

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

ORGANIZATIONAL DEVELOPMENT

28 July 2005

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 over 181 countries.

For more information: www.ifrc.org

In Brief

Appeal No. 05AA093; Programme Update no. 1, Period covered: January to June, 2005; Appeal target: CHF 2,200,000 (USD 1,890,942 or EUR 1,449,546); Appeal coverage: 72.6%; Outstanding needs: CHF 602,120. [click here to go directly to the attached Contributions List \(also available on the website\).](#)

For further information specifically related to this operation please contact:: Organizational Development Department, Ken Phillips, Head; email: ken.phillips@ifrc.org

This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning (refer below to access the detailed logframe documents). All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

Overall Goal: national societies are trusted, able and willing to deliver effective, large-scale, nationwide services to help people in relevant core areas and to assist other national societies to improve the lives of vulnerable people.

Objective 1: Improved Support System.

An improved system to delivery effective Organisational Development and Capacity Building support to National Societies.

1. Progress on A Common Approach to Organisational Development and Capacity Building and Poverty Alleviation.

The development Commission considered revised and recommended to the Governing Board two consultancies on key issues on interest to national societies:

1. develop a consultation process within the Federation on the ways to scale up the existing work on poverty alleviation in all core areas, as part of "Federation of the Future" process; and
2. develop a consultation process within the Federation and with ICRC to develop a clear common approach for the Movement including strategies, terminology, structures, profiles and measurement for organizational development and capacity building and to report back to the September Board meeting.

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The requests for consulting on A Common Approach to Organizational Development and Capacity Building and Poverty Alleviation were sent to National Societies. The Development Commission will review responses and recommend action, based on the consensus, to the Governing Board.

A Common Approach to National Society OD and CB is mandated by the Strategy for the Movement which calls on the secretariat to lead in this process. The approach largely reflects current Federation policy and the Strategy for Change and is geared to National Societies around the world which in general is developing higher levels of performance. This approach should become a basis for discussion and progress in more coordinated and cooperative work in OD and CB within the secretariat and with PNS and ICRC. Consulting for a national society means how delegates and others do their work, how they put the client national society first, how they support or accompany the national society forward; the skills, experience and sensitivities they bring to the assignment; and how they avoid doing the work and do everything to transfer skills and develop the national society itself.

The definitions for national society development, organizational development, capacity building, and relationship development reflect existing policy and retain current usage wherever possible and also eliminate use of the same term for two different meanings and several inconsistent details. The motivation is to establish common terminology where it does not exist today. For example, according to Federation policy, the term capacity building today can mean either overall national society strengthening or programme level strengthening, and one does not know what another person means without further explanation. The term relationship development is new and provides an essential component for sustainable national society development through CAS, partnerships, fundraising and relations with others, all of which are called for in several key strategy documents. The responsibilities also reflect and consolidate existing policy.

Poverty Alleviation: In April 2004, the Development Commissions discussed Poverty Alleviation and recommended more work by the Federation in this area. At the April 2004 Board meeting, there was divided opinion with some members favoring more action in the area of Poverty Alleviation and some members favoring a focus only on the current core areas of work as indicated in Strategy 2010. This year, the Development Commission recommended a middle path which would mean scaling up work in Poverty Alleviation within core areas, speaking more clearly about the Federation's work in Poverty Alleviation within core areas, and not expanding the mission to broader development agenda.

Discussions within the secretariat, with National Societies and with ICRC are ongoing on these two topics:

2. **National Society Strategic Plan:** this updated OD tool was presented to the Development Commission as a basic framework for national societies to help guide them in their strategic planning process. The updated tool is in coherence with other policies and processes, namely the Development and Development Cooperation Policies, Strategy 2010, Characteristics of a Well Functioning National Society amongst others. The guidelines emphasize the ownership responsibility of national societies for their own planning and replace the current draft national society development plan tool.

The Commission recognised the need for more practitioners in financial management, especially in the transitional national societies. It also requested the Secretariat to further develop the national society strategic plan to reflect the three different levels of national society developmental stages for the tool to be useful and practical to all. The Commission endorsed the national society strategic plan as a model for National Societies and urged that it be promoted with national societies.

3. **Capacity Building Indicators:** This new initiative intends to conclude the previous efforts to find measurable indicators which respond to the organizational development and capacity building objectives in line with priorities of Strategy 2010. The indicators were developed within the outline of the CWFNS as well as the Federation's National Society Self-Assessment.

The Development Commission endorsed the Capacity Building Indicators as a practitioner's guide for assessing, planning and monitoring National Society development as well as the annual mapping of National Society priorities for organizational development and capacity building based on the characteristics of a well functioning national society.

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4. Mapping of National Society Progress: the Strategy 2010 Mid-Term review recommends the key performance indicator of achieving the characteristics of a well functioning National Society. Mapping on National Society progress on key indicators was carried out in February. The data are being used by OD and other delegates to determine priorities for support.

Measurement of national society development is necessary for the secretariat to determine priorities and lead the process with other members of the Movement. Donors also expect such measurement. Progress along the characteristics of well functioning National Societies is a process of ongoing continuous improvement. All national societies should be working to make progress in these characteristics with priority on the five characteristics below.

Highest priority should be given to achieving progress, year to year, in statutes, planning, finance management, resource mobilization, and volunteering, as measured by the national societies in the region in making progress in these characteristics. These priorities will be used to gauge progress in supporting national society development. The following components based on characteristics of well functioning national societies will be used to identify priorities and report on progress. Including these characteristics in the national and regional plans depends on regional and national priorities.

1. Statutes and Legal Base – number and increase in number of national societies:
 - a) meeting statutes and legal base requirements
 - i Joint Commission
2. Governance – number and increase in number of national societies:
 - a) in compliance with the legal base.
 - b) establishing clear goals and objectives.
 - c) fulfilling the responsibilities of governance.
 - d) representing the profile of the country.
3. Management – number of national societies scoring high in:
 - a) HR systems, strategy and management.
 - b) making progress on all other measures below.
4. Planning – number and increase in number of national societies with:
 - a) good strategic and operational planning.
 - b) good national or regional CAS including open dialogue with partners.
 - c) use of the PPP or logical framework.
5. Image – status of national societies as indicated in standard public opinion poll on awareness, understanding, and appreciation.
6. Financial Management – number and increase in number of national societies with a good external financial audit including expenditures by core areas.
7. Resource Mobilization – number and increase in number of national societies with:
 - a) increased total revenues.
 - b) increased diversification of revenue sources as reported in financial audit.
8. Volunteering – number and increase in number of national societies with:
 - a) volunteering policy, management and plan of action.
 - b) actual measured value of volunteer work.
9. Branch development or alternative– number and increase in number of national societies with:
 - a) extensive branch coverage in the country.
 - b) good branch governance, planning, finance, fundraising, volunteer systems and programs.
10. Youth – number and increase in number of national societies with:

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- a) youth policy, management and plan of action.
 - b) actual measured value of youth volunteer work.
 - c) involvement of youth in structures and decision making or election of youth by youth to governing boards.
11. Gender – number and increase in number of national societies with:
- a) gender analysis in programming (e.g., sex disaggregated data).
 - b) progress in gender balance in leadership positions.
 - c) programs against sexual-based violence/exploitation.
12. Community Development – number and increase in number of national societies with:
- a) policy of community empowerment.
 - b) use of VCA and PRA processes.
 - c) beneficiary involvement in planning and M&E.
 - d) beneficiary satisfaction surveys.
5. Improved profile, responsibilities terms and other components of OD support in the field: significant attention was given to developing a clear profile for OD and OD related delegates, drafting new job descriptions, and identifying other needed adjustments to improve service delivery.
- new desired profile of skills, experiences and competences for people providing OD support in facilitating, coaching and accompanying national societies was developed.
 - New model job descriptions for regional OD delegates, strategic planning delegates, finance development delegates, volunteer and branch development delegates have been developed. These JDs can be the basis for assignments for delegates and/or consultants.
 - In all cases, the model job description should be tailored to the specific needs in the region and national society priorities; in addition, detailed Terms of Reference with specific deliverables and timetables should be developed and agreed before or immediately after each individual is assigned to a post.
 - A regional OD delegate or regional finance development delegate can serve as an in-and-out consultant to national societies in the region. Consultants should be considered for in-and-out assignments over a short or longer period of time. Regional OD delegates are preferred to in-country delegates except for new, weak or recovering national societies.
 - Local resources and regional peer support should be considered as an effective and less expensive means to support national society development. Top-level global volunteers should be considered for high level assignments especially with Governing Boards.

Objective 2: Youth

Youth in National Societies have an increased involvement, leading to better structures and services in the line with overall Organizational Development program. To effectively contribute to the organizational development of National Societies to strengthen Youth programmes and structures, in line with the Federation Secretariat overall organisational development framework and the three directions expressed in Strategy 2010, so that Youth in National Societies contribute to:

1. Improving services responsive to local vulnerability and focused on the four core areas.
 2. Managing human resources through a strong volunteer engagement and supporting policy and structures through representation in decision-making bodies.
 3. Working together through programme cooperation, long term partnership and funding.
1. National society youth programmes in the Middle East and North Africa region have been strengthened by the organization of a regional meeting for Red Cross and Red Crescent youth leaders who can create a multiplier effect by empowering young volunteers and organizing responsive programmes.

Progress/Achievements (activities implemented within this objective):

- § Cooperation and coordination was ensured with the MENA delegation its Youth Advisor for the organization of the MENA Youth Meeting.
- § Facilitation for the mobilization of financial resources for the meeting.
- § Technical advice was provided for the preparation of the meeting.
- § Information about the meeting was made available on the International Federation website.

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- § MENA Youth Meeting arranged in June, 2005, and attended by youth representatives from 11 of the 17 National Societies in the region.
- § MENA Youth Meeting was facilitated and guided to lead to a MENA Youth Network and a regional Youth Plan of Action, a Youth Coordination Committee was elected.
- § Initial follow up done.

Impact:

- § Youth in the MENA region feels the ownership of the network's Plan of Action and the Youth Coordinating Committee will ensure its continuation. Red Cross and Red Crescent Youth benefited from the exchange of knowledge on regional priority issues that will lead to the development of youth programmes and structures in their national societies.

Constraints:

- § National Societies in the region did not clearly see this meeting as a follow up of the MANAMA declaration. The needed response was, and still is, to promote participation in the network further.

2. Technical assistance was given to the European Cooperation Meeting of 52 National Societies. The ECM is organized by the Austrian Red Cross to assess the progress of the work done by the Red Cross Red Crescent Youth in Europe, share knowledge and experience on priority issues.

Progress/Achievements (activities implemented within this objective).

- § Technical support was provided to the European Coordinating Committee for the preparation of the meeting, including guidance on programme (to include sub-regional networking, youth participation and active citizenship and cooperation and partnerships), back-ground readings and external speakers, as well as for the facilitation of the meeting.
- § Information about the meeting was made available on the International Federation website.
- § Support was provided to the ECC to access to EU funds for ECM
- § Link created with UNICEF to explore future regional and national cooperation.
- § A new European Coordinating Committee was elected to ensure the continuity for the network in the next two years.
- § Support was ensured so that youth in Europe are actively involved in the planning of the Red Cross/Red Crescent European Conference (Moscow 2006).

Impact: Youth learned about active partnership, participation and cooperation to further develop their national programmes and structures.

3. The Youth newsletter (together with Volunteering) has been produced and the Youth section at the Federation website updated, in order to have well informed Red Cross and Red Crescent youth managers, staff and volunteers, and support the strengthening of Youth structures, services and programmes.

Progress/Achievements

- § Two issues of the quarterly youth newsletters produced and distributed to all national societies and external partners through global mailings. Information about programmes and activities, policy and structure, and partnerships of National Societies and the International Federation has been disseminated.
- § The website has been regularly updated with contact information, news and activities.
- § FedNet youth section has been developed, including a presentations and other resource documents as well as a youth discussion forum.

Impact:

- § New contacts with the National Society youth have been established through this communication.
- § Increased knowledge about programmes and activities among Red Cross/Red Crescent youth.
- § An improved flow of information worldwide inspires and encourages youth to share more information within the Federation global youth network.

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4. A better system in Youth programming is being developed through a global consultation on Youth programmes and structures examining a) where we are, b) how we progress and c) what works.

Progress/Achievements

- § A detailed questionnaire was developed for the Youth Global Consultation 2005 for a professional data collection and analysis.
- § The questionnaire was shared and promoted through global mailing and emails, and the replies received by April were included in a preliminary report developed for the Youth Commission meeting and report given to the Governing Board in April to show the development of youth in the National Societies.
- § Thanks to the successful practices gathered through the Global Consultation, case studies on working models have been developed.

Impact: the findings of this consultation show the progress on the situation of Red Cross and Red Crescent Youth, and provide a relevant baseline for the future youth development in the Federation.

5. Progress and results on the implementation of the Youth Commission work plan has been developed, including the preparation to the Commissions meeting and the General Assembly.

Progress/Achievements

- § Secretariat support was provided for the preparation, implementation and follow up of the Youth Commission meeting in April 2005.
- § The “Youth Protecting Human Dignity Award” has been developed to be presented to the regional winners at the General Assembly 2005.
 - Agreement made with Library of Life for sponsorship.
 - Promotional leaflet produced.
 - Application and award criteria developed.
- § A Youth Representative Profile, for youth representation in international meetings was developed and approved by the Governing Board.
- § Preparations started for the partnership café and youth and volunteer events before and during the General Assembly.

Impact:

- § Better understanding of youth representation to ensure effectiveness in International Federation meetings.
- § The Governing Board was advised on youth priority issues for future planning.

6. Events will be organized at the General Assembly in November to encourage young people, and adults working with young people, to meet and exchange ideas and experiences.

Progress/Achievements

- § Planning and coordination with other departments involved in the preparations of the General Assembly 2005 is on progress to organize youth and volunteer events (Youth Award, Partnership Space) before and during the General Assembly.

Impact: progress to ensure youth recognition and participation at the next the Federation General Assembly.

7. Current co-operations and partnerships with other organizations working with and for Youth will be continued and expanded.

Progress/Achievements:

- § Input from the Youth Organizations in the CONGO Youth Committee in Geneva on progress on National Youth Policies of the UN were gathered and given to the UN Youth Focal Point.
- § the Federation participated in the review of the UN youth programme in January/February 2005.

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- § The publication “Children & Young People: Participating in Decision-Making. A Call for Action” has been produced by UNICEF in partnership with the International Federation and other Youth Organizations in the “Alliance of Youth CEOs”.
- § Cooperation with UNICEF continued at regional and national level, including cooperation on UNICEF mapping on cooperation activities between Red Cross and Red Crescent youth and UNICEF worldwide.
- § Memorandum of Understanding with French and Belgian Red Cross, International Federation, ICRC and World Organization of Scout Movement.

Impact:

- § Widening opportunities for Red Cross and Red Crescent Youth to cooperate with other organizations.
- § More advocacy on youth participation in decision-making.
- § the Federation Youth played a more active role in international representation.

Objective 3: Leadership Development

Goal: national societies are trusted, able and willing to deliver effective, large-scale, nationwide services to help people in relevant core areas and to assist other societies to improve the lives of vulnerable people.

Objective 2: national societies have skilled and trained staff and volunteers who can identify, implement and manage programs, service delivery and supporting services in an effective and efficient manner

Expected result 2.1: Staff and volunteers in leadership positions within national societies are well informed and trained about their roles and responsibilities.

Related projects:

The Leadership Development Programme will be coordinated by the Geneva-based Secretariat and regional or country delegations, in collaboration with ICRC consisting of two main areas

* Organizational knowledge and learning:

- a) nationally based induction/review courses/briefings for new board members and senior staff; and
- b) and Geneva based ‘international responsibilities and obligations’ courses (20-25 participants) held in 3 Federation languages.

Together with ICRC, a frame for this element has been agreed and elaborated. Discussions are ongoing as to how this material can best be transferred to CD-ROM to allow dissemination and relevant use within national societies themselves.

A course programme which involved pre-course work and some follow-up has been tested with sixteen national societies Presidents and Secretaries General in its English language version. Preparations based on feedback are underway to refine the programme for September where again the link between international decision-making responsibilities and consequent national level implementation will be made. To underline the importance of this approach two senior Movement personalities (from the Standing Commission and Governing Board) acted as part of faculty for the first course.

* Broader leadership development: a) the ‘Leading Humanitarian Assistance Proposal’ to bring together leaders from across the humanitarian field in short courses and structured managerial exchange

This particular initiative is still being worked on but as yet no dedicated funding source has allowed real expansion or further development. The Centre of Leadership Studies University of Exeter still plays a lead in seeking funding sources (though governments etc), just as the Centre also played an important role in the Federation’s hosting of a Leadership Think Tank at the Secretariat at the beginning of the year; this brought together some twenty senior personnel from other not-for-profit agencies, consultancies and academia to discuss common approaches to leadership development.

In a related but parallel initiative to the above considerable work has been done on drafting a possible framework for leadership development in tsunami affected National Societies. Much of the early thoughts related to this have

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been worked on with LEAD International, a non-profit leadership and development body that has regional and/or national offices staffed by national personnel in some of the affected countries.

and b) placement of staff and volunteers with leadership responsibilities in established prestigious external courses, for example, the British Council Pan-African leadership programme and the World Economic Forum's Global Young Leaders Forum.

Although we have not had success in being able as yet to place any of our leaders in the above programmes (selection is made externally to the Federation), there has been some recent success in establishing links with the British-based Association for Chief Executives of Voluntary Organizations (ACEVO). This body is interested in broadening into a pan-European network that will run leadership development and exchange programmes, and they are very interested in establishing relations with National Societies through the Federation. Preparations for participation in their first European event in Italy in July are underway.

Objective 4: Volunteering

In April in Kuala Lumpur, there were 60 participants holding a variety of positions, from manager of Organizational Development, trainer in the youth department, president of a branch, volunteer coordination, regional programme manager, volunteer in the first aid team, chairman of a chapter, assistant director, chairman of the volunteers service committee and district manager amongst others.

Armenia	Australia	Bangladesh	Bosnia and Herzegovina	China
Denmark	East Timor	Ghana	Jordan	Korea
Lebanon	Lesotho	Malaysia	Mozambique	Myanmar
Nepal	Nigeria	Norway	Palestine	Panama
Peru	Philippines	Seychelles	Sweden	Thailand
Turkey	United States	Venezuela	Vietnam	Zambia

The Volunteering in Emergencies workshop was the first of its kind. Participants appreciated the opportunity to share experiences and learn from other realities. Recommendations made during the workshop include the need to :

- Ensure that a needs assessment is conducted before mobilising volunteers (ideally this should be done with together and in coordination with volunteers).
- Integrate volunteers into programmes and activities together with national society staff to ensure that the two work in collaboration on relevant activities.
- Include high profile (local celebrities, distinguished personalities, politicians, etc.) volunteers who should be allowed to contribute and therefore raise the community awareness about the national society.
- Assign a volunteer manager in the headquarters and branches to lead the volunteers during an emergency operation. Often there may be a volunteer manager for everyday activities however, a volunteer manager is often missing in emergency situations. This leads to more chaos and confusion between the national society, the community and the volunteers.
- Ensure a well planned transition phase between the emergency phase and return to "normal" life. This transition phase is an important spring board to get the new and spontaneous volunteers mobilized during the emergency involved in your standard volunteer management cycle. This includes linking and integrating new volunteers (spontaneous) to existing services according to their needs and interests after the emergency phase has passed.
- Regularly recognise and appreciate volunteers. This includes delivering messages on their activities to the members as well as regularly thanking them and publicly recognising their contribution.

The foundations for five different case studies were laid. These include the Korean Red Cross (subway fire) the Palestinian Red Crescent (rescue mission); the Chinese Red Cross, Hong Kong branch (SARS outbreak); Zambia Red Cross (sudden refugee influx) and the Philippines Red Cross (Typhoon response).

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The workshop transitioned to Volunteer Management Systems on the Wednesday, 20 April at mid-day. The participants in the Volunteer Management Systems highlighted the need to focus on activities and the services that National Societies are delivering. Areas identified which volunteers would like to work on in the future:

- More focus on the communities.
- Liaising with communities to identify their needs and then follow-up by matching volunteer interests with these community needs.

This brings up the issue of planning with volunteers. Often volunteers are not included in the planning stages of activities and to ensure volunteer satisfaction more joint planning should be undertaken with them

A market place was organised where 7 National Societies presented specific components of their Volunteers Management Systems: East Timor, Korea, Norway, Palestine, Philippines, Seychelles, Turkey. In addition to the above areas, national societies were given the opportunity to share experiences through one to one exchange session. Specific issues previously identified were discussed, with one national society providing solutions to another national society's problems

The workshop finished with the drafting of a vision for the future of national society volunteering:

- national societies are open to everybody wishing to volunteer reflecting the community diversity and have a sustainable human resource management system for volunteers;
- National Societies are providing opportunities to volunteers wishing to be involved in planning and decision making at all levels;
- national societies are providing appropriate support and resources to volunteers to carry out programmes meeting the needs in the community improving the lives of vulnerable people.

Meeting about volunteers in branch and community and "Our Federation of the Future" Stockholm 14-16 June 2005.

During last Governing Board and Commission meetings in Geneva, many participants highlighted the need for the "Our Federation of the Future" process to share views and opinions on integrating volunteer management, branch development and integrated community-based programmes within Federation. As a result, the Governing Board requested the Our Federation of the Future Panel and the Secretary General to review best practices in these areas, and to make recommendations on how they can be better integrated into Red Cross Red Crescent programming.

The Secretariat, together with the Swedish Red Cross has organized a meeting on "Volunteers in Branch and Community" as a contribution to the "Our Federation of the Future" process. The meeting will take place in Stockholm from June 14th to June 16th, with approximately 15 participants from various levels of the Federation:

- Representatives from Federation commissions and working groups that have been involved in the "Our Federation of the Future" process.
- Representative from national society networks linked to Volunteer, Youth or Branch and Community Development.
- Representative from national societies directly involved in Volunteers, Youth Programmes or Branch and Community Work.
- Federation Secretariat staff involved in supporting the above areas.

Participants have studied and discussed some of the latest documents developed, such as the draft "Vision and Values Statement" and "Areas for Improvement" and related them to best practices and lessons learned in volunteer, branch and community development. Consensus has been built among participants to provide feedback and specific recommendations to "Our Federation of the Future" Panel and to the Secretary General, to build a shared understanding and common approach to these issues. The findings will be presented at Federation events and meeting in coming months to ensure better understanding and participation of national societies.

Other achievements:

- Two issues of "Volunteer newsletter", one in January, the second in April, distributed worldwide in five languages including Russian.

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- 16 selected national societies, directly supported in order to promote and develop the Federation Volunteers Program.
- Facilitate formation /training/coaching more than 100 Volunteer managers/coordinators in the national societies.
- More than 105 individual profiles with photos collected from national societies, to be posted in the Federation Website (in four languages, according to established parameters on gender, diversity, actions and languages).
- 15 volunteer case studies from national societies: collected and shared.
- Volunteers Reference Centre based in London supported.
- Regular contacts with others Volunteer partners like, IAVE, IPU and UNV.
- Invitation to all volunteers to register at Fednet.

Objective 5: armonized tools, gender, and knowledge.

The Community Based Tools Harmonization Project is underway! This project was motivated by the input of national societies during the International Conference in 2003, and the Heads of Delegations meeting as well as the Development Forum held in 2004.

The comments shared during these meetings reflect a need for a more harmonized approach to community based programming; to examine similarities and avoid conflicting terminology or approaches. In 2004 a database was collated from tools, reports, and feedback provided by National Society, Branch-level, and Secretariat Staff. This database is available under "Activities" on FedNet.

The database was then analyzed to identify similarities and the common tools which are used in community based programming. Following this analysis, Guidance Notes are being created to harmonize the tools used by the core sectors of the Federation. It is anticipated that some 30 Guidance Notes will be written by the end of July which will then be shared for feedback and review.

This initiative connects to other initiatives currently underway with the Movement including revision of the Community Based First Aid Program, development of the Disaster Management Framework, revision of the Vulnerability Capacity Assessment Toolkit, as well as the development of a harmonized Volunteer and Community Framework.

The report on Gender Issues in Red Cross and Red Crescent Response to the Tsunami has been finalized and shared with the senior management of the Federation. It summarizes the initial outcomes of a project launched by OD Department and is based on a review and analysis of a wide range of external and internal documents related to the Tsunami operation as well as observations from a field mission to Indonesia. The report is intended to provoke thoughts and to stimulate actions towards a better integration of gender issues in Federation's disaster relief and recovery. The project will continue during the next 6 months focusing on the recovery phase.

There has been limited progress in the area of knowledge sharing during the first six months of the year. This was due to a number of factors, primarily the absence of the staff member dedicated to this work that was on loan to work on the tsunami and was then on extended sick leave. We intend to pick up on this work in the remaining six months of the year and are currently undergo a first round of internal consultation to review the challenges to knowledge sharing and to identify one or two concrete steps to improve knowledge sharing. At present, there is a commitment to improve the OD website and FedNet site and to hold a meeting of OD practitioners to discuss key issues in September. Out of this meeting we plan to check to the feasibility to revive the earlier ideas of an informal OD email network.

Objective 6 : Continental OD Organizational

The OD Appeal includes two continental OD coordination positions – John Gwynn in Asia/Pacific and a position in Africa, which remains unfunded. A comparison of the significant accomplishments and progress in Asia/Pacific highlights the need for funding for comparable work in Africa

Progress and achievements against objectives:

The Asia pacific OD programme has successfully facilitated case studies generated from Kiribati, Solomon Islands, and Vanuatu on OD and CB practices that have had impact on the vulnerable, with a further 3 planned in South

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Asia and 2 capturing OD/Cb experiences in tsunami-affected national societies planned for the rest of 2005. Supplementing this will be case studies of impact on effective gender work in national societies that improve learning on the gendered aspects of effective OD/CB work from experiences of national societies in SE Asia, tsunami response programmes, and an update on the earlier gender in emergencies case study in Bangladesh.

The concept of an active AP national society OD practitioners group which provides mutual peer support has been initiated, with a successful mutual capacity building visit on finance development systems between Nepal Red Cross and East Timor Red Cross. Further OD practitioner support visits are planned between Philippines Red Cross and Mongolia Red Cross and Sri Lanka Red Cross on HR support (temporarily on hold), and are also underway between New Zealand Red Cross and Fiji Red Cross on Strategic Planning and Branch Development. DPRK Red Cross will also be seeking mutual learning with Vietnam Red Cross on Legal Base and Mongolia Red Cross on HR and Resource Mobilization later in 2005.

Following up the new OD model (developed in AP Collaborative Forum 2004) facilitating measuring ways of linking OD/CB interventions to direct impact on the vulnerable piloted and refined in 14 national societies, plans are in place to support national societies to adapt tool the tool for local use in the second half of 2005. three national societies are already reporting using the “Impact Spider” tool to better articulate their impact on vulnerable people!

In an unexpected move, two new case studies of successful integrated vulnerability assessments and integrated programming have been enthusiastically completed in Kiribati Red Cross and Solomon Islands Red Cross. Discussions in progress to also generate case studies on integrated programmes and their impact on the vulnerable in East Timor, Myanmar and Mongolia by the end of 2005.

A regular monthly AP OD email update continues to facilitate cross-regional knowledge sharing which reaches all Movement stakeholders in AP from national societies to all bilateral national societies, ICRC and Federation core programme counterparts. The three tsunami-focused AP OD email updates, and 3 regular AP OD updates produced in 2005 so far have shared 22 OD/CB tools and resource materials generated mainly by AP national society to improve effective OD/CB practices, an initiative which continues to receive wide and appreciative feedback.

To facilitate a more harmonized approach to OD and CB within and between all Red Cross and Red Crescent Movement stakeholders, an AP Forum on harmonized approaches has been planned for October 2005. The forum will also produce action plans for harmonized approaches to implementing the recommendations of, for example, the AP “Volunteering Review 2004” for strengthened volunteering management systems.

To assist all tsunami-affected national societies, the Swedish Red Cross have kindly supported a new AP Volunteering Development Delegate who was appointed in June to facilitate the strengthening of volunteering systems in tsunami-affected national societies specifically, but also enable knowledge sharing of effective volunteering practices and tools across the wider AP region at the same time.

With the circulation to all AP national societies of the Global Youth Questionnaire together with the analysis of AP national society Youth trends from the 2004 AP Youth Questionnaire results, further networking and sharing of youth initiatives across the four regions of AP has resulted in increased interest in youth support mechanisms such as the SE Asia National Society Youth Directors Forum, and requests for sharing of other AP National Society Youth Policies and practices across AP region to strengthen AP youth network.

Improved Leadership Development courses at regional level with systematic follow-up mechanisms for knowledge sharing have also been facilitated, enabling shared resources between the Pacific, S Asia and SE Asia Regional Delegations and their National Society membership on effective LD course materials and evaluations of LD meetings and processes to improve quality of courses.

Constraints:

To date the lack of a Volunteering Development Delegate has led to a less structured support to Volunteering Development initiatives. With the new appointment in June the needs and requests of the membership are expected to be more specifically addressed.

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The tsunami has provided both an opportunity to provide tailor-made OD support to directly affected national society, but has also raised concerns about sustaining support to non-tsunami affected national society. The AP OD Coordinator has played roles to ensure that other national societies continue to get services and support for the 58 individual non-tsunami pieces of OD work being undertaken by the national society membership in the most appropriate ways possible.

[Contributions list below; click here to return to the title page and contact information.](#)

Organisational Development

ANNEX 1

APPEAL No. 05AA093

PLEDGES RECEIVED

20/09/2005

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

REQUESTED IN APPEAL CHF ----->	2,200,000					TOTAL COVERAGE 72.6%
OPENING BALANCE	89,298					
BRITISH - GOVT/DIFD GRANT	475,000			01.01.05		
BRITISH - RC	45,000	GBP	98,145	03.06.05		SENIOR OFFICER
EMPRESS SHOKEN FUND			25,000	29.06.05		
EUROPEAN YOUTH FOUNDATION	19,000	EUR	28,814	14.12.04		EUROPEAN COOPERATION MEETING
ICRC			35,578	12.08.05		LEADERSHIP DEVELOPMENT PROG.
ITALIAN - RC	40,000	EUR	61,720	26.01.05		ORGANISATIONAL DEVELOPMENT , VOLUNTEERS PROGRAM
LIBRARY OF LIFE			5,000	24.06.05		YOUTH ACHIEVEMENT AWARD
NETHERLANDS - RC	37,433	EUR	57,797	03.06.05		
NORWEGIAN - RC	50,000	NOK	9,350	11.01.05		
NORWEGIAN - RC			25,000	16.05.05		FINANCE DEVELOPMENT
SPANISH - RC	50,000	EUR	77,425	02.02.05		VOLUNTEERS PROGRAM
SPANISH - RC	12,000	EUR	18,582	17.01.05		YOUTH
SWEDISH - GOVT	235,000	SEK	40,185	08.03.05		OD COORDINATEUR KUALA LUMPUR
SWEDISH - GOVT	600,000	SEK	100,980	21.06.05		ORGANISATIONAL DEVELOPMENT
SWEDISH - GOVT	1,126,000	SEK	189,506	28.06.05		VOLUNTEERING DEV. DELEGATE.
ULTRIA	100,000	USD	114,500	03.01.05		
SUB/TOTAL RECEIVED IN CASH			1,451,880	CHF		66.0%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
GREAT BRITAIN	DELEGATE(S)			73,000		
NORWAY	DELEGATE(S)			73,000		
SUB/TOTAL RECEIVED IN KIND/SERVICES				146,000	CHF	6.6%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	