

# Appeal 2006-2007



International Federation  
of Red Cross and Red Crescent Societies

## ORGANIZATIONAL DEVELOPMENT (OD)

### Appeal no. AA00006

This appeal seeks a total of CHF 4,690,000<sup>1</sup> to fund programmes and activities to be implemented in 2006 and 2007. These programmes are aligned with the International Federation's Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

#### Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross and Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

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*The International Federation's mission is to improve the lives of vulnerable people. This mission is achieved through the work of the 183 member national societies of the Federation. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.*

[Click here to access the appeal budget summary.](#)

	2006-2007 (in CHF)	
Organizational Development	2006	2,545,479
	2007	2,545,214
<b>Total</b>	<b>5,090,690</b>	

### Context

Strengthening national societies so they are better able to achieve this mission is a fundamental responsibility of the Secretariat and of other members of the Movement. This document reflects a global programme of national society development to be implemented in 2006 and 2007 and the related funding requirements.

An effective network of member national societies is essential for the International Federation to be able to pursue its mission of *improving the lives of vulnerable people*. Therefore, strengthening the capacity of the national societies is one of the core functions of the Federation. This is achieved through the work of the national societies

<sup>1</sup> USD 3.2 million or EUR 1.8 million

themselves supported by the Federation's global Organizational Development team (Geneva, regional and country delegations, and bilateral delegations) and technical and financial support from donor national societies.

**The OD work in 2006-2007 will be guided by the Strategy 2010 Mid-Term Review, Federation of the Future and A Common Approach to national society Development.**

Strategy 2010 Mid-Term Review recommended that success for organizational development would look like this:

- *Each national society meets the success criteria and performance indicators for the four core areas, has growing resources, and credible, transparent and accountable governance and management;*

Success can be measured by the following performance indicator:

- *All national societies satisfy the requirements for a well-functioning national society.*

The Federation of the Future articulated a global agenda which includes as a key element:

- *Goal 3: Increase local community, civil society and RCRC capacity to address the most urgent situations of vulnerability*

A Common Approach to national society Development was endorsed by the Governing Board in September 2005. It reflects the following strategic concepts:

- *The main responsibility of the host national society for its own development.*
- *All components of the Movement are responsible to work together in a common approach to support the development of national societies so they are better able to carry out their mandate.*

*“Action 1: Develop a Movement approach to capacity building in national societies and promote joint planning, resource mobilisation and evaluation of development and co-operation activities in a given region or country.  
(Strategy for the Movement)”*

**What will the Common Approach to national society Development entail?**

A Common Approach largely reflects current policies, harmonizes aspects of various policies, clarifies responsibilities, and identifies key areas of measurement of national society development. A Common Approach will be used to determine priorities, structures and personnel as well as coordination and impact measurement. Of particular importance is a results-driven approach to support the development of national societies to assist vulnerable people, and a focus on improving and managing delivery of OD support.

This will receive top priority from the secretariat's global OD team through a set of activities including

- Implementing the common approach by promoting the agreed terminology; promoting coherence by all members of the Movement providing OD and CB support to national society development; and measuring its impact;
- Supporting assignment of 'Continental OD coordinators' and 'regional OD managers' to support all regions better in their work of strengthening national societies;
- Creating a well-functioning professional global OD Team; supporting results-oriented regional networks and communities of practitioners for peer support; and reaching out to other potential providers of effective OD support (local resources, specialised consultants, specialised regional OD delegates, regional peer support, top volunteers, corporate coaches, exchanges and related programmes);
- Providing and supporting results-orientated training and technical support to interested national societies, secretariat, bi-lateral and ICRC personnel based on established OD tools and A Common Approach;
- Working throughout the Federation to support more and more national societies who achieve the characteristics of well functioning national societies and who scale up their local capacity to deliver increasing services to vulnerable people.

**The OD vision for national society development:** All national societies are trusted, able and willing to deliver effective, large-scale, nationwide services in the core areas, and to assist other national societies to improve the lives of vulnerable people.

**This is achieved through:**

- Continuing progress based on the characteristics of a well-functioning national society;
- Significant growth in services by youth and volunteers;

- Number of youth and volunteers trained, organised and ready to respond;
- Actual measured value and impact of volunteers in national society work;
- Planning to get the best impact from global investments in national society development.

**National society development** means strengthening national Red Cross and Red Crescent societies so they can better carry out their humanitarian mandate. This is a continuous process in all national societies, regardless of their current level of development. It has three components:

- Organisational Development (OD) focuses on strengthening a national society at all levels to achieve the characteristics of a well-functioning national society. It includes planning, governance, management, structures, human resources, image, finances, and sustainability.
- Capacity Building (CB) focuses on strengthening a national society's services, related structures, staff and volunteers in order to assist, work with, and empower vulnerable people at the community level in core programme areas.
- Relationship Development (RD) focuses on strengthening a national society to develop and manage its communications and partnerships with others having a mutual interest in assisting vulnerable people. This includes the members and secretariat of the International Federation, ICRC, individuals, the private sector, government and civil society. Relationships need to be well managed in order for them to be beneficial to the national society.

In addition, Community Development (CD) is the process by which communities, families and individuals grow stronger, can enjoy fuller and more productive lives, and become less vulnerable.

**A Common Approach to NS Development**

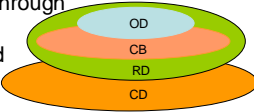
§ National Society Development means strengthening National Red Cross and Red Crescent Societies so they can better carry out their humanitarian mandate.

§ It has three components to achieve the Mission

- Ø Organisational development (OD)
- Ø Capacity building for services (CB)
- Ø Relationship development (RD)

§ This means strengthening the NS through

- Ø Improved organisation,
- Ø Improved capacity to deliver and
- Ø Improved relations with others



§ Community development (CD) is capacity building at the community level.

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**Strategy 5: Systematic**

**Leadership Issues**  
Legal / Governance / Management / HR / Integrity  
Relationships with partners, donors, and the public

**Finance Issues**  
Financial Management / Resources Mobilisation

**Local Issues**  
Branches / Volunteers / Members / Communities

**Service Issues**  
Principles and Values / Health and Care  
Disaster Preparation / Disaster Response  
Tracing / Humanitarian Law / Conflict Preparation



**IMPROVING THE LIVES OF VULNERABLE PEOPLE**

## OD priorities for national society development

Based on Governing Board priorities for national society development, OD priorities for 2006-2007 are:



- Effective delivery of OD support and measurement of results (See Objective 1 below).
- Leadership development (See Objective 2 below).
- Progress in OD during disasters (See Objective 3 below).
- Youth and volunteer development (See Objective 4 below).
- Finance management and resource mobilisation development (See Objective 5 below).
- Gender (Included in Objective 3).
- Community development (Included in Objective 4).

## Recent OD achievements

The most significant achievements of OD in the past five years are related to an increased awareness of important OD issues and to development, testing and dissemination of OD tools and training, the most important of which are collected and distributed through the Capacity Building Framework. The integration of the Capacity Building and Empress Shoken Funds within OD is also a success.

The OD team expanded its work and results in 2005 in delivery of OD, leadership development, youth and volunteer development, finance development, resource mobilisation, and gender. Please see the section at the end of this document for some highlights from 2005.

The main challenge for the OD department – and all others involved in supporting national society development – is to make certain that the global investment in national society development by all members of the Movement are effective and productive.

 International Federation of Red Cross and Red Crescent Societies	 International Federation of Red Cross and Red Crescent Societies
<p style="text-align: center;"><b>Strategy for the Movement – Action 1</b></p> <p><u>Expected results</u></p> <ul style="list-style-type: none"> <li>§ <b>A single, common Movement approach to capacity building and organisational development</b>, including specific focus on the development of volunteering, is agreed and applied.</li> <li>§ <b>More resources are committed to capacity building</b>, and the capacity building fund is strengthened.</li> <li>§ <b>Common terminology and performance indicators</b>, with regard to capacity building, organisational development and planning, are established in National Societies, the International Federation Secretariat and the ICRC.</li> <li>§ There is an enhanced sense of <b>discipline and commitment</b> by all components present in a given country to maximise the use of available resources and to work together in a co-ordinated and effective manner.</li> </ul>	<p style="text-align: center;"><b>Strategy for the Movement – Action 1</b></p> <p><u>Implementation</u></p> <ul style="list-style-type: none"> <li>§ The International Federation Secretariat leads the <b>development of Movement approaches, common terminology and indicators for capacity building and organisational development</b>.</li> <li>§ National Societies, the ICRC and the International Federation Secretariat encourage Movement <b>networks on capacity building and organisational development</b> to form and exchange best practices.</li> <li>§ National Societies working internationally, the ICRC and the International Federation Secretariat <b>co-ordinate their plans and implementation of support</b> for capacity building in National Societies.</li> <li>§ National Societies take responsibility to <b>focus their support on capacity building efforts in the core areas of Strategy 2010 and in Co-operation Agreement Strategies</b>.</li> </ul> <p style="text-align: right;">44</p>

**Goal of the 2006-2007 OD global programme: 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.**

### Effective Delivery of OD Support and Measurement of Results

**Objective: An integrated, cohesive and measurable approach to national society development is developed and implemented through appropriate and sustainable systems of support.**

The OD department will build on the Common Approach to (1) create a more effective global system for OD support, (2) assure effective providers of OD support are working successfully in the field, and (3) guide continental OD coordinators and regional OD managers in implementation of results-oriented OD programmes. Staff on loan, staff on exchange visits and interns who would reflect the face of the Federation along with key OD personnel in the field will help implement these projects.

Expected result 1: A more effective global system for OD support leads to increased cooperation among the components of the Movement and improves the impact of their support for national society development thereby enhancing the collective contribution to *improving the lives of vulnerable people*.

Related projects (partial list):

- Implementing “A Common Approach to national society Development” as the “standard operating model for supporting national society development throughout the world” by promoting the agreed terminology and responsibilities to assure coherence by all members of the Movement providing support to national society development;
- Assuring systems are in place to measure the effect of OD support and progress for all national societies to achieve the characteristics of well functioning national Societies (annual baseline, progress and impact);
- Encouraging and supporting ‘centres of excellence’ in leading national societies to provide support in various sectors of OD, e.g., the legal centre in the Danish national society and the volunteering centre in the British national society;
- Producing an updated Capacity Building Framework CD-ROM called *Framework for national society Development 2006-2009* to reflect A Common Approach including all new and updated tools and guidelines in all four official languages. Also to be available through FedNet and selected printed materials.

- Developing content and certification methods to set minimum standards for required knowledge of the Movement, required levels of consulting skills, and required degree of cultural sensitivity for providers of OD support.

Expected result 2: Effective providers of OD support are working successfully in the field through a comprehensive and sustainable system of continental OD coordinators, regional OD managers, specialized delegates, local and international consultants, corporate coaches, peer support, and other systems.

Effective OD support results from a clear goal (Characteristics of well functioning national societies), a good strategy (A Common Approach), good tools (Framework for national society Development), clear indicators of success (OD Measures) and professional OD workers.

Related projects (partial list):

- Improving the OD architecture or support system needed for coherence of OD and CB field support including assignment of continental OD coordinators, regional OD managers and temporary task forces to support all regions better in their work of strengthening national societies;
- Putting in place expected profiles of skills and experience, new job descriptions, terms of reference with expected deliverables, and the terms, location and exit strategies for all OD delegates and consultants;
- Supporting results-oriented regional networks in leadership, OD, finance, fundraising, integrated community programs/community development, youth & volunteering, and gender through continental OD coordinators and regional OD managers;
- Providing two new OD delegate induction courses for OD practitioners from all regions;
- Providing ten training courses on A Common Approach to national society Development including OD systems and approaches and ten workshops in PPP and M&E for current OD practitioners from all regions including host national societies, secretariat, delegations, bi-lateral and ICRC personnel (July-December).

Expected result 3: Through continental OD coordinators and regional OD managers in the regions with technical reporting to the OD department, national societies are provided with more effective, efficient and relevant results-oriented OD support for their development.

As part of the regionalization process, OD will be led in the regions by highly competent OD advisors and managers.

Related projects (partial list):

- Developing region wide strategies to meet the Federation Governing Board's priorities and OD priorities and strategies for national society development;
- Promoting a clear, comprehensive and unifying Federation approach for results-oriented national society development with systems that document and share successful OD and CB interventions;
- Initiating and coordinating regional OD development programmes and following up on global OD initiatives in priority sectors of OD such as leadership orientation, governance and management development, strategic planning, finance development, resource mobilisation, youth and volunteer development, and branch and community development;
- Contributing to a consistent long-term based strategic support for organisational development in emergency planning, response and development programmes so that national societies are strengthened in the process;
- Developing, promoting and monitoring capacity building indicators to demonstrate progress in national society development in Health, DM, and Humanitarian Values programmes.

## Leadership Development

**Objective: Staff and volunteers in leadership positions in national societies are knowledgeable in Movement matters, possess the governance and management skills required to run their respective organisations effectively and in conformity with the Fundamental Principles, and have a sense of belonging to a Movement that is wider than the organisational unit to which they belong.**

The OD department will build on the commitments by members and ICRC to develop leadership in the Movement. ICRC, specialised consultants and interns who reflect the face of the Federation along with key OD personnel in the field will help implement these projects.

Expected result 1: Leadership is demonstrated by a compelling vision of integrity and achievement, compliance with the legal base, establishing clear goals and objectives, fulfilling the responsibilities of governance, representing the profile of the country, completing self-assessments of board and management, and achieving measured progress in statutes, plans, audits, revenues, volunteering and other characteristics of a well functioning national society.

Related projects (partial list):

- Models will be developed, in collaboration with ICRC, to illustrate profiles of leadership, good governance practice, and management competences including roles and responsibilities of governance and management, the relationship between governance and management, selection of board members and managers, planning and monitoring, board and management development, code of standards, and peer review;
- Support will be provided, coordinated by the OD department and regional delegations in collaboration with ICRC, for leadership orientation programmes in each region for new board and management leaders on the knowledge required to be effective in the Movement (mission, history and organisation, Fundamental Principles, International Humanitarian Law, Seville Agreement, emblem, etc.) and on the roles and responsibilities of national society governance and management;
- Leadership Development Programmes in Geneva, coordinated by the Geneva-based Secretariat in collaboration with ICRC, will focus on systematically training and providing experience required for policy development and governance roles and responsibilities at the international level for new Red Cross and Red Crescent leadership at the international level with three sessions each year as needed in English, Arabic, French and Spanish;
- More detailed guidance on leadership selection will be developed to assist national society Governing Boards in recruitment, selection, support, monitoring, appraisal and succession planning for top management positions and in board member recruitment, selection, support, monitoring, appraisal and succession planning;
- A national society Financial and Management Monitoring and Evaluation System will be developed to assure the integrity of national societies.

Expected result 2: (at the end of year three): More national societies will have a functional human resources department capable of handling the organization's HR needs (administration, contract management, resourcing, remuneration and benefits, training and development) in a professional manner, supporting the use of regional delegates, having the basis from which to upscale in a rapid and effective manner in the event of emergencies, and contributing to the development and implementation of Federation-wide HR initiatives.

Related projects (partial list):

- Research will be conducted with effective national society and other NGO HR departments (e.g. Oxfam, PLAN, Save) on "What makes a successful HR department in a volunteer organisation";
- HR support will be provided through a series of training courses based on this research in key elements of HR management (recruitment, training, staff development, performance management, record keeping, employee relations, employment law, remuneration and benefits, etc.) with financial support to attend appropriate national training programmes and courses of study;
- Consultant support will be provided for a number of NS in a given region - against the background that they COMMIT to putting in at least 1 person plus administration support on a long term basis. The support from consultants will be over an extended period (3 years) and will envisage a complete withdrawal of consulting support at the end of the period;
- Twinning support will be organised for each ONS HR department with a counterpart in an NS with an effective HR department - including practical work experience.

## Progress in OD during Disasters

**Objective: national societies have increased capacity to respond effectively and timely to disasters.**

Expected result 1: Host national societies and partner national societies will be better able to strengthen the host national society in a disaster response situation while at the same time meeting the needs of vulnerable people.

More effective systems of support for national society development will be developed so that a national society will not be harmed in the disaster response.

Related projects (partial list)

- A new model will be provided to facilitate the scaling up and scaling down of activities in an emergency response system while at the same time strengthening the host national society for its continuing work;
- A quick response strategic planning approach will be developed for national societies confronting an entirely new environment following a major disaster to be carried out within weeks of the onset of the disaster, led by the host national society, facilitated by a “stand-by” OD team of experts, and with partner national society participation;
- A new model Emergency Response OD Unit will be explored for use after major disasters or in integrity cases (based on the successful Emergency Response Unit model) with top level experts in governance and management, finance and fundraising, branch development and volunteers ready to deploy rapidly.

Expected result 2: national society’s volunteer contribution during emergencies is effectively and efficiently managed.

Related projects (partial list):

- Guidance to Secretariat, national societies, and ICRC emergencies operations will be provided to protect the volunteer spirit and to avoid possible wrong interpretations about reimbursements for expenses, compensations and benefits for staff and volunteers in order to not breach the law and the regulations in the country and not to affect volunteerism, especially in case of large scale disasters or long humanitarian interventions;
- A set of flexible training modules is distributed (based on existing material) about volunteers in emergencies : operations manual, vulnerability and capacity assessment, volunteers management, including specific job descriptions, relations with paid staff and Volunteers leadership and other documents;
- Information on national societies which benefited from active participation in training for volunteers in emergencies, inputs from leading national society volunteers in emergency programmes, and use of guidelines, procedures and survey findings is collected, analyzed and shared.

Expected result 3: The Federation’s capacity to mainstream a gender perspective into disaster management and thus to provide high quality services to the most vulnerable is strengthened and RC/RC programmes benefit men and women equally, according to their different needs and with the input and equal participation of men and women.

The focus of the programme for 2006/2007 will be on developing competence and skills for gender analysis within disaster management area.

Related Projects (partial list):

- Gender training will be created in line with findings from the report on “Gender Issues in RC/RC Response to the Tsunami” (2005) which highlights the benefit of considering gender issues in RC/RC disaster management. Existing tools will be the basis for the content of the training;
- The scholarship scheme will be provided specifically targeting senior managers at national societies involved in disaster preparedness, response and recovery and thus achieving a greater coverage within the focused area compared to the earlier scholarship;
- Gender analysis will be more consistently applied in the Federation’s disaster management and disaster risk reduction work both at an international and local level;
- Approximately 100 staff obtained knowledge and skills for gender analysis in disaster preparedness, response and recovery programming.

## Youth and Volunteer and Community Development

**Objective: Youth and volunteers contribute more and more effectively to national societies work to help vulnerable people:**

- **Youth in national societies is skilled and trained to identify, implement and manage programs, in order to deliver services responsive to local vulnerabilities and to support effective structures in order to ensure youth involvement in the governance and management.**
- **A scaled-up Volunteer Global Program provides effective and quality support to national societies to improve their own volunteers' management capacity and therefore to deliver expanded services to assist vulnerable people.**

Youth and volunteers will be more functionally integrated and work will focus on delivering services to support vulnerable people. Depending on resources available, substantially increased support for development of youth and volunteering will be provided in response to decisions at the General Assembly 2005.

Expected result 1: Youth in national societies have an increased involvement, leading to better structures and services in line with the overall organizational development (Improving services; managing youth volunteers; and involving youth in decision-making bodies).

Expected result 2: Youth managers and leaders are aware, well informed, inspired and productive through a global Youth knowledge management and communication programme aimed at sharing Red Cross and Red Crescent Youth good practices and experience.

Related Projects (partial list):

- National society youth programmes and structures are supported and strengthened through regional youth networks around the world. Focus is given on the ownership and commitment of youth in the regions. The organization of regional meeting for Red Cross and Red Crescent youth leaders are supported in order to facilitate the share of knowledge and experience on priority issues in order to create a multiplier effect by empowering young volunteers and improving national youth responsive programmes;
- Technical assistance through regional youth delegates and interns in all interested regions will be provided to the Youth regional networks in order to be actively involved at different stages of the IFRC international and regional meetings (i.e. regional conferences) and in planning and reporting on youth activities and results;
- A youth newsletter (with "volunteer management" contributions) will be 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;
- A Future Leaders Development Programme will be explored including identification of 50 top youth leaders for specialised development opportunities in conjunction with a corporate sponsor;
- Youth work, experience and impact will be captured to facilitate the worldwide knowledge sharing.

### **Volunteering**

In the context of Federation of Future, by 2010 national societies will demonstrate that they 1) are effective in mobilizing civil society for voluntary service, community based actions, and in attracting more volunteers, supporters and resources for their work, 2) have realigned their programmes to meet priority needs and are implementing appropriate and effective community-based programmes, and 3) are able to manage and sustain the contributed time of volunteers and measure and report its value.

Expected Result 1: National societies are increasing their volunteer management capacity to deliver services with support from a network of accredited International Practitioners working in national societies.

Related Projects (partial list):

- Guidelines for NS Strategy to scale up integrated service delivery through branch development, youth and volunteers are developed through consultation and workshop;
- Selected NS are identified as centres of excellence for service delivery through volunteers in all regions and sub-regions for local leadership and peer support;
- In selected NS, a database and survey information platform for volunteer management (name, contact points, availability, skills, training, hours volunteered) is developed;

- Global partnership is established with global insurance company to establish global framework to assist national societies to provide Accident Coverage for Volunteers, valid for local volunteers during an activity directed by a Red Cross or Red Crescent national society;
- Selected NS, identified together with Regional Departments, are successfully supported to implement new volunteers polices and new volunteer management systems.

Expected Result 2: Global Information System on volunteers accessible to ALL national societies, volunteers, staff and other partners is developed, including existing projects such as Reference Centre on Volunteering and other regional initiatives to build and share results, tools, case studies and profiles.

Related Projects (partial list):

- Updated relevant information and learning from experience documented in case studies and practices related to Volunteers are regularly provided by and to contact persons in every NS;
- Inputs from leading organisations and universities on volunteer programs for guides, procedures, survey findings are collected, analysed and used to improve systems on specific issues related to volunteers, such as service delivery, volunteer management, legislation and impact measurement;
- The “Volunteers” Newsletter is sent to all NS and stakeholders in 5 languages, every quarter;
- Systems are developed to assure effective and efficient measurement systems to value volunteer work and impact;
- A set of flexible training modules is distributed, based on best practices in the Federation about volunteering, leadership, management, operations, services, relations with paid staff, and other topics.

### **Community Development and Social Mobilisation**

Expected Result 1: A clear strategic Federation approach will be developed, highlighting how the Federation is working with communities with the goal to enable the networks of branches and communities to plan, manage, monitor and evaluate effective and integrated community programmes in relevant core areas. The project will be managed on an interdepartmental level with one full time officer or staff on loan and with staff from the 4 programme departments seconded as needed for support.

Expected Result 2: National societies have improved branch and community development services and effective support in this area from the Federation. The development of strong branches and programmes at the local community level go hand in hand with and build on developing effective programmes, services support and systems for volunteers and youth. The branch and community development initiatives begun in 2004 will be continued and expanded.

Many activities in integrated community programmes, participatory community development and related approaches to community development are underway throughout the Federation; however, a common approach to community development is lacking. Community development is an essential ingredient to scaling up services to achieve the Global Agenda.

Related Projects (partial list):

- A defined common approach to community development for national societies and their network of branches to develop plans and capacities to manage integrated programs at the community level will be developed and disseminated, aiming to scale up the services provided by branches and communities;
- Harmonized community planning tools will be provided in a ‘planning package’ based on more harmonized approaches between core sectors of the Federation and among Federation, ICRC, donor national societies and host national societies;
- The “Local Capacity Development Framework” will be refined to link the various initiatives presently developed and provide national society managers with clear and useful guidelines on how to increase national society branch capacity to deliver efficient and relevant services in all core areas at community level;
- Peer support and forums for information sharing and exchange between practitioners and networks of various sectors will be used to further encourage integration and harmonization between the sectors;
- An updated library of culturally developed and adapted national society, branch, and community level tools will be collected, synthesised and developed from best practices among national societies in participatory community development, integrated community development, and integrated community programming;

- Systems and tools for Social Mobilization, including tools from other organizations, will be analyzed and further developed.

## Finance Management and Resource Mobilisation Development

**Objective: national societies have improved their capacities to manage finances effectively and mobilize diversified and sustainable financial resources in order to deliver relevant programmes to vulnerable people.**

### Financial Management Development

Expected Result 1: More national societies build up and develop their financial management capacities in order to achieve the financial management components of the characteristics of a well-functioning national society and specifically to assure trustworthiness, transparency and independence and to produce independent external audits.

Expected Result 2: More national societies adopt financial management international standards practice to raise their accountability profile.

Expected Result 3: More national societies produce and share external financial management audits commissioned on a yearly basis.

Implementation with joint support of OD and Finance departments of the finance development review carried out in 2005 identified that finance development programmes have displayed shortcomings in short-sighted visions, fragmented implementation, lack of standard guidance documentation, and lack of measurement systems.

Related Projects (partial list):

- A results-focused approach that sets exemplary performance indicators as criteria of excellence regarding financial management is promoted to maximize the impact of expenditures within Strategy 2010 core areas and align national societies' financial management capacities to meet international standards;
- A framework with standard guidelines, tools and materials to sustain an integrated, coherent and measurable finance development approach is disseminated among delegations and national society organisational development, finance, and finance development practitioners;
- Based on the Common Approach to national society development, regional long-term strategic visions for strengthening financial management are developed through a broad consultation process and are used by national societies to demonstrate their commitment to finance development improvements and by key stakeholders to plan long-term assistance and support for those national societies;
- Five regional workshops are carried out for national society finance and programme managers to strengthen their financial management capacities and coach finance managers on the use of the finance development framework by disseminating the finance development framework – gathering standard guidelines, tools, procedures and materials.
- Eight workshops are carried out for 96 Federation delegation finance managers and budget holders to strengthen their capacity to assist national societies in their own financial management development through the already existing networks of financial trainers in each region;
- Best-practice benchmarking networks are promoted and good practice experiences are continuously captured and shared through FedNet and other means with delegations and national societies to facilitate learning and improve performance.

### Resource Mobilization

Expected Result 1: More national societies have increased skills, knowledge and capacity in the area of resource mobilisation including both fundraising and income generating activities.

Expected Result 2: More national societies generate more funds overall and have increasing sustainability through diversified domestic resource mobilisation to scale up to achieve the global agenda to assist vulnerable people.

Resource mobilization is a regular component of OD support and, in 2006 will focus on domestic fundraising and diversification, partnership with government and other global donors, profitable income generating activities, and creating the necessary organizational approach for successful fundraising. To implement the related projects below,

qualified staff on loan or funding for consultant(s) in fundraising will be needed as well as the funding for materials and networks.

Related projects (partial list):

- Follow up of participants from 2005 SkillShare will assure all participants develop plans and report back by September 2006 how much more funding they have raised as a result of the October 2005 event;
- With the support of leading national society fundraisers, the Resource Development Handbook, which gives extensive guidance on all aspects of financial management, fundraising and other aspect of resource mobilisation, and other fundraising tools will be updated and disseminated with case studies developed during global and regional SkillShare workshops, including recommended national society fundraising policy, board responsibilities, staffing, planning format, budgeting and reporting as well as the various resource mobilisation methods;
- Training modules on the responsibilities of national society governance and management for fundraising including organisational integrity, trustworthiness, reliability, image, audit, roles and results will be developed and disseminated;
- Clear 'business models' for income generating activities will be developed through partnerships with one of more leading schools of business;
- Guidelines for a comprehensive approach for fundraising during and after emergencies including a disaster response fundraising contingency plan will be developed and disseminated;
- The community of practitioners in resource development will be further developed through capturing best practices of NS fundraisers on FedNet, an expanded practitioners database and mailing list, an interactive 'matching' service for fundraising experts within the Movement, and twinning and exchange visits to support fundraising in national societies which request mentoring and consulting;
- An inventory of national society leading experts in fundraising, grants and income generating activities will be developed and a "flying team" of experienced RCRC fundraisers that visit NS to talk through their fundraising activities, give advice and gather information on best practices will be created;
- One global SkillShare and several regional SkillShare workshops with experienced fundraising trainers will be organized with an emphasis on developing skills, knowledge, plans and commitments to achieve increased income;
- Plans will be developed for the creation of a fundraising investment fund to support selected national society plans for increased fundraising results based on solid experience.

Linked Programmes:

- Capacity Building Fund Appeal regarding grant support for national society development.
- Principles and Values Appeal regarding integrity.

## **SELF-ASSESSMENT OF NATIONAL SOCIETIES**

### **Background**

*Strategy 2010* outlined the need to have a Federation-wide monitoring system to support National Societies in achieving the 'Characteristics of a Well-Functioning National Society'. The Self Assessment process was designed as a monitoring system that:

- a.) encourages discussions within and across organizations;
- b.) identifies strengths and weaknesses of members and of the Federation as a whole;
- c.) documents best practice;
- d.) reports that feeds into policy discussion and provides baseline information for better programming;
- f.) process that builds a culture of transparency and accountability; and
- g.) provides means to measure the work of International Federation and National Societies.

Since its inception in 2000, National Society Self-Assessment has achieved global coverage, universally accepted and become institutionalized. The process was recently cited by Harvard Business School website as a best practice (HBS case N9-503-059). Many other federated organizations have approached the Monitoring and Evaluation department to adapt the system for their own institutions. Large corporate such as Coca-Cola have requested and used the system to assess their social responsibility programmes.

The first round of the Self-Assessment process has been completed between 2000 and 2003 and all 181 National Societies were invited to participate. It thus created, for the first time, a comprehensive global picture of the state of the member Societies in relation to agreed upon performance criteria. The second Self-Assessment round has been launched in 2004 and ends in 2006; it will enable the Secretariat to monitor changes and measure progress made in achieving the characteristics of a Well-Functioning National Society.

### **Overall Goal**

To assess and measure progress in building a Federation composed of well functioning National Societies with capacity to improve the lives of vulnerable people.

### **Activities**

**Objective 1: To assist National Societies to measure themselves against set standards and provide support through peer reviews to achieve the *Characteristics of a Well-Functioning National Society*.**

- Implement the self assessment and peer review to selected National Societies.
- Provide individual Self-Assessment reports to each Society; co-ordinate the content with relevant parts of the Federation to ensure maximum local relevance to capacity building.
- Manage the peer review process to support exchange of experience and compliance to standards. (Annex 2)
- Provide support in monitoring the branches of National Societies when requested.

**Objective 2: Support the Federation Governance in policy and strategy making by providing the means to annually review the members' performance against the *Characteristics of a Well-Functioning National Society*.**

- Prepare an annual report informing the Governing Board and members of the Federation about the status of member Societies with respect to the issues identified as critical by the *Characteristics of a Well-functioning National Society*, *Strategy 2010*, and *Strategy for the International Red Cross and Red Crescent Movement*. In addition to the analysis and comparison of global and regional trends, the *Self-Assessment Report 2006* will include an analysis of the progress achieved by the National Societies in the past three years.
- Alert the Governing Board about potential performance issues and early warning on integrity issues in the National Societies.
- Provide the information to monitor the implementation of *Strategy 2010* and *Strategy of the Movement* by the National Societies.

**Objective 3: Contribute to organizational shared learning and enable member Societies to compare their status with regard to global trends, be they thematic or geographical.**

- Create a Self-Assessment platform on the FedNet, enabling National Societies to: a) fill out Self Assessment questionnaire online; b) compare themselves with the rest of the National Societies globally or regionally in relations to about 10 criteria; c) be informed when the answer submitted to a certain question is not in line with the Federation policies or guidelines, and directed to the policy or guideline in question; d) access all previous Self-Assessment material: previous questionnaires filled, Self-Assessment findings, Action plans, etc.; and e) post any material relevant to Self-Assessment, including updates when particular issue identified by the Self-Assessment has been addressed (Annex 2).
- Enable Federation Departments and Delegations to access the National Societies' Self-Assessment data through the FedNet platform, thus providing for improved planning and targeting of activities.

### **Expected results:**

- Ÿ Improved performance and accountability of the members through self action and from support provided through other members of the Federation network.
- Ÿ Measurable progress against the baseline established through the first round with regard to: program impact; integrity and image; volunteer management, recruitment and retention; diversity through representation of women and branches in governing bodies; financial management and accountability; monitoring of branch performance; financial stability; and good governance systems.

### **Indicators**

- All national societies invited to participate in the self-assessment process for the second time in 2006 and provide responses to the self-assessment questionnaire.
- Governance, management, staff and volunteers have been involved in the completion of the questionnaire and its findings have been widely shared within Societies.

- All national societies are adequately followed up, received preliminary findings and linking the findings to the Societies' own development plan and cooperation agreement strategy (CAS), where applicable.
- Measurement of action taken by the national societies shows high rate of utilization of the findings to support their progress in achieving the Characteristics of a well-functioning National Society.
- A large majority of national societies rate the self-assessment as relevant and useful.
- Experiences of the peer approach are documented and it is expanded if needed and the resources exist.
- A large majority of national societies use Fednet to fill the questionnaire, and all relevant documents are posted and regularly updated by national societies.
- Secretariat departments and delegations regularly use self-assessment data and documents for their own planning and targeting.

### **Risks and assumptions**

The following risks may be encountered:

- Non engagement of stakeholders;
- Lack of resources;
- Lack of interest in learning lessons, measuring impact or demonstrating accountability.

Please note that the following three annexes are available with this Self Assessment of National Societies component of this Organizational Development Annual Appeal (annexes available upon request from the Monitoring and Evaluation Department):

- STRENGTHENING NATIONAL SOCIETIES: BUILDING ON SELF-ASSESSMENT THROUGH PEER REVIEW<sup>2</sup>.
- SELF-ASSESSMENT ON FEDNET.
- KEY INDICATORS FOR COMPARISON FOR WELL FUNCTIONING NATIONAL SOCIETY SELF-ASSESSMENT.

### **Recent OD achievements**

The Organizational Development (OD) team expanded its work and results in 2005 in delivery of OD, leadership development, youth and volunteer development, finance development, resource mobilisation, and gender. A few highlights include:

#### OD Architecture

§ With support from the British Red Cross, the innovative continental OD coordinator post in Asia/Pacific was further developed and shown to be an especially effective approach to developing and coordinating OD work throughout an entire region.

#### Leadership

§ With support from ICRC and several national societies, two leadership development sessions were conducted for 40 new national society leaders on International Leadership Roles and Responsibilities.

#### Finance Management Development

§ 500 participants in 32 workshops were trained as part of the 2003-2004 Financial Training Global Programme.

§ With support from the Finance Working Group, the Netherlands and other national societies, scaled up activity in financial management development for national societies started in August.

#### Resource Mobilisation

§ With support from the Norwegian Red Cross for part-time staff on loan and from the Dutch Red Cross as host, more than 30 national societies were assisted in developing fundraising plans for the coming year through a Global Fundraising SkillShare held in the Netherlands in October.

§ Most participants from SkillShare 2004 reported achievement of their fundraising targets set a year ago.

#### Volunteering

§ With support from the American, British, Icelandic, Italian, Spanish and Swedish national societies, together with DFID, knowledge sharing and work in volunteer management systems were greatly increased.

§ A flexible response to the needs of tsunami-affected NS saw an innovative position of "Volunteering Development Delegate" appointed with assistance from the Swedish Red Cross in the Asia Pacific region to support the scaling up of

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<sup>2</sup> This paper draws heavily from the paper prepared for the Steering Committee for Humanitarian Response by Wayne McDonald, Head – Planning and Evaluation Unit, ICRC titled 'Accountability and Peer Review: Towards a First Concept' (2002).

volunteering in emergencies and longer term volunteering development systems and peer knowledge sharing between NS across the tsunami-affected region to be shared later globally;

- § The Reference Centre on Volunteering initiated between British RC and Spanish RC was developed. Its activities will benefit European national societies and also national societies in other parts of the world.
- § In concert with the Ad-Hoc Group on Volunteering, the OD Department re-energized Federation communication on volunteers. Printed newsletters and web volunteer profiles from national societies together with case studies provided a wide range of information on how people can actively contribute to volunteering.
- § During GA05, a global meeting was organized with other events to celebrate volunteers such as award for most innovative Volunteer Program.

#### Youth

Since 2002, the Youth staff at the Federation Secretariat:

- § Provided technical support to develop RC/RC national Youth policies and strengthening Youth programmes and supported the establishment of the regional youth network in Middle East and North Africa while supporting the existing ones to provide training and facilitate the sharing of knowledge and experience.
- § Supported the IFRC Youth Commission in the development and implementation of its work-plan, specifically through the Youth Global Consultation on the IFRC Youth Policy implementation, development of case studies on RC/RC youth volunteering, establishment of the "Youth Protecting Human Dignity" Award for the General Assembly 2005. In 2004, a meeting to gather the IFRC President, Youth Commission and national RC/RC Youth leaders from different regions to discuss, agree and progress on youth effective participation in the IFRC management and governance.
- § Thanks to the support of the Norwegian Red Cross, developed and produced relevant Youth communication tools aimed at improving the global knowledge management in the area of RC/RC Youth through: the quarterly IFRC Youth newsletter "Youth in Action", monthly youth e-newsletters, the regularly updated Youth section of the IFRC website, articles on the RC/RC Magazine, youth resource area e-discussion forums on FedNet.
- § Coordinated the development of new relations, agreements and joint publications with other organisations working with and for youth, ("Alliance of Youth CEOs" and UNICEF, other national societies, ICRC and WOSM). Further networking was carried on with key Youth partners (the "Big 7" youth organisations and UNICEF), NGO umbrella bodies and Youth organizations based in Geneva (CONGO Youth) and ensured international representation in relevant consultative meetings with UN agencies working on Youth issues.

#### Social Mobilization

- § With leadership from the American Red Cross, a working group on social mobilisation drafted proposed definitions, a framework, and a plan for case studies for social mobilisation. The case studies were completed and disseminated at the OD Solutions Workshop in September.

#### Community Development

- § Following recommendations from the Development Forum in April 2004, a project in community tools harmonisation was completed in 2005 with support from the OD, Health and Care, Principles and Values and Disaster Preparedness and Response departments.

#### Capacity Building Funds

- § With support from the governments and the national societies of Canada, Finland, Norway, Sweden and the UK, the Capacity Building Fund (CBF) was able to allocate over CHF 2.1m to multi-year programmes in 35 national societies and three regional programmes. The support covered a range of organizational development and capacity building programmes; however, there was a strong focus on branch development, strategic planning and leadership in this year's allocations. One planned case study on a CBF-funded programme in E. Timor and a review of the overall programme will be completed before the end of the year and will contribute towards knowledge sharing around OD and capacity building (see the CBF Appeal for details).
- § The Empress Shoken Fund successfully made its 84th distribution of funds, allocating CHF 402,000 to nine national societies for a range of capacity building projects (Eritrea RC, Mali RC, Argentine RC, Peru RC, Cambodia RC, China RC, Papua New Guinea RC, Serbia & Montenegro RC, and Palestine RC).

#### Tools Development

- § In 2005, new tools and guidelines were developed for national society strategic planning, indicators for OD and CB as practitioners' guidance, annual indicators of OD progress, and a local governance and management training kit.
- § In addition, a significant evaluation of OD tools resulted in recommendations for further development, refinement and dissemination of tools.
- § A model of results-oriented workshops was confirmed with focus on commitments, planning, outcomes and impacts.

#### Knowledge Sharing

- § Over 45 participants from national societies, delegations and the Geneva Secretariat met together in September at an "OD Solutions Workshop" to move forward on a number of key issues relating to OD and capacity building. Group discussions

focused on core issues such as leadership, volunteering, integrity and accountability and smaller groups of volunteers agreed to work on some of the issues in the coming months.

Gender

- § A report on "Gender Issues in Red Cross and Red Crescent Response to the Tsunami" was launched in June 2005 and contributed to increased awareness on the benefit of considering gender issues in RC/RC disaster response and recovery. The recommendation to increase the skills of national society staff and delegates for gender analysis was followed up resulting in the initiation of a training programme on gender issues in disaster management to be implemented in 2006.
- § The Federation's tool for gender training "Collection of case studies for training purpose" has been increasingly requested by national societies and delegations in the field. During 2005, the training manual was published in Arabic and reprinted in English.

OD in Emergency Response

- § A project aimed at providing strategic OD guidance to the International Federation's work to support the national society tsunami response was launched in August 2005. One of the outcomes of the project is a model approach for future interventions that can be used for large scale RC/RC disaster responses coordinated by the Federation.

***Please refer to the appeal budget below; [click here to return to the title page and contact details](#)***

# BUDGET 2006

## PROGRAMME BUDGETS SUMMARY

Appeal no.: MAA00006

Name: Organisational Development

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0
Clothing & Textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & Plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & First Aid	0	0	0	0	0	0	0
Teaching Materials	0	0	0	80,000	0	0	80,000
Utensils & tools	0	0	0	0	0	0	0
Other Supplies & Services	0	0	0	0	0	0	0
<b>SUPPLIES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80,000</b>	<b>0</b>	<b>0</b>	<b>80,000</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & Telecom	0	0	0	6,000	0	0	6,000
Medical equipment	0	0	0	0	0	0	0
Other Equipment	0	0	0	0	0	0	0
<b>LAND, VEHICLES &amp; EQUIPMEN</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,000</b>	<b>0</b>	<b>0</b>	<b>6,000</b>
Storage	0	0	0	0	0	0	0
Distribution & Monitoring	0	0	0	0	0	0	0
Transport & Vehicles cost	0	0	0	0	0	0	0
<b>TRANSPORT &amp; STORAGE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
International Staff	0	0	0	875,883	0	0	875,883
Regionally Deployed Staff	0	0	0	0	0	0	0
National staff	0	0	0	0	0	0	0
National Society Staff	0	0	0	20,000	0	0	20,000
Consultants	0	0	0	360,000	0	0	360,000
<b>PERSONNEL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,255,883</b>	<b>0</b>	<b>0</b>	<b>1,255,883</b>
Workshops & Training	0	0	0	595,000	0	0	595,000
<b>WORKSHOPS &amp; TRAINING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>595,000</b>	<b>0</b>	<b>0</b>	<b>595,000</b>
Travel & related expenses	0	0	0	259,000	0	0	259,000
Information & Public Rela	0	0	0	105,000	0	0	105,000
Office Running Costs	0	0	0	55,400	0	0	55,400
Communication Costs	0	0	0	23,740	0	0	23,740
Professional Fees	0	0	0	0	0	0	0
Other General Expenses	0	0	0	0	0	0	0
<b>GENERAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>443,140</b>	<b>0</b>	<b>0</b>	<b>443,140</b>
Asset Depreciation	0	0	0	0	0	0	0
<b>DEPRECIATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Contributions & Transfers	0	0	0	0	0	0	0
<b>CONTRIBUTIONS &amp; TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Programme Support	0	0	0	165,456	0	0	165,456
<b>PROGRAMME SUPPORT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>165,456</b>	<b>0</b>	<b>0</b>	<b>165,456</b>
<b>TOTAL BUDGET:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,545,479</b>	<b>0</b>	<b>0</b>	<b>2,545,479</b>

# BUDGET 2007

## PROGRAMME BUDGETS SUMMARY

Appeal no.: MAA00006

Name: Organisational Development

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0
Clothing & Textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & Plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & First Aid	0	0	0	0	0	0	0
Teaching Materials	0	0	0	80,000	0	0	80,000
Utensils & tools	0	0	0	0	0	0	0
Other Supplies & Services	0	0	0	0	0	0	0
<b>SUPPLIES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80,000</b>	<b>0</b>	<b>0</b>	<b>80,000</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & Telecom	0	0	0	6,000	0	0	6,000
Medical equipment	0	0	0	0	0	0	0
Other Equipment	0	0	0	0	0	0	0
<b>LAND, VEHICLES &amp; EQUIPMEN</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,000</b>	<b>0</b>	<b>0</b>	<b>6,000</b>
Storage	0	0	0	0	0	0	0
Distribution & Monitoring	0	0	0	0	0	0	0
Transport & Vehicles cost	0	0	0	0	0	0	0
<b>TRANSPORT &amp; STORAGE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
International Staff	0	0	0	875,916	0	0	875,916
Regionally Deployed Staff	0	0	0	0	0	0	0
National staff	0	0	0	0	0	0	0
National Society Staff	0	0	0	20,000	0	0	20,000
Consultants	0	0	0	360,000	0	0	360,000
<b>PERSONNEL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,255,916</b>	<b>0</b>	<b>0</b>	<b>1,255,916</b>
Workshops & Training	0	0	0	595,000	0	0	595,000
<b>WORKSHOPS &amp; TRAINING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>595,000</b>	<b>0</b>	<b>0</b>	<b>595,000</b>
Travel & related expenses	0	0	0	259,000	0	0	259,000
Information & Public Rela	0	0	0	105,000	0	0	105,000
Office Running Costs	0	0	0	55,400	0	0	55,400
Communication Costs	0	0	0	23,740	0	0	23,740
Professional Fees	0	0	0	0	0	0	0
Other General Expenses	0	0	0	0	0	0	0
<b>GENERAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>443,140</b>	<b>0</b>	<b>0</b>	<b>443,140</b>
Asset Depreciation	0	0	0	0	0	0	0
<b>DEPRECIATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Contributions & Transfers	0	0	0	0	0	0	0
<b>CONTRIBUTIONS &amp; TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Programme Support	0	0	0	165,458	0	0	165,458
<b>PROGRAMME SUPPORT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>165,458</b>	<b>0</b>	<b>0</b>	<b>165,458</b>
<b>TOTAL BUDGET:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,545,514</b>	<b>0</b>	<b>0</b>	<b>2,545,514</b>