and constraints:

The pilot phase of the National Society leadership certificate programme was successfully concluded at both global level and the Americas. The programme is a revision and development of the RC/RC Leadership Induction Training Course which was held every year for 25 years. The new LDP, run in close collaboration with the ICRC, is composed of three training modules and a fourth module that consists of an assessed written exercise. For the fourth module, participants are currently writing a future plan of action for their National Society. On successful completion of all four modules, participants will be awarded a certificate, acknowledging that he/she has achieved the basic minimum standard leadership skills required to be an effective leader of a National Society. Based on an ongoing evaluation of this approach, decisions and plans for the future of this initiative will be taken and made in the next couple of weeks.

Objective 3: To improve National Societies’ practice in managing (recruiting, training, motivating, supporting and rewarding) volunteers and youth.

Achievements and constraints:

Highlights from the events and activities supporting volunteering and youth work included:-

- In follow up to the International Year of Volunteers 2001, the Federation has agreed to work together with United Nations Volunteers and the Inter-Parliamentary Union in a loose coalition to encourage and support governments to create enabling environments for volunteering and volunteer organisations. A first joint event was successfully organised during the World Assembly on Ageing in Madrid in April.
 - * An implementation guide for the Federation’s Volunteering Policy was finalised, translated into the four languages and distributed to all National Societies.
- A coalition meeting of the “big seven” youth organisations was held in Baltimore in early April. It started an exciting joint initiative to better co-ordinate the HIV/AIDS work of the organisations on the African continent.
- The OD delegate for volunteering in Africa has continued her work in promoting volunteering and the sharing of experience among African National Societies. A number of interesting reports reflecting good practice and lessons learnt in National Societies such as the Sudanese Red Crescent are available.
- The West European Network on Volunteering continues to function on its own. At its last meeting in May, the network decided to use the Spanish RC as an example National Society in Western Europe

- The department continued to organise workshops in the Secretariat on volunteering issues. AmCross recent provided 2 people, Ann Adams (now the acting Head of Volunteering) and Rita Chick (Head of HR and volunteering) in the Bay Area Chapter to run some information and discussion sessions in the Secretariat.
- The programme organised a Board orientation session on volunteering on June 13 (facilitated by external consultant Kenn Allen). Discussions showed a lot of knowledge and commitment by the Board to the issue of volunteering. The subsequent Board decision includes having the issue of volunteering on each Board agenda.
- The newly recruited Federation Youth Officer participated in ECC (representation of the European Youth Network) meetings, prepared a proposal to the EU for funding RC youth work in Europe, is managing increased contacts with National Societies requesting information / materials / advice on RC/RC youth work, prepared and supported the June Youth Commission meeting and has been reviewing youth aspects of the global HIV/AIDS stigma campaign
- The volunteering and youth sections of the Federation website have been upgraded, and are worth having a look at!

Objective 4: To identify and implement relevant and appropriate CB interventions/approaches in assisting National Societies to develop their Financial Management systems and structures.

In March, the first Federation Finance Development/Resource Development (FDRD) workshop took place in the Secretariat Geneva. The main objectives were to emphasise the importance of having a solid financial management base in place before developing a sustainable resource/fundraising strategy and to train participants on how better to convey and share information with National Societies in their role as facilitator/consultant. Participants were a mixture of OD, Finance Development Delegates Federation and Bilateral Delegates, National Society staff. Overall the feedback from the participants was positive on bringing together a group of people from different parts of the movement and with different roles and experience to exchange information on this topic.

Plans to hold a second such workshop in October were postponed due to lack of funding and the cancellation of the Finance Development position in Geneva.

Financial Management (FM) was one of the subjects included in the Leadership Training Programme in April. The modules provided participants with a general introduction to FM and to the areas of Budgeting and Auditing. Feedback from the participants was positive and highlighted the importance of this subject to National Society leaders.

The Secretariat FD Officer participated in the first East Africa Regional FD workshop in May. The workshop was attended by financial core staff from 12 National Societies. It provided a forum for senior and middle management financial officers to meet and exchange experiences and to encourage future exchange missions and cross border co-operation. Results from the work of the RFDD to date has shown that the sharing of resources and practices between the National Societies in the region and utilising local resources has proven to be an effective method of making an impact in this area of development.

The revision of the Federation Finance Procedures on NS Working Advances and Cash Transfers has just been completed and final sign off is expected in the month of July. In revising the procedures, the aim has been to ensure that they operate in a way that assists the NS in developing their capacities and also equip the Federation to better manage the process. The revision has been a consultative process involving people from Federation Finance, Finance Development, Programme Co-ordination and NS.

The FD officer has become more involved in providing support to FD programmes in National Societies where there is no country or regional FDD support available. This has either been in collaboration with OD delegates or PNS (e.g India, Central Asia, the Baltics). This move is encouraging in that it shows that it is possible to carry out an FD programme using local technical expertise rather than always recruiting FDDs.

The secretariat position of NS Finance Development Officer will not be maintained after August of this year. This is due to funding problems and also to reflect the stance of the Finance Department (where the position is currently located) that NS finance development is the work of OD and not finance.

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.

Achievements and constraints:

Most of the concrete implementation of this objective takes place through the Harare Regional Delegation, and achievements are covered through its programme updates. AT global level there have been some preparations to look into rolling out the lessons learnt from the Southern Africa information management project. Due to funding constraints, these are for the moment on hold.

As previously mentioned, a significant achievement is the launching of the OD portal “www.odthinktank.org”, which in the long run should contribute to assisting National Societies in learning from each other and improving their OD work.

Outstanding needs

Significant outstanding needs remain, in particular in the areas of volunteering work in the regions, preparing for a new round of the leadership development programme, rolling out tools such as the PPP, consolidating the youth related activities as well as supporting finance development work including organising a further finance development and resource mobilisation workshop. Most of this work will not be possible without securing funds for both activities as well as key staff positions such as a finance development officer, a further volunteering officer (given that the trainee officer for volunteering left at the end of June), a replacement of the senior officer for volunteering and a training officer (responsible for the content and quality control of OD related training).

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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>.

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Organisational development							ANNEX 1
APPEAL No. 01.67/2002		PLEDGES RECEIVED				04.10.2002	
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT	
CASH							
REQUESTED IN APPEAL CHF ----->				3'963'920		TOTAL COVERAGE	
						39.3%	
CASH CARRIED FORWARD				705'916			
AMERICAN - RC		20'000	USD	31'114	20.06.2002	SMALL-SCALE ACTIVITES	
AMERICAN - RC		2'500	USD	3'741	20.09.2002	PRODUCTION & DISTRIBUTION OF CB/CD-ROM	
BRITISH - GOVT/DFID				200'000	19.02.2002		
BRITISH - GOVT/DFID				200'000	07.08.2002		
BRITISH - RC		5'000	GBP	11'375	22.07.2002	VOLUNTEERS & YOUTH	
BRITISH - RC		5'000	GBP	11'375	22.07.2002	GENDER & DIVERSITY	
FINNISH - GOVT/RC		31'700	EUR	46'799	14.05.2002	GENDER TRAINING MANUAL	
FINNISH - RC		30'000	GBP	44'040	03.10.2002		
ICRC				20'000	08.02.2002	NLS COURSES	
SWEDISH - RC		200'000	SEK	32'060	08.02.2002	ORGANIZATIONAL DEVELOPMENT	
SWEDISH - GVT		750'000	SEK	121'500	20.07.2002	VOLUNTEERING	
SWEDISH - GVT		790'000	SEK	127'980	20.07.2002	NS LEADERSHIP	
SUB/TOTAL RECEIVED IN CASH				1'555'900	CHF	39.3%	
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		