

# Programme Update



International Federation  
of Red Cross and Red Crescent Societies

## Organizational Development Support

Appeal No. MAA00006

31 August 2009

This report covers the period 1 January  
to 30 June 2009



Hundreds of young people from around the world had the opportunity to meet and learn from peers and from a choice of 35 workshops organized by the International Federation at *Youth on the move* at Solferino in June 2009. **Wiebke Uhmeyer/Swiss Red Cross**

### In brief

#### Programme purpose:

- Increasing local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Building strong National Societies characterised by, having:
  - a) capacity to respond to needs continuously at the local level throughout its country;
  - b) sustainable and diversified income;
  - c) credible governing and managing leadership; and
  - d) the ability to attract volunteers from all ages and sectors of society through relevant work.

The organizational development team, both at the global level and in the field, are supporting member National Societies with technical guidance and support.

#### Programme summary:

The secretariat provides guidance, tools and technical support to organisational development (OD) coordinators and delegates in the field to enhance National Society leadership development, service delivery, human resource management, volunteering and youth development, and local capacity building. The Organizational Development Department together with the OD Zone coordinators and other technical departments developed a five-year strategy (2009-2014/15) to further its impact and support to National Societies. A key focus of OD is on increasing the number of National Societies involved in Intensified Capacity Building (ICB), as well as encouraging more National Societies to be engaged in peer-to-peer support and knowledge sharing at regional and global levels.

A major milestone in the first half of 2009 was the successful delivery of *Youth on the move*, held

on 23-27 June in Solferino, Italy. Around 500 young people from 149 National Societies gathered together to discuss and identify key action to meet the challenges facing humanity today and in the years ahead. The outcome of the meeting was the Solferino Youth Declaration which was a testimony of the commitment of the youth to do more, do better and reach further in their communities.

In addition, the Organizational Development Department in Geneva, along with the field, contributed actively to the Strategy 2020 process; facilitated training and skills development of OD delegates and focal points of National Societies; and encouraged peer to peer coaching and mentoring initiatives. In promoting volunteerism and the power of partnerships, in March 2009 the International Lions Club and International Federation signed a memorandum of understanding to encourage National Societies and Lions Clubs to work together in disaster preparedness and response, and in building resilient communities. There have also been a series of consultations in the development of approaches and principles in strengthening National Society development based on the diverse knowledge and best practices generated by National Societies through their work. This is still evolving and has been instrumental in the review of the Characteristics of Well Functioning National Societies and indicators of a strong National Society.

#### **Financial situation:**

There has been a decrease in the 2009 budget from CHF 3,050,162 (USD 2,810,251 or EUR 2,000,474) to CHF 1,890,332 (USD 1,741,648 or EUR 1,239,790), a reduction of 38 per cent. The revision was based on the activities and budget projections for the second half of 2009, due to insufficient funding received at the global level and many programme activities being supported by the programmes in the zones, jointly organized by OD zone coordinators. Of this revised budget, CHF 1,890,332 (51 per cent) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 351,564 (19 of the budget and 64 per cent of the income). Expenditure is low against the annual budget as the majority of activities will take place during the next reporting period, though planning for these was carried out during the first half of the year.

[Click here to go directly to the attached financial report.](#)

#### **No. of people we have reached:**

The target group for OD is member National Societies. OD and capacity building support are targeted at National Society leadership, volunteers and staff. In addition, greater focus is on encouraging and facilitating partnering among internal actors to the Movement as well as external actors (i.e. government, corporate sector, civil society) for greater impact and maximization of resources. This also encourages greater peer-to-peer support and knowledge sharing. In total, during the first half of 2009, 29 National Societies received support through the ICB and 19 through specific OD support. Although it is hard to measure the direct impact of OD intervention and capacity building activities, the most important target group are the vulnerable people served. Thus, the focus of OD and capacity building support is in ensuring sustainable outcomes and building resilient communities, where there is strong volunteer involvement in all sectors of society. The global OD guidance and support are also extended to several intermediate target groups like OD delegates and operational alliances.

#### **Our partners:**

**Organizational development:** DFID, New Partnership for African Red Cross and Red Crescent Societies (NEPARC), the American, British, Danish, Finnish, Irish, Kenya, Norwegian, Netherlands, and Swedish Red Cross Societies, Lions Clubs International, Association of Chief Executive of Voluntary Organisations, the European network which connects and develops the third sector across Europe, and the University of Geneva.

**Volunteering development:** United Nations Volunteers, Swedish and Irish Red Cross Societies, and the International Committee of the Red Cross (ICRC).

**Youth development:** Irish Red Cross, International Award Association, UNICEF, UNV, World Alliance of YMCAs, World Association of Girl Guides and Girl Scouts, World Organization of the Scout Movement, World YWCA, Alliance of Youth CEOs.

**Capacity Building Fund (CBF):** The current support provided by the capacity building fund to National Societies is possible thanks to the contributions from the governments and National Societies of Britain, Sweden, Finland and Canada. Other partners who provide an expert on the CBF's expert advisory panel are the National Societies of Jamaica, Kazakhstan, Nepal, Norway and Ghana.

## Context

The first half of 2009 was fruitful in terms of National Society development. There were three significant milestones:

- The development of the International Federation OD strategy (2009-2014/2015) in cooperation with zone OD coordinators and technical departments in Geneva. The strategy aims at facilitating effective coordination and support of OD and capacity building for National Societies by the International Federation;
- The signing of the Memorandum of Understanding between the International Federation and the Lions Clubs International;
- The delivery of the world youth meeting 2009 held in Solferino, Italy, with the cooperation of the Italian Red Cross as part of the 150<sup>th</sup> anniversary of the birth of the idea of the International Red Cross and Red Crescent Movement. Over 500 young people from 149 National Societies attended this five-day training event which culminated in the presentation of the Solferino Youth Declaration in Geneva, following the "Journey of an idea" organized by the Swiss Red Cross. During *Youth on the move*, these hundreds of young participants lived the theme of "Doing more. Doing better. Reaching further", and carried this spirit back to their home countries to share with their peers. The true benefits of investment in this event will be seen in local communities around the world for many years to come.

## Progress towards outcomes

### Organizational development

#### Outcomes:

- Enhancing National Society development through capacity building and targeted OD intervention.
- Facilitating and encouraging skills and knowledge sharing, best practices among National Societies through OD coordinators, as well as other regional and country level platforms.
- Improving governance and management to enable strong National Societies with sustainable services country-wide
- Strengthening the legal base of National Societies by aiding them in revising their statutes and facilitating knowledge and information sharing.

#### Achievements:

- **Development of the OD strategy (2009–2014/15)** for effective coordination and implementation of OD support to National Societies at global, regional and country levels. The five-year strategy was developed jointly with Geneva and zone OD staff and staff of technical departments.
- **Red Cross Red Crescent leadership and management programme** was further developed in line with the recommendations of the capacity building strategy for Africa, in consultation with NEPARC and other National Society networks, OD practitioners, British

Red Cross, and the International Federation development advisory body. Peer-to-peer mentoring is a key element of the leadership experience. The course is targeted to be piloted for 20-25 leaders of African National Societies in the last quarter of 2009. The medium-term aim is for the course to be accredited by a recognized academic institution or university specialising in voluntary sector management.

- **ICB pilot projects of Burundi and Ghana Red Cross Societies** have reached two years of implementation and the National Societies are showing concrete results in strengthening their service delivery capacity by creating grassroots units formed by leaders and volunteers mobilized from among the local community and trained and supported by regional branches. Each grassroots unit mobilizes its own resources in order to serve the most vulnerable in their local communities. Based on a holistic approach to National Society development and long-term programme sustainability, these pilots have demonstrated the significant ability of local communities to organize themselves in a sustainable way to address vulnerability through permanent services and with locally mobilized resources.
- To date, Burundi Red Cross has 1,724 new Red Cross units made up of 127,674 volunteers. These new units cover 63 per cent of the entire country, and respond to community needs on an ongoing basis by providing social services to vulnerable people. The Ghana Red Cross established 307 community chapters and has an active volunteer force of 8,502 volunteers. In some of the newly created grassroots branches in poor and remote villages, community leaders offered land and facilities to the Ghana Red Cross to hold its activities. Knowledge gained from the experience of these pilots will not be lost. The most recent coaching and knowledge sharing session was held over four days at the International Federation's Geneva office.
- **Status of ICB:** To date, 29 National Societies have benefitted from technical and financial support to prepare their three-year ICB development plan. Of these National Societies, 11 are receiving ongoing financial and technical support to implement their ICB plan over three years. During the reporting period, 19 National Societies are continuing to benefit from specific OD support. Some of the National Societies receiving this support are utilizing their ICB development plan to improve their internal structures and systems, leadership and management, service delivery, volunteer management and branch development.
- **National Society legal base:** There is now access, through FedNet, to statutes of 20 National Societies in different languages, and material on recognition law and their auxiliary role. Technical support has been provided to National Societies and a total of six National Societies have been provided direct support in the revision of their statutes.
- Many National Societies from the Caribbean (English speaking) have engaged in the statutes revision and are accessing relevant information through FedNet for this process. The lack of a common database for each National Society poses a challenge. Important information and basic data are not taken into consideration when support is given, and due to this lack of information, assessments and legal base support suffers and is insufficient. Plans are underway to develop a legal base resource database, which could be accessed geographically through the OD zone coordinators. In addition, peer-to-peer support for National Societies undergoing statutes revision is envisioned in the coming years. By 2010 all National Societies should have updated statutes.
- **Strategy 2020:** There was active participation and contribution from OD practitioners, at the global, zone and country levels, to the input for Strategy 2020 in building stronger National Societies. Four thematic papers were presented as well as active input provided to the various drafts.
- **Field assessment and coordination team (FACT) mission to Sudan:** The Head of the Organizational Development Department provided OD technical support to the FACT

mission to Sudan in April 2009. The International Federation is grateful to the Sudanese Red Crescent Society for their insights and active contribution to the strategic analysis and recommendations in addressing and meeting the humanitarian needs in the short and long-term. These recommendations were shared with the National Society and the East Africa Zone office for future follow-up support, focussing on volunteer management, branch development, human resource, and leadership and management development.

### **Constraints or Challenges:**

Due to the difficult global financial situation, funding support to OD and capacity building programmes have been challenging. However, partner National Societies and the ICRC have contributed financial and technical support to assist the Organizational Development Department in achieving its aims. Many of the objectives set have been achieved, with less than adequate funding and human resources, at the global, regional and country levels and more effective ways of addressing funding and human resource concerns are being looked into.

In addition, due to insufficient funding for the CBF, the 2009 budget was decreased from CHF 5.6 million to CHF 3.98 million, of which CHF 691,903 (17 per cent) was covered during the reporting period (not including the opening balance). The overall expenditure during the reporting period was CHF 735,714 (106 per cent of the income). Based on the funding situation, the CBF committee made a decision in July that the ICB fourth and fifth rounds should only be implemented when there is sufficient funding. The OD department is appealing to donors for financial support in order to launch ICB during the last quarter of 2009.

### **Volunteering development**

Support continued to be provided to National Societies to develop a favourable internal and external environment that encourages and facilitates the work of volunteers, and promotes volunteerism across all sectors of civil society. The volunteering development plan's key components focus on capturing knowledge and developing and providing access to technical resources on:

- Volunteering development and management,
- Volunteer enabling legal frameworks for volunteer action, at both internal and external levels, that contribute significantly to build up a volunteer friendly organization,
- Resources and a platform to better manage and support volunteers involved in emergency response, and
- Avenues for recognition of the achievements of volunteers.

### **Achievements:**

- Relevant information has been made available on volunteering development through FedNet and through regular information sharing. A case study on Bulgarian Red Cross' volunteering development (which received the volunteering award in 2007) has been prepared. A series of case studies related to volunteering development have been developed in Asia-Pacific and distributed globally.
- Several National Societies have developed their own volunteer management database resources e.g. Sri Lanka. Development of a global platform is underway. The Netherlands Red Cross is spearheading this effort, together with National Societies in East Africa.
- The global volunteer accident insurance scheme continues to be provided. Out of 26 National Societies that expressed interest in late 2008 for this year's insurance, eight National Societies have subscribed: Burundi, Ecuador, Ivory Coast, Malawi, Mali, Myanmar, Nepal and Sri Lanka. In total 22,439 volunteers are currently insured by the scheme. National Societies that have applied but have not yet subscribed total a further 12,750 volunteers.

- In January 2009, the International Federation launched two zone-based positions supporting volunteering development in the Americas and West and Central Africa. These positions are expected to be operational soon.
- A volunteering development assessment carried out in the Americas region was published in 2009. The aim of the study was to create a better understanding of volunteering in Latin America and the Caribbean with the aim of providing a baseline for implementing plans of volunteering development. The study provided an analysis of trends in the management of volunteers from National Societies and recommendations for the future.
- The revision process of the International Federation Volunteering Policy was approved by the Governing Board in May 2008 and initiated in September 2008. The Governing Board was expected to receive a first draft policy at its 19<sup>th</sup> session in May 2009. Due to slow response of National Societies and taking into consideration the ongoing strategic planning exercise “Strategy 2020”, this revised policy will be presented at the 20<sup>th</sup> session.
- The partnership between the [International Association of Lions Clubs](#) and the International Federation, to strengthen the essential role volunteers play in preparing for disasters and in responding to emergencies at the community level is a key example of good practice in volunteering development. Projects will be developed at local level, focusing on disaster preparedness and response, and on the promotion of volunteerism, as well as on programmes which build up the operational capacity of volunteers.
- The volunteering in emergencies plan was further developed during January-May 2009. Two concrete outcomes of the development was the concrete plan for developing psychosocial support to volunteers. The [Reference centre for psychosocial support](#) is taking the lead on that programme. Another issue related to this topic is volunteer safety. The International Federation’s security team is currently drafting a basic safety manual for volunteers, building on the more comprehensive security manual that was launched in 2009.
- The H1N1 influenza pandemic triggered a rapid reaction from the volunteering team and a leaflet providing guidance on volunteer management in pandemics was developed.
- The celebrations of the 150<sup>th</sup> anniversary of the International Red Cross and Red Crescent Movement in Solferino, Italy, engaged 75 young participants in two workshops discussing and exploring volunteering and branch development.

### **Constraints or Challenges:**

Resources for taking *Volunteering in Emergencies* forward have not been sufficient. The Swedish Red Cross, therefore, provided an additional resource for volunteering development during three months that facilitated increased programme implementation. The ongoing organizational rightsizing of the International Federation secretariat is also influencing programme implementation.

### **Youth Development**

The global youth development programme focuses on implementing the constitutionally mandated function. It aims to encourage and coordinate between National Societies the exchange of ideas for the education of young people in humanitarian ideals; provide an enabling environment for youth to be agents of change in their communities and advocate for vulnerable people; develop friendly relations among youth of all countries; and promote regional networks and other platforms to facilitate and encourage the sharing of good practices in volunteer services and decision-making processes.

### **Achievements:**

- In order to further promote youth development as an integral part of regional and national plans as well as National Society development, clear indicators have been developed, included and shared in the planning guidelines 2010-2011.
- In the development process of Strategy 2020, the youth have been involved and encouraged to contribute with their input on the latest drafts. Following the analysis of the Global Youth Consultation 2005-2007, a discussion paper on youth has been developed to input to the Strategy 2020 content.
- The world youth meeting, *Youth on the move* gave the opportunity for delivery of 35 workshops for about 500 young people from 149 National Societies. Topics focused on current humanitarian challenges such as climate change, disaster risk reduction, psychosocial support, HIV and AIDS, tuberculosis, use of drugs, blood donation, water and sanitation, food security, road safety, youth leadership, resource mobilization, volunteer management and branch development, non-discrimination and respect for diversity and international humanitarian law. Regional meetings were organized during the youth meeting to allow the youth from 149 National Societies to meet, discuss and develop regional plans.
- Youth leadership good practices have been shared and training provided by National Society youth representatives in English, French and Spanish, as well as by the World Association of Girl Guides and Girl Scouts, with a special focus on gender.
- The joint publication of the Alliance of Youth Chief Executive Officers, along with UNICEF and FAO, on Youth and Climate Change “Taking Action Now” has been reviewed and is going to be printed in English and French in the coming months.
- To exchange relevant information, the youth e-newsletter has been updated to make it more relevant to the needs of youth leaders. At the same time, a Red Cross Red Crescent Youth group on Facebook, with a current membership of more than 4,000, has allowed youth to network online, discuss and share views and concerns about their work.

### **Constraints or Challenges:**

- During this first half of 2009, the main concern has been the inadequate human resources available to deliver the several plans, as well as to ensure follow-up on the regular work on youth development.
- The fully funded staff-on-loan from the Finnish Red Cross represented a valuable contribution towards the organization and success of the Solferino events.
- The logistics support of the Italian Red Cross contributed significantly to the organization of *Youth on the move*.

## **Working in partnership**

At a global level, the International Federation has benefited from partnerships in furthering its OD and capacity building objectives, as a result of:

- The development of OD tools and provision of consultation and advice, as well as human resource support to the team, in particular from the Swedish, British, Netherlands, American, Danish, Norwegian, Irish and Finnish Red Cross Societies.
- A memorandum of understanding signed between the International Federation and the International Association of Lions Clubs to further the cooperation between the national levels of these two organizations with the aim of contributing towards empowering volunteers to serve their communities through joint initiatives, knowledge sharing and capacity building activities.

- The Red Cross Red Crescent leadership training for National Society leaders in Africa, which is continuing to be developed as a partnership with NEPARC and with input from many National Societies.
- The International Federation is a member of the Alliance of Youth CEOs which comprises the world's largest youth organizations. This alliance provides the opportunity among organizations for sharing and learning as well as initiating joint programmes to promote positive development of young people. The members include the World Alliance of Young Men's Christian Associations (YMCA), World Young Women's Christian Association (YWCA), World Organization of Scout Movement, World Association of Girl Guides and Girl Scouts, the International Award Association and the International Federation.
- The CBF support to National Societies to further their OD and capacity building efforts are possible through the valuable contributions from the governments and National Societies of Britain, Sweden, Finland and Netherlands.
- Other valuable partners to the OD team are the ICRC, Association of Chief Executives of Voluntary Organizations and the European network that connects and develops the third sector across Europe, and the University of Geneva.

These partnerships encourage a wealth of sharing on OD and capacity building, best practices as well as learning.

## Contributing to longer-term impact

Over the years, the International Federation has provided substantial organizational development and capacity building to support National Societies, mostly targeted at specific intervention. Although, this has enabled successful outcomes, it has often times not made National Societies strong in the long-term.

With the core focus on National Society development, OD and capacity building support at global, zone, and country levels will focus on governance and leadership development; ensuring sustainable service delivery country-wide through an integrated service approach; financial sustainability through local resource mobilization; volunteering and youth development; peer-to-peer mentoring; partnership facilitation; and knowledge capturing and sharing of best practices. This will enable National Societies to be more resilient and effective in their service delivery to vulnerable people, everywhere in the world, everyday.

## Looking ahead

To effectively achieve the objectives and targets for 2009-2010 of further supporting National Society development, the following will be implemented:

- The International Federation will work with ICRC in developing a harmonized framework to National Society development.
- To assess the impact of ICB as well as expand the knowledge base on effective OD and capacity building modalities on strengthening National Society capacities, the International Federation along with the American Red Cross are undertaking a "Study on the Impact of ICB and other OD and capacity building initiatives towards National Society strengthening".
- In volunteering development, the focus will be on increasing the preparations for the General Assembly, the preparation for the anniversary of International Year of Volunteering, resourcing the work with *volunteering in emergencies* and ensuring that the field structure has the capacity to provide efficient support to National Societies' volunteering development.
- In youth development, National Societies and their youth networks will continue to be supported, at the global and zonal levels, in implementing the outcomes of the Solferino Youth Declaration and regional conferences. In addition, focus will be on strengthening youth

leadership and avenues for their participation in the Movement through various decision making structures.

How we work	
The International Federation's activities are aligned with its 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".	<b>Global Agenda goals:</b> <ul style="list-style-type: none"><li>• Reduce the numbers of deaths, injuries and impact from disasters.</li><li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li><li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li><li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li></ul>
Contact information	
For further information specifically related to this report, please contact:	
<ul style="list-style-type: none"><li>• <b>In the Federation Secretariat: Geri Lau</b>, Head, Organizational Development Department, Geneva; email: <a href="mailto:geri.lau@ifrc.org">geri.lau@ifrc.org</a>; phone; +41 22 730 4335; fax +41 22 733 0395.</li><li>• <b>In the Federation Secretariat: Stefan Agerhem</b>, Senior Officer, Volunteering Development, Geneva; email; <a href="mailto:stefan.agerhem@ifrc.org">stefan.agerhem@ifrc.org</a>; phone; +41 22 730 4532; fax +41 22 733 0395.</li><li>• <b>In the Federation Secretariat: Roberta Zuchegna</b>, Senior Officer, Youth Development, Geneva; email; <a href="mailto:roberta.zuchegna@ifrc.org">roberta.zuchegna@ifrc.org</a>; phone; +41 22 730 4405; fax +41 22 733 0395.</li></ul>	