

# **Fulfilling the Promise:** *How National Societies Achieve Sustainable Organizational Development*

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**A Multi-Country Study**

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*The views and opinions contained within this document are those of the authors and do not necessarily reflect those of the International Federation of Red Cross & Red Crescent Societies and the American Red Cross.*

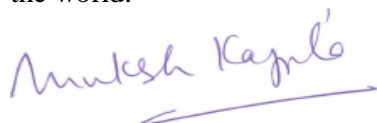
## Preface

### *from the International Federation of Red Cross and Red Crescent Societies and the American Red Cross*

This report shows the results of an undertaking that was quite significant in its ambition and its energy. What began in discussions between the American Red Cross and the International Federation of Red Cross and Red Crescent Societies (IFRC) Secretariat in Geneva around the need for more quantitative data and evidence-based approaches to National Society organizational development (OD) soon blossomed into a study that would involve approximately 30 National Societies in one form or another, as well as staff and resources from both the IFRC Secretariat and the ICRC. More than 50 staff and volunteers from the National Societies that participated found themselves included in a global network of collaboration and cross-learning as they were trained on how to implement the study methodology so that they could lead the process within their own National Society. Many of them then traveled to another National Society with which their own had been “twinned” in order to assist their peers with the completion of the study methodology. The National Societies which participated represented a wide spectrum of contexts, reflecting the many environments in which the International Red Cross and Red Crescent Movement (Movement) operates.

The methodology itself – an evidence-based self-assessment with external validation – proved to be a powerful tool to stimulate deep, rich dialogue within National Societies about their own strengths and challenges. Through the “twinning” aspect of the study, opportunities for learning between individuals and National Societies were created and seized. National Society personnel were able to learn valuable skills in facilitation, the seeds for a culture of evidence-based discussion were planted and, oftentimes, individual and institutional capacities were developed through this study, which itself was examining OD and capacity building.

However, this approach did have its challenges. The logistical and organizational strains were significant, and the intensive nature of the methodology and the requisite training and travel precluded the involvement of more than a handful of National Societies when compared with the full membership of the Movement. Despite the small sample size, the study partners believe that most of the findings are relevant and reflect National Society development trends that are, to varying degrees, occurring within the Movement. Moreover, beyond the new tools introduced in this study (from the methodology described above to organizational network analysis), new concepts were introduced. This report highlights new lenses through which to examine National Society development, such as social capital and networking and the importance of certain contextual factors more than others that affect a National Society’s development capacity. There are suggestions as to which areas of investment yield higher likelihoods of sustainable, effective development and recommendations for different types of National Societies, based on background factors. Though they have yet to be tested, these are challenging and exciting new avenues for exploration as the Movement works together to implement Strategy 2020, which includes building strong Red Cross and Red Crescent societies as Enabling Action #1. The study partners look forward to further building on the findings as we strive to improve how the Movement collectively strengthens Red Cross and Red Crescent National Societies so that, as a Movement, we can provide ever-better services to vulnerable people around the world.



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Nan Buzard, Amy Gaver and Chris Cotten of the American Red Cross offered the leadership and encouragement that helped us to bring this work to fruition. Megan Allday provided wonderful logistical support as we trained peer research teams in Washington. The Anne Ray Charitable Trust, a longtime friend and supporter of ARC, underwrote a sizable portion of the study's budget. Dr. Ruth Bowman, of the Trust, provided us with many important insights.

The following groups provided technical and financial support for this project: the Australian Red Cross, Belgian Red Cross, British Red Cross, Canadian Red Cross, Finnish Red Cross, Norwegian Red Cross, Spanish Red Cross and Swedish Red Cross. Field and headquarters staff from the International Committee of the Red Cross (ICRC) also contributed to the study by sharing their time and talents with the research team. IFRC Secretariat staff in Geneva, zones and field offices served important roles as mobilizers, communicators, and organizers of special events.

No research project is possible without data. The National Societies from the following countries enthusiastically participated in the C-BAR assessment process or in study team-sponsored surveys: Burundi, Cape Verde, China, Colombia, Cook Islands, El Salvador, Ghana, Indonesia, FYR of Macedonia, Montenegro, Namibia, Nepal, Seychelles, Spain, United States and Yemen.

Two students from the Monterey Institute of International Studies, Elizabeth Edouard and Mary Magellan, were especially helpful in supporting the Theory-Building Summit. They helped participants sort through evidence and kept careful notes as new insights began to surface.

Finally, we wish to thank our colleagues Nikki Gillette and Jacob Gray for their extraordinary analytic work, their willingness to dig deeply into the data, and their uncanny ability to help us see new and interesting angles each time we tried to uncover yet another layer of meaning.

Beryl Levinger  
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## Glossary of Acronyms

<b>BRC</b>	Burundi Red Cross
<b>C-BAR</b>	The Capacity-Building Assessment Rubric, a tool to measure the degree to which a NS is achieving excellence in its capacity development work. C-BAR is self-administered by an NS self-assessment team that has to substantiate its scores through the presentation of evidence. An external review of this evidence is conducted by a peer assessment team.
<b>C-BAR Lite</b>	Capacity-Building Assessment Rubric designed specifically for administration online.
<b>CBF</b>	The Capacity Building Fund, managed by the IFRC Secretariat
<b>CIRC</b>	Cook Islands Red Cross Society
<b>HDI</b>	Human Development Index, a composite statistic used to rank countries by level of "human development"
<b>ICB</b>	<i>Intensified Capacity Building</i> , an IFRC Secretariat organizational development initiative
<b>ICRC</b>	International Committee of the Red Cross
<b>IFRC</b>	International Federation of Red Cross and Red Crescent Societies
<b>Movement</b>	The International Red Cross and Red Crescent Movement, referring to the full combination of all National Societies, IFRC and ICRC.
<b>NRCS</b>	Nepal Red Cross Society
<b>NS</b>	National Society or National Societies
<b>OD</b>	Organizational Development
<b>ONS</b>	Operating National Society or Operating National Societies
<b>PNS</b>	Partner National Society or Partner National Societies
<b>TOC</b>	Theory of Change
<b>VC</b>	Value Chain

## Executive Summary

### STUDY BACKGROUND

This study is the result of a collaboration among the American Red Cross, the International Federation of Red Cross and Red Crescent Societies (IFRC), and Root Change, a US-based social venture organization. Initial funding for the research was provided by the Anne Ray Charitable Trust through a grant to the American Red Cross.

Nine additional partners supported the study including the Australian Red Cross, Belgian Red Cross, British Red Cross, Canadian Red Cross, Finnish Red Cross, Norwegian Red Cross, Spanish Red Cross and Swedish Red Cross as well as the International Committee of the Red Cross (ICRC). These organizations, along with the main study partners, contributed funding and/or personnel who served on peer assessment teams.

The study was designed to answer five key questions:

- Which capacity building investments yield the highest returns?
- How do Movement actors understand NS capacity development, and how do they believe capacity is best developed?
- How is capacity built at the local level?
- Why do capacity strengths and weaknesses exist?
- How can weaknesses be addressed, and how can strengths be leveraged?

### RESEARCH APPROACH

The research team used an innovative mixed-methods approach that included the following components:

- A desk review of significant documents
- Interviews with key organizational development (OD) actors within IFRC and ICRC
- Participatory workshops with National Societies (NS), IFRC, and ICRC representatives to identify additional ideas and beliefs about OD at the NS level
- The development of an evidence-based assessment tool, C-BAR (Capacity-building Assessment Rubric), based on an OD Theory of Change (TOC) developed during the participatory workshops
- Training more than 50 peer-to-peer team members from 23 NS, IFRC and ICRC to administer C-BAR in 15 NS
- The creation of a panel of Movement experts to rate the perceived organizational effectiveness of NS that participated in C-BAR or the *Intensified Capacity Building* (ICB) program
- The administration of an ICB participant survey to gain insight into changes associated with ICB activities
- The administration of a “C-BAR Lite” survey, completed by 5 NS, to supplement the findings from the NS which engaged in the full, in-person administration of C-BAR
- The administration of surveys to NS that participated in ICB and/or C-BAR to elicit information about ties and relationships with other actors in and beyond the Movement
- Performance of a social network analysis that examined ties among actors across value chain (VC) stages, across C-BAR dimensions, and against NS background factors including national Human Development Index (HDI) scores, political freedom, history of conflict and natural disasters, number of partners and NS age.

Social networks can be measured and defined to understand how groups exert their influence and constrain behavior. The unique feature of this study is that it combines new data about NS ability to engage in capacity development with a deeper understanding of how NS engage with a broad range of other organizations.

## **KEY FINDINGS**

### **Findings about NS Context:**

A National Society's Human Development Index (HDI) score is strongly linked to C-BAR scores, which are designed to measure a NS's capacity to engage in effective and sustainable organizational development (OD). HDI is a measure that combines national income, educational attainment and health status. With only one exception, NS in high HDI settings out-performed NS in mid- and low-tier HDI environments in terms of their C-BAR score. With this information, it would seem that, while HDI isn't entirely determinative of an NS' capacity development destiny, it certainly exerts a powerful influence.

HDI is the only background factor that is statistically significantly correlated with NS composite C-BAR scores. In fact, analysis suggests that differences in human development alone account for over half of the variation in C-BAR scores. If we account for whether the country is free or not,<sup>1</sup> the predictive validity of the model increases significantly, accounting for 75 percent of the variability in C-BAR scores.

Although C-BAR performance is not dependent on other background characteristics, many of these characteristics become significant after controlling for differences in HDI. In other words, political freedom, NS age and NS size (as measured by the number of branches) and the number of partners an NS has are significant discriminating factors. That is, within the levels of HDI, significant differences in C-BAR scores are observed across these background characteristics. This means that not only do countries with higher levels of human development tend to perform better on C-BAR, but that given their human and financial capital, free countries, more established societies, larger societies and societies with more partners tend to perform even better.

National Societies in HDI low-tier countries appear to be especially nimble and adaptive in overcoming the constraints of the environments in which they operate. In contrast, National Societies in HDI mid-tier countries seem to be more vulnerable to the constraints of their operating environments. Strategies designed to build NS capacity to engage in capacity development must be tailored to many factors including, in particular, HDI context.

There is an important difference between organizational *development capacity* and organizational *strength*.<sup>2</sup> Strength focuses on how well a NS meets *today's* challenges while OD capacity focuses on how likely is an NS to adapt successfully to *future*, novel challenges. For mid- and high-HDI tier NS, OD *capacity* and perceived organizational *strength* are closely linked. However, at the lowest HDI tier, this relationship is weaker. Low HDI countries tended to score better on perceived strength than on OD capacity. This finding suggests that in resource-constrained environments, focusing on today's realities is more feasible than focusing on the unknown challenges of tomorrow.

### **Findings about NS Linkages:**

Purposeful networking behavior significantly reduces the effects of low HDI status and is a powerful and effective strategy for overcoming the effects of low HDI. By increasing connections to high value (centrally located) actors, low HDI NS overcome many of the disadvantages associated with low HDI. In general, a

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<sup>1</sup> This data is based on reports produced annually by Freedom House.

<sup>2</sup> Strength is defined by the IFRC as the ability to deliver country-wide, through a network of volunteer-based units, a relevant service to vulnerable people sustained for as long as needed.

low HDI NS should strive to develop local partnerships, increase ties to other actors in its small world (clique), cultivate exclusive ties with others, and build more relationships with non-Movement actors.

The network analysis also identified two value chain stages with sparse networking, high numbers of priority votes, and strong correlations to C-BAR ratings: Impact Assessment and Resource Mobilization. Priority attention should be given to promoting additional networking around these two themes.

### **Findings about Network Structure:**

NS that hold peripheral positions within the network of Movement actors and their partners are characterized by low HDI and low C-BAR performance, which indicates difficulty in engaging capacity development.

Several structural characteristics of the Movement's network, as represented by 13 NS, indicate areas for focus and improvement in the future. These structural characteristics include network fragmentation; the presence of low performing, peripheral NS; and ties that are predominantly between sponsor-like Partner National Societies (PNS) and more client-like Operating National Societies (ONS) rather than between peers (i.e. ONS-ONS). The Movement's Fundamental Principles encourage, if not require, it to take a hard look at these trends and attempt to improve some of these characteristics since, as it currently stands, the network appears too ill-structured to break the pattern of HDI disadvantage noted earlier.

The social network analysis suggests that PNS, IFRC and ICRC regional delegates and offices should make a more concerted effort to foster ties to other actors in the system and emphasize the importance of ONS-ONS ties. ONS with strong ties to regional structures did not demonstrate better performance on C-BAR than ONS that were not strongly linked to these offices, which suggests that the added capacity development value that these offices bring to ONS can be improved.

### **Findings about Skills and Capacities That Act as Drivers:**

Some capacities are far more important than others. We call the important capacities *drivers*. We identified three areas that do not contribute very much to *overall* capacity although they may be important on their own. These "independent" capacities are administrative skills (generally scored as weak); alignment of organizational culture to capacity development (generally scored as strong); and sound local linkages (generally scored as strong).

For NS to conduct effective and sustainable capacity development, they must excel in two **strong drivers**: *creation of a foundation of sustainability* and *effective internal communication skills*. Note that "effective internal communication" is defined as the skills needed for active listening, open consultation with internal stakeholders, and effective coordination with branches and stakeholders.<sup>3</sup>

NS must also become highly proficient in a set of five **moderate drivers**: alignment of organizational commitments with capacity development; results-driven recognition; appropriate investment in human resources; analytic skills; and learning skills. These last two moderate drivers are skills that allow National Societies to adapt to rapidly changing circumstances, maintain relevance, attract strong partners, enhance impact, and compete successfully for scarce resources.

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<sup>3</sup> For the full list of dimension definitions and details, please refer to [Appendix A](#) of this report.

## **SOME RECOMMENDED ACTIONS**

The following is a partial list of recommended actions. For the full list, please refer to the complete report, which provides recommended actions for each tier of HDI rankings as well as additional recommendations applicable to all NS and to key structural anchors within the Movement.

### **For All NS Regardless of HDI Tier**

- Prioritize engagement in programs of continuous improvement around the two strong drivers (foundation of sustainability and effective internal communication).
- Engage in ongoing efforts to develop analytic and learning skills.
- Use tailored networking strategies to leverage contacts, gain access to resources, expand influence, and extend organizational learning.
- Continue to use network analysis to monitor integration across value chain stages and NS.

### **For the Network's Most Critical Structural Anchors**

- Continue to use tools and processes like C-BAR to monitor ability to invest in capacity development and foster organizational learning ties.
- Emphasize the necessity for the OD functions of regional delegates, offices and representatives to foster more ties to other actors across the system, particularly ONS-ONS linkages.
- Expand access to network actors (current and new) who can contribute to Resource Mobilization.
- Promote the idea that Impact Assessment is key to organizational learning because it helps NS become more adaptive.
- Integrate actors into the network who can provide support for Impact Assessment
- Bring top resource hubs and clique conveners together in order to strategize and set new priorities for network strengthening. Participants should address such issues as bolstering ONS-ONS network ties; the reduction of stovepipes in key value chain stages; the integration of the peripheral NS; expanding the number of structural anchors; and the OD role of regional offices.

Finally, a review of the evidence collected in conjunction with C-BAR administration yields four other lessons that should be used to shape future actions:

- Successful NS deliberately and systematically build national and local level ownership of activities.
- The judicious use of technology can accelerate capacity development and increase the efficiency and effectiveness of capacity-building work.
- Agility is a key to organizational success. NS flexibility and adaptiveness are significant competitive advantages.
- Strong leadership fosters effective partnerships at all levels: internationally, nationally, and locally.

## Definitions of Key Terms

***Bonding Social Capital*** – Deep and meaningful ties with existing partners that bolster their efficiency and effectiveness. Social capital, is found in very dense networks, tends to reinforce solidarity and promotes reciprocity. Bonding social capital builds strong connections among a group of individual or institutional actors who share common characteristics.

***Bridging Social Capital*** – Bonds of trust and connectedness to actors who open new doors and provide access to others who operate in previously inaccessible arenas. Bridging social capital provides access to outside resources and promotes information diffusion by creating linkages across diverse social cleavages. Bridging social capital creates broader identities and fosters social trust and norms of generalized reciprocity.

***Capacity Development Conditions*** – Optimal environmental factors that are critical to the success of capacity development efforts.

***Capacity Development Investments*** – Material or in-kind investments, which may include, *inter alia*, technical support, training, knowledge exchange, capacity assessment, peer-to-peer networking

***C-BAR Dimension*** – Thirteen specific areas of inquiry on C-BAR, derived from an IFRC-hosted Theory of Change Summit.

***C-BAR Domain*** – A grouping of similar or complementary capacity development dimensions on C-BAR. C-BAR domains include: Capacity Development Conditions; Capacity Development Foundations; Development of Core Skills; and Critical Investments.

***Contact Network*** – A smaller, sub-network that often forms within a larger network structure. Contact networks can include communities of practice, friend networks, and professional networks.

***HDI Category Traveler*** – C-BAR dimensions where HDI-tier (low, medium, high) differs from C-BAR composite OD capacity tier (developing, accomplished, exemplary). HDI Category Traveler dimensions include the following: alignment of organizational culture with capacity development; alignment of organizational commitments with capacity development; sound linkages; results-driven recognition; foundation of sound analysis and feedback; effective internal communication; administrative skills; analytic skills; organizational representation skills; and investments in human resources. For some of these dimensions, HDI over-predicts dimension scores, while for others, it under-predicts.

***Moderate Driver*** – One of five C-BAR dimensions that is either highly predictive of composite C-BAR score (i.e., there are no more than 4 NS that have composite scores that differ from the score received on this dimension) OR a C-BAR dimension strongly correlated to at least 9 (i.e., three-quarters) of C-BAR's remaining dimensions, but not both. These dimensions are alignment of organizational commitments with capacity development; results-driven recognition; appropriate investment in human resources; analytic skills; and learning skills.

***Movement*** – The International Red Cross and Red Crescent Movement includes the ICRC, the IFRC, National Red Cross and Red Crescent Societies, and regional or zonal offices that provide support to NS. There are currently 186 NS recognized by the ICRC.

***Network Brokers/Brokering*** – Organizations that hold strategic positions in a network and facilitate ties between disconnected actors or functional groups (e.g., value chain stages).

**Network Core** – The structural heart of the network, characterized by the actors who are most active within it.

**Network Periphery** – The outermost boundary of the network, characterized by actors who are not very active in the network.

**Network Clique Conveners** – Movement actors within a clique who act as a hub for most NS.

**Network Cliques** – A discrete group of interconnected actors (“small worlds”).

**Networking** – The activity or practice of creating, strengthening, or diversifying one’s personal or professional relationships across individuals, groups of individuals, organizations, or other social structures.

**Organizational Culture** – The implicit and explicit values, beliefs and practices embodied in how an organization operates.

**Organizational Development** – A change process that helps organizations to manage complexity effectively, achieve mission efficiently, and remain relevant sustainably

**Perceived Effectiveness Rating** – Perceptions about NS OD capacity drawn from a panel of experts within the Movement. Experts rated (as high, moderate, or low) the effectiveness of each NS that participated in C-BAR or ICB.

**Positive Deviant** – Actors who perform unusually well because they use uncommon but successful behaviors and strategies.

**Social Network Analysis** – An analytical approach using statistical computations to measure and characterize the structural and functional capacity of a social system.

**Social Network** – Any interconnected web of relationships that links individuals, groups of individuals, organizations, or other social structures.

**Strong Driver** – One of two C-BAR dimensions (*foundations of sustainability* and *effective internal communication*) that is highly predictive of an NS’s C-BAR composite score. Additionally, scores for these dimensions are strongly linked (i.e. correlated) with performance on at least 9 (i.e., three-quarters) of all other C-BAR dimensions. Good performance on these dimensions is crucial.

**Value Chain** – Interconnected and interdependent activity domains that produce a value greater than the sum of their parts. Typical value chain stages in a service-centered environment might include design, service delivery, marketing, and support to get the final service to the client. Value chain stages considered in this study include the following:

- *Volunteer Mobilization and Management.* Recruiting, engaging and deploying volunteers.
- *Community Outreach.* Reaching both new and existing stakeholders.
- *Stakeholder Needs Identification.* Determining the priorities of partners, supporters, members, and communities served by NS programs.
- *Program Strategy.* A cohesive set of goals, activities and resources to address targeted needs and vulnerabilities.
- *Resource Mobilization.* The generation of material and financial contributions in support of NS operations.

- *Governance*. The system an NS has in place to set policies, allocate resources, establish strategic directions, and maintain accountability to stakeholders. This system may include a membership structure as well as linkages among branches or chapters.
- *Internal Management and Systems*. The processes and procedures that guide financial transactions and human resource administration.
- *Impact Assessment*. The monitoring and evaluation of NS program operations in order to gather insights about outcomes, effectiveness and lessons learned.
- *Project-related Service Delivery*. Any activity designed to strengthen an NS's ability to efficiently reach people in need with the right programs in a timely manner.

## I. Introduction to the Study and its Methodology

The support of National Society organizational development (OD) and capacity building has been a critical element of the International Federation of Red Cross and Red Crescent Societies' (IFRC) collective work as a membership-based global humanitarian organization since it was founded more than 90 years ago. During those many years, IFRC has formulated several OD strategies and has made substantial investments. Most notably, IFRC created a Development Fund in 1990 and launched the *Intensified Capacity Building* (ICB) program in 2008.

OD can best be defined as a change process that helps organizations to manage complexity effectively, achieve mission efficiently, and remain relevant over the long term. NS that have a high capacity to engage sustainably and effectively in OD are well-positioned to meet new challenges effectively and respond adaptively to changing circumstances.

Despite extensive investments in OD, the International Red Cross and Red Crescent Movement (Movement) has developed little knowledge of which OD initiatives work best and why. Best practice in the field has been neither identified nor promoted. Most of the advice given to National Societies (NS) is not empirically validated. So, while National Societies *speak the language* of organizational development, they get limited help in determining *how to engage successfully* in this important endeavor.

The study's primary objective is to build a robust OD knowledge base that can shed light on how NS become strong. Although the study has its roots in the ICB initiative, the research also sheds light on best practices in NS development.

The findings presented in this report reflect new insights into ways that the Movement can strengthen and streamline support for NS and build knowledge about best practices in OD. In order to generate the richest possible set of generalizable insights, the research team worked with NS that participated in ICB as well as those that did not.

This work is the fruit of a collaboration among IFRC, the American Red Cross, and Root Change, a US-based social venture organization. Initial funding for the research was provided by the Anne Ray Charitable Trust through a grant to the American Red Cross.

Over the course of the study, nine additional partners supported the study including the Australian Red Cross, Belgian Red Cross, British Red Cross, Canadian Red Cross, Finnish Red Cross, Norwegian Red Cross, Spanish Red Cross and Swedish Red Cross as well as the International Committee of the Red Cross (ICRC). These organizations, along with the main study partners, contributed funding and/or personnel who served on peer assessment teams.

The study was designed to answer five key questions:

- Which capacity building investments yield the highest returns?
- How do Movement actors understand NS capacity development, and how do they believe capacity is best developed?
- How is capacity built at the local level?
- Why do capacity strengths and weaknesses exist?
- How can weaknesses be addressed, and how can strengths be leveraged?

The intent of researching answers to these questions is summarized as follows:



### **Research Approach**

The research team used an innovative mixed-methods approach that included the following components:

- A desk review of significant documents related to NS OD and Movement OD strategies to promote OD
- Interviews with key actors within IFRC and ICRC to gain a cross-section of perspectives on how the Movement promotes and sustains OD at the NS level
- Participatory workshops with NS, IFRC, and ICRC representatives to identify additional ideas and beliefs about OD at the NS level
- The creation and vetting of a Theory of Change (TOC) that laid out core beliefs, values and practices related to NS OD
- The design, piloting and revision of an evidence-based assessment tool, C-BAR (Capacity-building Assessment Rubric) based on the TOC
- The training of more than 50 peer-to-peer team members from 23 NS, IFRC and ICRC to administer C-BAR in their own settings and elsewhere
- The administration of C-BAR in 15 NS with support from peer-to-peer teams
- The construction of an organizational network analysis that examined ties among actors across value chain stages, across C-BAR dimensions and against NS background factors including national Human Development Index (HDI) scores, political freedom, history with conflicts and natural disasters, number of partners, and NS age.
- The deployment of a survey, completed by nine NS, to examine changes and activities associated with the ICB initiative
- The administration of a “C-BAR Lite” survey, completed by 5 NS, to supplement the findings from the NS which engaged in the full, in-person administration of C-BAR

- The deployment of questionnaires to NS that participated in ICB and/or C-BAR to elicit information about ties and relationships with other actors both in and out of the Movement
- The organization of a theory-building summit, which included representatives from the American Red Cross, IFRC and ICRC. Participants at the summit reviewed the evidence collected in conjunction with C-BAR’s administration and formulated hypotheses for testing by the research team
- The convening of a panel of experts within the Movement (during the theory-building summit) to rate the perceived effectiveness of NS that participated in C-BAR or ICB

### **Additional Details about C-BAR and the Analysis of Data Generated Through its Application**

C-BAR is an evidence-based, self-assessment process designed to measure the degree to which a NS is achieving excellence in its OD work. The C-BAR methodology begins with the formation of an internal assessment team that, typically, includes five to seven individuals representing a cross-section of NS constituents and leaders. In a later stage of the assessment, the internal team is joined by an external peer-to-peer team, which works with the internal team to validate findings. The combination of internal and external teams is designed to promote dynamic exchanges, shared learning, and a thoughtful consideration of evidence.

C-BAR measures four domains and thirteen dimensions of NS excellence in capacity development. For each scored dimension, there are three possible ratings: exemplary (highest), accomplished (middle) and developing (lowest). A detailed listing of C-BAR domains, dimensions and supporting details appears in [Appendix A](#). The TOC from which C-BAR is derived is included in [Appendix B](#).

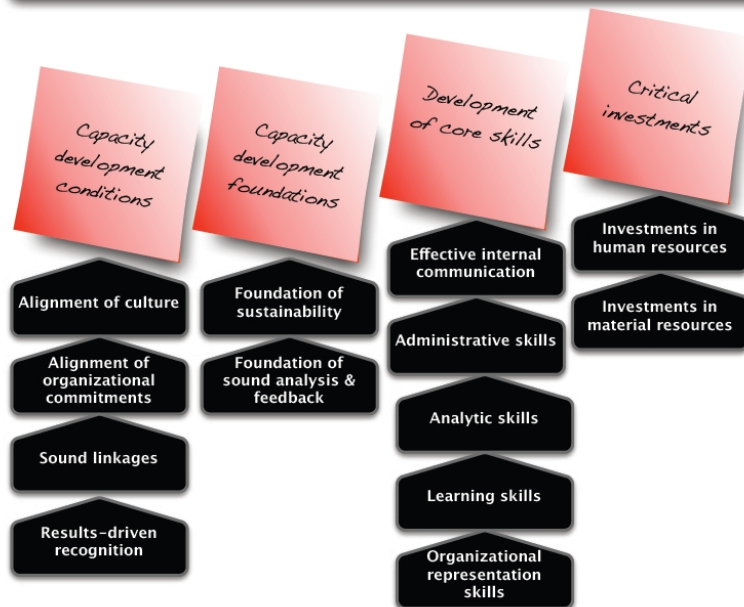
For each dimension, three sample descriptions (“ratings”) of NS performance are presented. Collectively, the internal assessment team considers which of the three ratings most closely matches their NS. If the team, through a consensus-

based discussion process, chooses one of the two highest ratings (“accomplished” or “exemplary”), it must support its self-assessment with evidence. This evidence is subsequently reviewed by the external peer-to-peer assessment team, which also administers an organizational network analysis survey (see below) to enhance the depth and validity of the internal team’s review. All evidence generated and reviewed as part of the C-BAR experience, was further examined by the research team and by participants in the theory-building summit meeting.

C-BAR has several important features including the following:

- Easy to administer. C-BAR requires only basic facilitation skills. Over 50 NS staff from 23 NS were trained in the administration of the tool.
- Evidence-based and externally validated. NS participating in the study provided evidence to support all capacity claims across 13 dimensions. External review teams used evaluative criteria provided by

### **C-BAR DOMAINS AND DIMENSIONS**



the Research Team. External teams were empowered to adjust scores downward when evidence was insufficient.

- Dialogue-driven and highly participatory. Assessment teams from participating NS included a cross-functional, cross-hierarchical mix of staff who reviewed 13 dimensions associated with the OD Theory of Change. Over the course of a half day, NS staff exchange ideas, set priorities and assess progress. In this way, C-BAR simultaneously builds and measures capacity.
- Generates next steps and priorities for action. The methodology includes a tool which assists NS in prioritizing areas for actions so that NS staff can immediately begin to plan next steps and act upon the items they uncovered during the self-assessment. Prioritization is based on criteria including whether action could yield a “quick win” (rapid progress), whether it will have a large impact on their mission and whether it has high strategic value.

These features are designed to promote organizational learning; strengthen peer-to-peer learning; help build an evidence-based culture; and enhance OD transparency and accountability.

Techniques used to derive findings from C-BAR data included analysis of variance; nonparametric correlational analysis, regression analysis and visual mapping of data points using Mindjet MindManager to detect patterns across data points that would not otherwise emerge without extensive data mining. Only statistically significant relationships were presented as findings.

### **Additional Details about the Social Network Analysis**

Social network analysis was employed as a tool for exploring the effects of NS relationships and alliances on OD outcomes. Network analysis is a powerful process for mapping both formal and informal characteristics of resource flows and social capital within a goal-oriented network of individuals or organizations. In this study, social network analysis was used to explore relationships among an NS’s social capital (bonds of trust, outreach and exchange), OD-related resource flows, and OD capacity as measured by the C-BAR process.

Social network analysis techniques capture relationships, or connections, among NS, local actors, IFRC and ICRC actors, and non-Movement actors including NGOs and private sector entities. Social networks can be measured and defined to understand how groups exert their influence and constrain behavior. The promise of this study is that it combines new data about NS capacity to engage in OD with a deeper understanding of how NS engage with a broad range of other organizations.

We began by mapping the connections among NS to capture strong and weak ties and to show how these ties influence capacity to engage in effective and sustainable OD (as measured by C-BAR). We then used network analysis to map the contact networks through which the capacities to engage in OD flow (the value chain).

Finally, we used social network analysis to link macro- and micro-level structural influences. Illustratively, we examined the comparative advantage of tactics such as local or international partnering on perceived NS effectiveness.

<p><b>NOTE:</b> Summary tables of C-BAR dimensions and domains appear throughout the document for the reader’s convenience, but details of each dimension only appear in <a href="#">Appendix A</a>. The reader is strongly urged to consult <a href="#">Appendix A</a> in order to understand precisely what was measured by C-BAR.</p>
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## **Highlights: Four Groups of Findings**

While the Red Cross and Red Crescent OD study generated many useful insights, here are the findings that, in the eyes of the research team, that are the **most important** take-aways. Each of these findings has important implications for the vitality and future of the Movement.

### **NS Context:**

A National Society's Human Development Index (HDI) score is strongly linked to C-BAR scores, which are designed to measure a NS's capacity to engage in effective and sustainable organizational development (OD). HDI is a measure that combines national income, educational attainment and health status. With only one exception, NS in high HDI settings out-performed NS in mid- and low-tier HDI environments in terms of their C-BAR score. The conclusion to draw from these results is that, while HDI isn't entirely determinative of an NS' OD destiny, it certainly exerts a powerful influence on OD capacity.

HDI is the only background factor that is statistically significantly correlated with NS composite C-BAR scores. In fact, analysis suggests that differences in human development alone account for over half of the variation in C-BAR scores. If we account for whether the country is free or not, the predictive validity of the model increases significantly, accounting for 75 percent of the variability in C-BAR scores.

Although C-BAR performance is not dependent on other background characteristics, many of these characteristics become significant after controlling for differences in HDI. In other words, political freedom, NS age and NS size (as measured by the number of branches) and the number of partners an NS has are significant discriminating factors. That is, within the levels of HDI, significant differences in C-BAR scores are observed across these background characteristics. This means that not only do countries with higher levels of human development tend to perform better on C-BAR, but that given their human and financial capital, free countries, more established societies, larger societies and societies with more partners tend to perform even better.

National Societies in HDI low-tier countries appear to be especially nimble and adaptive in overcoming the constraints of the environments in which they operate. In contrast, National Societies in HDI mid-tier countries seem to be more vulnerable to the constraints of their operating environments. Strategies designed to build NS capacity to engage effectively and sustainably in OD must be tailored to many factors including, in particular, HDI context.

There is an important difference between organizational *development capacity* and organizational *effectiveness*. Effectiveness focuses on how well a NS meets *today's* challenges while OD capacity focuses on how well prepared an NS is to respond successfully to *future*, novel challenges. For mid- and high-HDI tier NS, OD *capacity* and perceived organizational *effectiveness* are closely linked. However, at the lowest HDI tier, this relationship is weaker. Low HDI countries tended to score better on perceived effectiveness than on OD capacity. This finding suggests that in resource-constrained environments, focusing on today's realities is more feasible than focusing on the unknown challenges of tomorrow.

### **NS Linkages:**

Purposeful networking behavior significantly reduces the effects of low HDI status and is a powerful and effective strategy for overcoming the effects of low HDI. By increasing connections to high value (centrally located) actors, low HDI NS overcome many of the disadvantages associated with low HDI. In general, a low HDI NS should strive to develop local partnerships, increase ties to other actors in its small world (clique), cultivate exclusive ties with others, and build more relationships with non-Movement actors.

The network analysis also identified two value chain stages with sparse networking, high numbers of priority votes, and strong correlations to C-BAR ratings: Impact Assessment and Resource Mobilization. Priority attention should be given to promoting additional networking around these two themes.

### **Network Structure:**

NS that hold peripheral positions within the network of Movement actors and their partners are characterized by low HDI and low C-BAR performance, which indicates difficulty in engaging effectively and sustainably in OD.

Several structural characteristics of the Movement's network, as represented by 13 NS, indicate areas for focus and improvement in the future. These structural characteristics include network fragmentation; the presence of low performing, peripheral NS; and ties that are predominantly between sponsor-like Partner National Societies (PNS) and more client-like Operating National Societies (ONS) rather than between peers (i.e. ONS-ONS). The Movement's Fundamental Principles encourage, if not require, it to take a hard look at these trends and attempt to improve some of these characteristics since, as it currently stands, the network's structure appears to ill-structured to break the pattern of HDI disadvantage noted earlier.

The social network analysis suggests that PNS, IFRC and ICRC regional delegates and offices (e.g. the IFRC Zone Offices) should make a more concerted effort to foster ties to other actors in the system and emphasize the importance of ONS-ONS ties. ONS with strong ties to regional structures did not demonstrate better performance on C-BAR than ONS that were not strongly linked to these offices, which suggests that the added OD value that these offices bring to ONS can be improved.

### **Skills and Capacities That Act as Drivers:**

Some OD capacities are far more important than others. We call the important capacities *drivers*. We identified three OD areas that do not contribute very much to *overall* capacity although they may be important on their own. These “independent” capacities are administrative skills (generally scored as weak); alignment of organizational culture to OD (generally scored as strong); and sound local linkages (generally scored as strong).

For National Societies to conduct effective and sustainable OD, they must excel in two **strong drivers**: *creation of a foundation of sustainability* and *effective internal communication skills*. Note that “effective internal communication” is defined as the skills needed for active listening, open consultation with internal stakeholders, and effective coordination with branches and stakeholders.

NS must also become highly proficient in a set of five **moderate drivers**: alignment of organizational commitments with capacity development; results-driven recognition; appropriate investment in human resources; analytic skills; and learning skills. These last two moderate drivers are skills that allow National Societies to adapt to rapidly changing circumstances, maintain relevance, attract strong partners, enhance impact, and compete successfully for scarce resources.

## **II. Key Findings**

### **HDI Tier, C-BAR External Composite Scores and Perceived Effectiveness Ratings**

As noted earlier, C-BAR was designed to measure NS capacity to engage *sustainably* and *effectively* in OD. We were interested, among other things, in learning the extent to which a variety of country background factors might be linked to C-BAR scores. Among the background factors we examined was HDI score. HDI combines indicators of life expectancy, educational attainment and income into a single composite measure that serves as a proxy for both social and economic development. UN agencies classify countries as falling into one of 4 HDI tiers: very high, high, medium, and low human development. In light of the relatively small number of countries (15) participating in C-BAR, we collapsed the top two categories and created a three-tier rating (high, medium and low).<sup>4</sup>

We found that an NS’s HDI score is strongly linked to its capacity to engage in effective and sustainable OD as captured by C-BAR.

HDI is the *only* background factor that is significantly correlated with C-BAR composite scores. In fact, regression analysis of the 13 countries with HDI values suggests that differences in human development alone account for over half of the variation in C-BAR scores (adjusted R-square = 0.54). If we account for whether the country is free or not,<sup>5</sup> the predictive validity of the model increases significantly, explaining about 75 percent of the variability in C-BAR scores (given by an adjusted R-square of 0.753).<sup>6</sup>

Although background characteristics are not destiny, they do present a challenge. This means that not only do countries with higher levels of human development tend to perform better on C-BAR, but that given their human and financial capital, free countries, more established societies, larger societies and societies with

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<sup>4</sup> HDI scores were estimated (based on other UNDP-reported data) for the Cook Islands and the Seychelles.

<sup>5</sup> This data is based on reports produced annually by Freedom House.

<sup>6</sup> Correlation analyses were performed only on background variables with interval data (e.g. HDI, number of partners, natural disaster history). For all other ordinal background variables, an analysis of variance was performed.

more partners tend to perform even better. Given the small sample size, these findings should be used with caution.

C-BAR scores were also generally linked to external perceptions of organizational effectiveness. These perceptions were drawn from a panel of five experts within the Movement who applied three criteria to derive their scores: (1) ability to deliver services to vulnerable populations in their home country (countrywide); (2) extent to which a network of volunteer-based units is present; (3) extent to which long-term sustainability has been achieved at all levels of NS operations.

The experts rated (as high, moderate, or low) the effectiveness of each NS that participated in C-BAR or ICB. A high level of inter-rater reliability was observed in this scoring. NS that achieved exemplary on C-BAR were generally perceived as highly effective, except when that NS was relatively young. In such cases the NS was more likely to be perceived as moderately effective. The implication of this pattern is that there is an extended OD maturation process; it takes a long time to develop connections and ties to critical actors including volunteers. Similarly, a good deal of time is required for an NS to establish a strong reputation.

No high HDI country scored less than “high” on the C-BAR externally derived composite score. Two-thirds of these countries (4 out of 6) also scored “high” on perceived effectiveness. No high HDI country scored less than moderate on perceived effectiveness. In contrast, low HDI countries tend to score low on the externally derived C-BAR composite score (3 of 4). One NS stands out as an important outlier in this set of countries.

Low HDI scores are weakly associated with perceived effectiveness. Illustratively, two NS represented HDI countries that are deemed “highly effective” by external raters. Participation in ICB (in the case of one of these NS) and extensive networking (in the case of the other) may help explain the weak relationship between low HDI scores and low perceived effectiveness ratings.

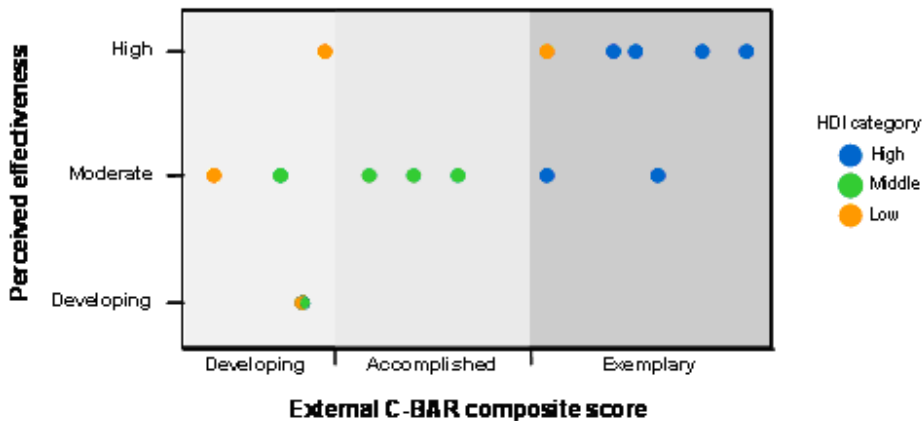
Overall, there is a close association between HDI scores and the capacity to engage in successful and sustainable organizational development (as measured by C-BAR). Findings from the two cases mentioned above, combined with other NS information, suggest that countries can enhance OD capacity and effectiveness despite national resource constraints.

Comparisons of C-BAR scores and perceived effectiveness ratings highlight an important difference between organizational *development capacity* and organizational *effectiveness*. Effectiveness focuses on how well a NS meets *today's* challenges while OD capacity focuses on how well prepared an NS is to respond successfully to *future*, novel challenges. As noted earlier, OD *capacity* and perceived organizational *effectiveness* are closely linked for mid- and high-HDI tier NS. However, at the lowest HDI tier, the relationship between perceived effectiveness and OD capacity is weaker. Low HDI countries tend to score better on perceived effectiveness than on OD capacity. This finding suggests that in resource-constrained environments, focusing on today's realities may be more feasible than focusing on the unknown challenges of tomorrow.

*Table 1: C-BAR Results by HDI Category*

HDI Rating	C-BAR Externally Scored Composite	Perceived Effectiveness Rating
<b>High</b>	<b>Exemplary</b>	<b>High</b>
<b>High</b>	<b>Exemplary</b>	<b>Moderate</b>
<b>High</b>	<b>Exemplary</b>	<b>High</b>
<b>High</b>	<b>Exemplary</b>	<b>Moderate</b>
<b>High</b>	<b>Exemplary</b>	<b>High</b>
<b>High</b>	<b>Exemplary</b>	<b>High</b>
Mid	Accomplished	Moderate
Mid	Accomplished	Moderate
Mid	Accomplished	Moderate
Mid	Developing	Developing
Mid	Developing	Moderate
<i>Low</i>	<i>Developing</i>	<i>High</i>
<i>Low</i>	<i>Developing</i>	<i>Moderate</i>
<i>Low</i>	<i>Exemplary</i>	<i>High</i>
<i>Low</i>	<i>Developing</i>	<i>Developing</i>

*Diagram 1: The Connection between Perceived Effectiveness, Composite C-BAR Score and HDI*



**Findings: HDI “Category Travelers”**

In order to better understand the influence of HDI on C-BAR performance, NS were grouped into HDI tiers and then had their scores on each of the 13 C-BAR dimensions compared, by tier. Of particular interest was learning whether there were specific dimensions on which NS from a given HDI tier tended to over-perform (in the case of low- and mid-tier NS) or under-perform (in the case of mid- and high tier NS). Over-performance meant that the HDI tier (low, medium or high) was lower than the C-BAR score (developing/low; accomplished/medium; or exemplary/high) for a particular dimension. Under-performance meant that the NS’s HDI tier was higher than the C-BAR dimension score.

Dimensions that generated significant discrepancies between the HDI tier and C-BAR dimension rating have been designated “category travelers.” Category traveling may be “upward” (which occurs when a NS’s HDI tier under-predicts its dimension score) or “downward” (which occurs when a NS’s HDI tier over-predicts its dimension score). Dimensions that have extensive “downward” traveling include results-driven recognition (A4); foundation of sound analysis and feedback (B2); effective internal communication (C1); administrative

skills (C2); analytic skills (C3); and investments in human resources (D1). “Downward category travelers” are a special challenge for NS within the mid-HDI tier. Dimensions that have extensive “upward” traveling include alignment of organizational culture with capacity development (A1); alignment of organizational commitments with capacity development (A2); sound linkages (A3); and effective internal communication (C1), a strong driver. These areas may be “low hanging fruits” (easy areas for improvement), especially for NS operating in the low HDI tier.

*Table 2: Percentage of Possible Positive and Negative Discrepancies Achieved by HDI Tier*

HDI Tier	% of Theoretically Possible Positive Discrepancies Achieved	% of Possible Theoretically Negative Discrepancies Achieved	% of All Theoretically Possible Discrepancies
Low (3 cases)	<b>64</b>	n/a	<b>64</b>
Mid (5 cases)	9	<b>42</b>	51
High (6 cases)	n/a	32	32
All tiers (14 cases)	30	36	46

**Note:** Data from 14 countries, based on external team review scores (One NS was excluded due to reporting inconsistency on external scores for individual dimensions)

### **HDI Category Traveler Implications**

1. NS from mid-tier HDI countries appear to be more vulnerable to the constraints of their operating environments. They are over 4 times as likely to travel “downwardly” than “upwardly.” In only one instance (A-3, sound linkages) do mid-tier HDI countries have a net C-BAR dimension score that exceeds their tier rating. **This suggests a need to dig more deeply into the particular challenges faced by mid-tier HDI countries as they work to create the capacities needed to engage in sustainable, effective organizational development.**
2. For **NS that operate in HDI low-tier environments**, better contextualization of OD efforts might well begin by identifying those dimensions where national societies have achieved the greatest success in upwardly mobilizing (i.e., alignment of organizational culture with capacity development; alignment of organizational commitments with capacity development; sound linkages; effective internal communication). As we will see later, effective internal communication is a strong driver for success on many other C-BAR dimensions. Success in this area has positive spillover effects.
3. For **National Societies that operate in HDI mid-tier environments**, better contextualization of OD efforts might well begin by identifying those dimensions where national societies have both exceeded and fallen short of expectations based on their HDI ranking. A3 (sound linkages) is the dimension most closely linked to upward mobilization. Among the dimensions associated with downward mobilization are: A4 (results driven recognition); B2 (foundation of sound analysis and feedback); C1 (effective internal communication, a strong driver as described later in this report); C2 (administrative skills); C3 (analytic skills) and D1 (investments in human resources).
4. For **NS that operate in HDI top-tier environments**, dimension C3 (analytic skills) should also hold special interest, as this is a point of downward mobilization for over half the cohort.

Although low-tier HDI countries can only achieve positive discrepancies, they do so markedly out of proportion to the mid-tier group, which can also demonstrate positive discrepancies. The low HDI tier NS achieved a positive discrepancy rate of 64 percent. NS in HDI low-tier countries appear to be especially nimble and adaptive in overcoming the constraints of the environments in which they operate. In contrast, the mid-tier group made only 9 percent of the possible positive changes. Furthermore, of all the changes made by the mid-tier group, 18 percent were positive and 82 percent were negative. Mid-tier HDI countries were

four times more likely to achieve a negative than positive discrepancy between their HDI tier and individual C-BAR dimension scores. High-tier HDI countries are considerably less volatile than either of the other two tiers.

**Box 1: Dimensions with Noteworthy Patterns of Variation across HDI Tiers:  
*Insights into How OD Strategies Can Be Customized***

**Dimensions A1, A2, A3** (alignment of organizational culture with capacity development; alignment of organizational commitments with capacity development; sound linkages). All low HDI countries out-perform their tier ranking. Success in these dimensions is seemingly very accessible to low-tier HDI countries. Mid-tier HDI countries only exceeded their HDI tier rating for A-3, sound linkages. This area seems to be one where both low- and mid-tier HDI countries can be expected to perform well in relation to the HDI settings in which they operate.

**Dimension A4** (results driven recognition). Over-performing in this area seems challenging for HDI mid-tier countries; the HDI low-tier countries are moderately successful in exceeding their HDI status.

**Dimension B2** (foundation of sound analysis and feedback): Downward category traveling predominates. Over half of the countries that could possibly move down on this dimension did so. Not one country moved up. Poor performance in this area may jeopardize organizational learning, an important adaptive skill.

**Dimension C1** (effective communication). All low HDI countries out-perform their tier ranking. In contrast, more than half of the mid-tier HDI countries "under-performed."

**Dimension C2** (administrative skills). This dimension appears to be especially challenging for mid- and top-tier HDI countries. Nearly 3/4 of them "under-performed." In contrast, 2/3 of the low HDI tier group over-performed.

**Dimension C3** (analytic skills). Among mid- and top-tier HDI countries, almost 3/4 "under-performed."

**Dimension D1** (investments in human resources). Two-thirds of the low HDI tier group "over-performed." In contrast, over half of mid-tier countries mobilized downward on D1.

**Findings: Categorization of OD Drivers**

A thorough and comprehensive analysis of C-BAR performance patterns allowed the research team to categorize each C-BAR dimension into one of seven categories. For National Societies to conduct effective and sustainable OD, they must excel in two **strong drivers**: creation of a foundation of sustainability and effective communication skills. Note, please, that "effective communication" is here defined as the skills needed for active listening, open consultation with internal stakeholders, and effective coordination with branches and stakeholders. In other words, the focus of this capacity is *internal* communication.

They must also become proficient in a set of 5 **moderate drivers**: alignment of organizational commitments with capacity development; results-driven recognition; appropriate investment in human resources; analytic skills; and learning skills. These last two moderate drivers include skills that allow National Societies to adapt to rapidly changing circumstances, maintain relevance, attract strong partners, enhance impact and compete successfully for scarce resources.

A total of seven categories were identified for the C-BAR dimensions. They are each described below in Tables 3 and 4.

Table 3: C-BAR Dimensions Categorized by Observed Patterns of Performance and Linkages to Other Dimensions

<b>Dimension Type</b>	<b>Dimension Type Definition</b>	<b>Dimensions</b> <i>(please refer to Appendix A for complete descriptions of all dimensions)</i>
“Strong drivers”	Performance on these dimensions is highly predictive of an NS’s C-BAR <i>composite</i> score (i.e., there are no more than 4 NS that have composite scores that differ from the score received on this dimension). Additionally, scores for these dimensions are strongly linked (i.e. correlated) with performance on at least 9 (i.e., three-quarters) of all other C-BAR dimensions. Good performance on these dimensions is crucial. NS that don’t score well on C1 (effective internal communication), for example, do not reach the highest performance tier. At the other end of the spectrum, an NS that scores “developing” on B1 (foundation of sustainability), will also have a “developing” composite score. Thus, B1 acts as a warning sign while C1 appears to be a prerequisite for success.	B1, foundation of sustainability, (warning sign for a developing rating); C1, effective internal communication (a prerequisite for an exemplary rating)
“Moderate drivers”	Performance on these dimensions is <i>either</i> highly predictive of the composite C-BAR score (i.e., there are no more than 4 NS that have composite scores that differ from the score received on this dimension) <b>OR</b> the dimension is strongly correlated to at least 9 (i.e., three-quarters) of C-BAR’s remaining dimensions, but not both. The first category (no more than 4 NS with C-BAR composite scores that differ from the NS’s score on this dimension) includes A4 (results-driven recognition), C4 (learning skills), and D1 (investments in human resources). The others, A2 (alignment of organizational commitments with capacity development) and C3 (analytic skills), are synergists. Good performance on these last two bolsters performance elsewhere, and good performance elsewhere may also bolster performance on these.	A2 (alignment of organizational commitments with capacity development); A4 (results-driven recognition); C3 (analytic skills); C4 (learning skills and a warning sign for a developing rating); D1 (investments in human resources)
“Reinforcers”	Performance on these dimensions is significantly correlated to performance on half to two-thirds of all other dimensions (i.e. 6-8). Improvements in other dimensions may contribute to stronger performance in reinforcers. At the same time, gains in the reinforcers may translate to stronger performance in other dimensions.	B2 (foundation of sound analysis and feedback); C5 (organizational representation skills); D2 (investments in material resources)
“Most promising dimensions for improvement”	Relative rank is low or mid-range and the number of priority votes and quick wins is relatively high	B1, foundation of sustainability (a strong driver); C2, administrative skills (see “weak and independent discussion” below; work in this area may produce limited results); C5, organizational representation skills; D1, investments in

Dimension Type	Dimension Type Definition	Dimensions <i>(please refer to Appendix A for complete descriptions of all dimensions)</i>
		human resources (a moderate driver); D2, investments in material resources
“Most challenging dimensions for improvement”	Where relative rank is low or mid-range and the number of priority votes and quick wins is relatively low	A4, results-driven recognition; C3, analytic skills; and C4, learning skills (all moderate drivers); B2, foundation of sound analysis and feedback (a reinforcer)
“HDI category travelers”	Dimensions where HDI-tier (low, medium, high) differs from C-BAR OD capacity tier (developing, accomplished, exemplary). In dimensions where downward HDI category traveling predominates (A4, results-driven recognition; B2, foundation of sound analysis and feedback; C1, effective internal communication; C2, administrative skills; C3, sound analysis; D1, investments in human resources) HDI over-predicts placement and is a particular challenge for a given HDI tier. Where there are numerous upward travelers (A1, alignment of organizational culture with capacity development; A2, alignment of organizational commitments with capacity development; A3, sound linkages; and C1, effective internal communication and a strong driver) HDI under-predicts placement. These areas may be “low hanging fruits” (easy areas for improvement) for that HDI category.	<p><b><u>HDI over-predicts:</u></b>  A4‡ (results-driven recognition); B2‡ (foundation of sound analysis and feedback); C1‡ (effective internal communication); C2‡<sup>1</sup> (administrative skills); C3‡<sup>1</sup> (analytical skills); D1‡ (investments in human resources)</p> <p><b><u>HDI under-predicts:</u></b>  A1* (alignment of organizational culture with capacity development), A2* (alignment of organizational commitments with capacity development), A3‡* (sound linkages), C1* [*Bottom-, ‡ mid-, and <sup>1</sup> top-tier HDI-specific]</p>
“Strong and independent”	Performance on these dimensions skews high overall (i.e. they are well-established) and is not linked (i.e. correlated) to performance on most other dimensions. These dimensions may be foundational but they do not lead to lift-off. As such, expect relatively low returns on investments in these areas.	A1 (alignment of organizational culture with capacity development); A3 (sound linkages)
“Weak and independent”	Performance on this dimension skews low overall and is linked (i.e. correlated) to performance on only 3 other dimensions, suggesting that an NS can perform poorly on C2 (administrative skills) but still do well overall.	C2 (administrative skills)

*Table 4: Categorization of C-BAR dimensions by Dimension Number and Type*

	A1	A2	A3	A4	B1	B2	C1	C2	C3	C4	C5	D1	D2
“Most promising dimensions for improvement”					X			X			X	X	X
“Most challenging dimensions for improvement”				X		X			X	X			
“HDI category travelers”	>X*	>X*	>X*‡	<X‡		<X‡	>X* <X‡	<X‡ <sup>1</sup>	<X‡ <sup>1</sup>		<X‡	<X‡	
“Strong and independent”	X		X										
“Weak and independent”								X					
“Strong drivers”					X		X						
“Moderate drivers”		X		X					X	X		X	
“The reinforcers”						X					X		X

**LEGEND** (Please consult Appendix A for precise details of each dimension and domain measured by C-BAR):

- \* Specific to bottom-tier HDI countries
- ‡ Specific to mid-tier HDI countries
- <sup>1</sup> Specific to top-tier HDI countries
- > Dimensions where performance is *higher* than HDI would predict (i.e., HDI under-predicts)
- < Dimensions where performance is *lower* than HDI would predict (i.e., HDI over-predicts)

<b>Domain A: Capacity development conditions</b>	<b>Domain B: Capacity development foundations</b>	<b>Domain C: Development of core skills</b>	<b>Domain D: Critical investments</b>
<b>A1:</b> Alignment of organizational culture with capacity development <b>A2:</b> Alignment of organizational commitments with capacity development <b>A3:</b> Sound linkages <b>A4:</b> Results-driven recognition	<b>B1:</b> Foundation of sustainability <b>B2:</b> Foundation of sound analysis and feedback	<b>C1:</b> Effective internal communication <b>C2:</b> Administrative skills <b>C3:</b> Analytic skills <b>C4:</b> Learning skills <b>C5:</b> Organizational representation skills	<b>D1:</b> Investments in human resources <b>D2:</b> Investments in material resources

**NOTE:** Readers are urged to consult [Appendix A](#) for important details regarding each C-BAR dimension. For example, A3 (sound linkages) is specifically defined in the [Appendix](#) as “capacity development [that] builds upon or fosters strong ties across staff and volunteers throughout the Movement” and that “builds upon or fosters strong ties with government and local communities.” In other words, “sound linkages” doesn’t measure the quality of linkages *per se*, but rather that extent to which capacity development efforts contribute to their development.

**BOX 2: THE STRONG DRIVERS: FOUNDATIONS OF SUSTAINABILITY AND EFFECTIVE COMMUNICATION**

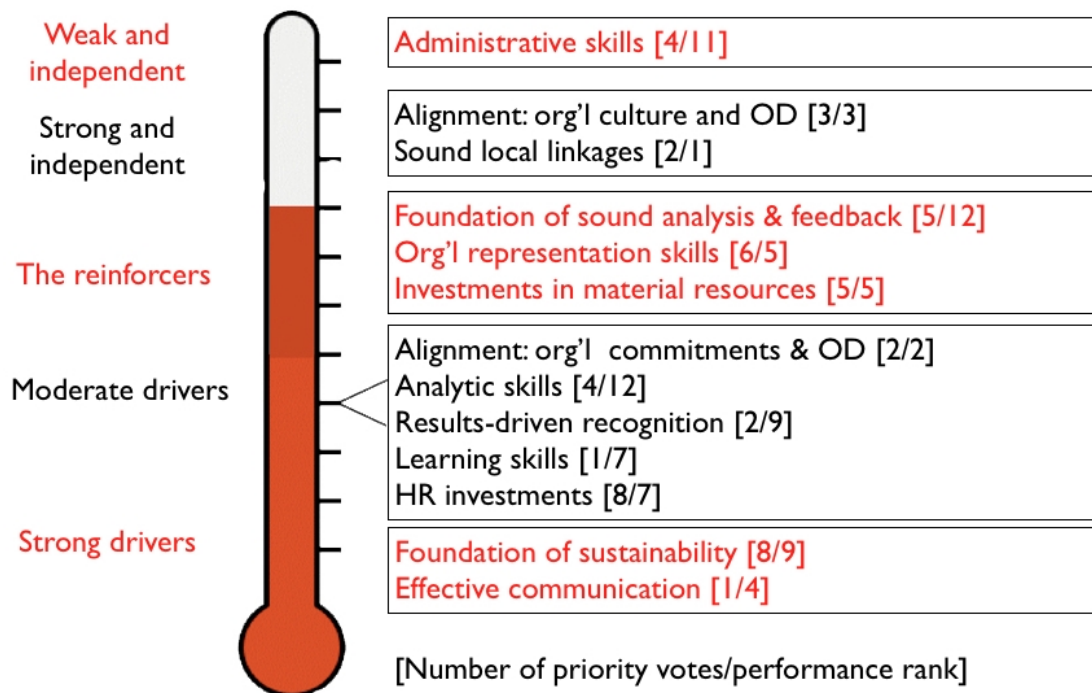
Those who have met the Secretary General of the Cook Islands Red Cross (CIRC), Niki Rattle, describe her as having a formidable presence. In her 16 years at the CIRC, she has led the response to several large national disasters while continuously engaging her community. Although the CIRC faces many service delivery challenges given the islands’ geographical isolation and susceptibility to natural disasters, these challenges have not constrained the CIRC, which earned an exemplary composite score on C-BAR.

Niki and the CIRC have invested in a strategy of engagement, and have deliberately committed the time and resources needed to create meaningful relationships, a foundation of sustainable OD. This has meant prioritizing communication with volunteers and community members to ensure that the activities of CIRC remain relevant.

Turning the difficulty of travel between islands into an advantage, CIRC has not only emphasized, but relied upon, local ownership. As a result, local community members are actively engaged in the design and execution of projects. Communities are expected to conduct activities with limited direct oversight from HQ. To ensure the sustainability of its projects, CIRC has emphasized training programs that build the capacity of community members to lead projects.

CIRC has cleverly introduced “experiential marketing,” which helps people understand the NS mission and encourages the cementing of long-lasting ties. The NS has been particularly successful in reaching volunteers and community members who are looking for “practical inspiration.” Regular communication between Niki, CIRC staff, and other community members fosters a collaborative process that both informs and strengthens a shared vision for the NS.

*Diagram 2: C-BAR Dimensions by Type with Selected Implications for Future Action*



## **Findings: Learning from Organizational Network Analysis**

### *The Power of Bridging and Bonding Social Capital*

Imagine a strong and vibrant network of organizations in which individual actors spend time and energy focused externally on catalyzing large-scale system change or solving highly complex problems. What would this idealized system look like? We would expect to see good organizations become great ones by working with and through others to create far greater impact than they could achieve alone.<sup>7</sup> Central network actors and opinion leaders would concentrate their external engagement on building and leveraging *bridging social capital*, i.e., bonds of trust and connectedness to actors who open new doors and provide access to others who operate in previously inaccessible arenas. Organizations with ample *bridging social capital* would become ever more connected to high value resources and institutions. As a result of their extensive bridging social capital, these organizations would exert their influence more effectively and widely.

These same organizations would also cultivate their *bonding social capital*, deep and meaningful ties with existing partners that bolster their efficiency and effectiveness. In time, organizations with a large inventory of both bridging and bonding social capital would become opinion leaders in the network. Their influence would continue to grow, and, as it does, they would become ever more effective in achieving organizational mission.

Diffusion of knowledge and resources in this network of highly connected actors would be rapid. Members would be able to reach sophisticated and discerning donors through new potential partners, and influential policymakers through their ever-expanding circle of connections. Status on the periphery would be short lived, and any organization would be readily able to connect with a specific actor of influence or attain needed knowledge. Natural clusters of intense connectivity would form around challenges and then shift as problems are resolved. Multiple contact networks would coexist within the larger network, where clusters of organizations exchange resources around specialized topic areas, such as impact assessment, program strategy or stakeholder outreach. Entry into these contact networks would be easy for new participants, and each contact network would ensure that there are multiple contact bridges that connect across the entire value-creating chain of specializations.

### *Social Network Analysis*

The social network analysis metrics used in this study give us a chance to better understand these network effects and to explore how bonding and bridging social capital is used across the Movement. These metrics identify intense clusters of connectivity or cliques, spotlight key resource hubs, and reveal the most active networkers. We can measure and compare the viability of contact networks and determine the sphere of influence for each National Society. We also explore micro (individual) and macro (system-wide) networking behaviors, in search of both “bad habits” and positively deviant strategies.

Two key activities were undertaken as part of this social network analysis. First, a network analysis survey tool was developed by the research team in collaboration with the IFRC Learning and Organizational Development Department and with input from several NS. The survey asked each NS to identify all actors to whom they go to for OD knowledge resources, technical support, financial resources and program collaboration. NS were asked to specify with which contact networks they engaged (from nine value chains included in the survey) and were able to weight the intensity of their reported linkages. The results of the survey were mined using network analysis software with built-in algorithms that generate network maps and metrics. Network maps position organizations or individuals according to their connections with others and network metrics provide a range of performance measurements that can be used to generate deeper understanding of linkages and resource transactions to and from National Societies.

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<sup>7</sup> See *Forces for Good* by Leslie Crutchfield and Heather McLeod Grant for a fuller discussion of these concepts.

## **Findings from the Social Network Analysis**

The eight major findings that emerged from the organizational network analysis are listed below. Implications of these findings (along with those generated through the C-BAR and ICB analyses) are presented in the section of this report entitled “Using Findings To Help National Societies and Other Movement Actors Reach Their OD Potential.”

1. Purposeful networking behavior significantly reduces the limitations of low HDI status. By increasing connections to high value (centrally located) actors, low HDI NS overcome many of the disadvantages associated with low HDI. An analysis of C-BAR performance shows that NS with a low or mid-level HDI can network their way out of potential disadvantage through *bridging* social capital.
2. Those National Societies that hold peripheral status within the overall network *and* their own cliques (“the vulnerables”) are at risk of not achieving their mission. All five “vulnerables” shared low C-BAR performance. Note that not all low HDI countries are weak networkers. While an NS may be peripheral in the overall network, it often plays a much more active networking role within its own clique.
3. The 5 lowest C-BAR scoring NS were little fish in both the big and little ponds in which they swam. In other words, they were peripheral to the overall network *and* to their cliques.
4. Local networking is an effective OD success strategy for low- and mid-level HDI NS. NS that were active local networkers tended to do better on C-BAR than those that did not form ties with local actors.
5. PNS, IFRC and ICRC regional delegates and offices (e.g. the IFRC Zone Offices) should make a more concerted effort to foster ties to other actors in the system and emphasize the importance of ONS-ONS ties, which were not represented in the information reported by the NS. ONS with strong ties to regional structures did not demonstrate better performance on C-BAR than ONS that were not strongly linked to these offices, which suggests that the added OD value that these offices bring to ONS can be improved
6. NS that cultivate *novel* or *exclusive* ties (bridging social capital) perform better on C-BAR than those that cultivate ties with the same actors as other National Societies (bonding social capital). The apparent comparative performance advantage could come from having unique perspectives and access to untapped information. Examples of exclusive relationships cultivated by NS included ties to UNFPA, Oxfam, DFID, Pfizer as well as some smaller European NS.
7. Networking preferences across the Movement reinforce rigid core-periphery dynamics. Operating National Societies are linked to the network almost exclusively by PNS, IFRC, ICRC, and other global non-movement actors acting as global “sponsors.” In short, bilateral relationships predominate within a multilateral system.
8. NS from High HDI countries demonstrate a pattern of specializing in *bonding* social capital (peer-to-peer relationships).

The astute reader will correctly conclude that the Movement’s contact network (which, of course, includes actors who are not part of the Movement) does not mirror the ideal network described in the previous section of this report. This suggests that a great deal of work needs to be done to improve the Movement’s network around OD. The Movement’s Fundamental Principles encourage, if not require, it to explore options to enhance its network. For example:

- **Humanity**
  - The Movement “*promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.*” A fragmented network with loosely connected “peripheral actors” is challenged to accomplish this vision

- **Independence**

- NS “*must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.*” The pattern of linkages within the network may undermine NS autonomy to some extent due to some ONS’s seeming dependence upon other actors. ONS participating in this study relate to each other through PNS, IFRC and ICRC rather than through direct ties. Furthermore, the overall relationship pattern uncovered by the study more closely resembles a world of sponsor-client relationships than a network of strong, independent NS.

- **Universality**

- All NS “*have equal status and share equal responsibilities and duties in helping each other...*” As noted earlier, networking preferences across the Movement reinforce rigid core-periphery dynamics. ONS are linked to the network almost exclusively through PNS acting as global “sponsors.” This networking behavior may not meet the criterion of “equal status” or “equal responsibilities” in helping each other.

### **BOX 3: NEPAL AND THE POWER OF PURPOSEFUL NETWORKING**

NS social capital (or the lack thereof) is a key determinant of the capacity to engage successfully in OD. NS that have high bridging social capital perform better on C-BAR regardless of HDI status. The Nepal Red Cross Society (NRCS) was the only low HDI NS that attained a composite score of Exemplary on C-BAR. It also had the second highest sphere of influence of any NS in the study (including NS in high HDI settings). This sphere of influence, measured in terms of the percentage of actors that the NRCS can reach within two degrees of separation, is a proxy measure for the National Societies’ strong bridging social capital.

NRCS makes it an organizational priority to commit the time and resources needed to build meaningful relationships (bonding social capital). It also invests in sustaining supporters such as the Norwegian Red Cross, which has shared NRCS’s values and advocate for the NRCS’s cause. This “positive deviant” networking behavior largely explains Nepal’s unique status as the only low HDI NS that achieved an exemplary composite score on C-BAR. Remarkably, the NRCS can reach almost 30 percent of the Movement network within two steps. Its reach-out to other actors ranks second out of all participating NS in the study, making it an extreme outlier among low HDI NS.

### **BOX 4: BECOMING A BIG FISH IN A SMALL POND**

Both Nepal and Namibia can be characterized as active networkers in relation to other Movement actors. Nepal scored Exemplary on C-BAR and Namibia scored Developing. Nepal occupies a position at the core of its small world, while Namibia sits on the periphery within the same clique as Nepal. What explains this structural disadvantage for Namibia? Purposeful ties seem to have helped create a tipping point for Nepal on their journey towards stronger social capital within their network cliques. Sixty percent of Nepal’s linkages point directly to other NS. In contrast, only 44 percent of Namibia’s links are with other NS and 36 percent of ties are directed to IFRC/ICRC regional actors. Nepal’s ties with other NS seem to leverage more benefits than Namibia’s ties. As a result, Nepal has twice the number of connections to its small world actors as does Namibia. Being a central actor in your small world attracts significant attention and gives an NS preferential selection status for linkages to new actors. Nepal is a beneficiary of this virtuous cycle. The key learning from Nepal: intervention strategies should begin with efforts to strengthen NS positions within small world cliques.

### **BOX 5: CRAFTING A WINNING STRATEGY.**

The NRCS has honed a winning strategy and has unleashed a virtuous cycle in which strong bonds with one institution reinforce new bonds with others. The NS also excels at engaging individuals as volunteers, strategic advisors, and as promoters who operate within and beyond Nepal.

How does NRCS outperform its HDI destiny? It may not be about perfect management or designing a unique intervention strategy, although these are desirable. Rather, it seems to be NRCS' unusual capacity to create and then leverage social bridging and bonding capital both locally and internationally. NRCS's effective engagement strategies have led to more efficient use of financial resources, strong program operations, and a strong NS identity. Illustratively, NRCS now has the local social capital needed to convene well-attended round table meetings with participants from the government, NGOs, political parties, civil society organizations and the media. These round table sessions provide NRCS with an excellent platform for educating attendees about the NS's activities. The meetings also help the NRCS to identify and cultivate powerful individuals who support the NRCS mission.

El Salvador, a mid-level HDI country, is also making notable progress developing its own network of local alliances while simultaneously building three "super highways" (the American Red Cross, Spanish Red Cross and Swiss Red Cross) back into the Movement's central core. These three PNS are able to broker opportunities on behalf of El Salvador.

In short, Nepal and El Salvador have crafted winning strategies that use the power of networking to turn volunteers, donors, and other PNS around the world into strong advocates. As a result, these two NS may be better situated to achieve their mission.

### **Findings: Network Analysis by Value Chain Stages – Opportunities for Action**

Networking is transactional. Conversations, information exchanges, and resource flows are what make networks come alive and have purpose. One way to analyze network behaviors is to use a value chain stage perspective. Value chain analysis examines the full range of activities required to bring a service from its conception to its end use. This framework is especially helpful in detecting where organizations be competitively positioned and where networks can provide the greatest advantage in the value creation process. Typical value chain stages in a service-centered environment might include design, service delivery, marketing, and support to get the final service to the client. The following value chain stages were considered in this study:

- *Volunteer Mobilization & Management.* Recruiting, engaging and deploying volunteers.
- *Community Outreach.* Reaching both new and existing stakeholders.
- *Stakeholder Needs Identification.* Determining the priorities of partners, supporters, members, and communities served by NS programs.
- *Program Strategy.* A cohesive set of goals, activities and resources to address targeted needs and vulnerabilities.
- *Resource Mobilization.* The generation of material and financial contributions in support of NS operations.
- *Governance.* The system an NS has in place to set policies, allocate resources, establish strategic directions, and maintain accountability to stakeholders. This system may include a membership structure as well as linkages among branches or chapters.
- *Internal Management and Systems.* The processes and procedures that guide financial transactions and human resource administration.

- *Impact Assessment*. The monitoring and evaluation of NS program operations in order to gather insights about outcomes, effectiveness and lessons learned.
- *Project-related Service Delivery*. Time-bound activity designed to strengthen an NS ability to efficiently reach people in need with the right programs.

The table below examines network activity across the value chain based on information reported by NS participating in the study. It also indicates some opportunities for network strengthening around several of the value chains identified.

*Table 5: Strengthening the OD Value Chain*

<b>Network Profile Type</b>	<b>Definition of Network Profile Type</b>	<b>Value Chain Stages</b>
“Most promising VC stages for improvement”	Relative rank is low or mid-range on centrality measures (meaning that networking on these issues is not well-represented in the survey results); number of priority votes is relatively high.	Impact Assessment; Resource Mobilization; Volunteer Mobilization and Management
Priority Type I: “Lightly networked yet positively linked to C-BAR”	Performance on these VC Stages skews low or mid-range on centrality measures for the overall network and positively correlates to C-BAR dimensions.	Community Outreach; Impact Assessment
Priority Type II: “VC Stovepipes”	VC stages that are least integrated with other OD VC stages and positively correlate to C-BAR Dimensions (which could represent missed opportunities)	Impact Assessment; Resource Mobilization
“Lightly networked and not positively linked to C-BAR”	Performance on these VC Stages skews low or mid-range on centrality measures but does not positively correlate to C-BAR Dimension.	Internal Management and Systems; Governance
“Most Integrated VC Stages”	VC stages that are most integrated with actors working in other value chain stages. Determined by calculating the fragmentation scores for each VC stage.	Community Outreach; Project Related Service Delivery; Volunteer Mobilization and Management

### **Findings: The Intensified Capacity Building (ICB) Story**

The *Intensified Capacity Building (ICB)* is the International Federation’s most recent attempt to implement a large-scale, Secretariat-led OD support initiative. ICB was established to enable NS to strengthen their infrastructure and resources so that they could provide sustainable, high quality services for vulnerable people on a countrywide basis. The vision of ICB was to mobilize resources locally as a way to reduce dependency on foreign support. More specifically, ICB aims to promote NS leadership, commitment, and ownership of change processes. Local efforts of participating NS are complemented by proposed technical OD support from IFRC Zone Offices (or other local and international partners) and financial support from the IFRC Capacity Building Fund (CBF).

For the purposes of the study, a survey was developed which examined nine broad change categories: products and services; strategy; collaboration and alliances; processes and systems; learning and innovation; policy; technology; structure; and organizational culture. There were a total of 52 change areas divided among these categories. The survey was administered to the 10 ICB NS which participated in this study.

## ICB At a Glance

### —Number of ICB countries:

- Undergoing **significant** or **moderate**, positive change: 6 (of 10)
- Undergoing **limited** change: 4 (of 10)
- Perceived to be highly or moderately effective: 8 (of 10)
- Scoring high on OD capacity (C-BAR): 3 (of 9)
- Scoring low on OD capacity (C-BAR): 5 (of 9)
- From **lowest** HDI tier: 3 (of 10)
- From **highest** HDI tier: 3 (of 10)
- Scoring moderate or high on **foundation of sustainability** (C-BAR dimension identified as a strong driver of OD capacity): 5 (of 9)
- Scoring moderate or high on **effective internal communication** (C-BAR dimension identified as a strong driver of OD capacity): 7 (of 9)

### —Change areas in which significant change occurred *most* often:

- Ability to work from within communities (90% reported significant change)
- Strategic planning (80% reported significant change)
- Setting strategic priorities (80% reported significant change)
- Technology assets (80% reported significant change)
- Organization/mgt structure (80% reported significant change)

### —Change areas in which significant change occurred *least* often:

- Mission (20% reported significant change)
- Use of technology to promote organizational sustainability (20% reported significant change)
- Use of technology in service delivery (20% reported significant change)
- Embrace of gender and ethnic diversity (20% reported significant change)
- Partnerships or collaboration with domestic networks (30% reported significant change)
- Technology skills (30% reported significant change)
- Country coverage (30% reported significant change)

### —*Most* cited as effective OD interventions:

- Volunteer development (32 citations)
- Skills-building (30 citations)

### —*Least* cited as effective OD interventions:

- Constituency development (3 citations)
- Marketing support (4 citations)

—% of change areas assessed for which **at least half** of all ICB participants achieved significant change: 71 (37 of 52 change areas)

The research team generated the following findings related to the ICB initiative:

1. Six out of ten ICB countries reported either significant or moderate net change due to ICB-funded activities.
2. The change area with the *greatest* number of countries reporting significant improvement was “ability to work from within communities.” All but one ICB NS noted considerable improvement in this area—which, arguably, is the single most important area of NS competence, because it is so central to mission.
3. The change areas with the *smallest* number of NS reporting a significant improvement were: “use of technology to promote organizational sustainability,” “use of technology in service delivery,” “mission,” and “embrace of gender and ethnic diversity.” Only two ICB NS reported significant change in each of these areas.
4. Within each of the nine broad change categories (products and services; strategy; collaboration and alliances; processes and systems; learning and innovation; policy; technology; structure; and organizational culture) there were between four and eight specific change areas for which a NS could achieve significant improvement as a result of its ICB participation. At least half of all ICB participants achieved significant change in 71 percent (37 of 52) of the change areas assessed. This level of change was observed in eight of the nine change categories examined. These findings demonstrate that, overall, ICB activities were highly effective. Reported changes were realized through planned, catalytic and emergent processes.
5. The change category that generated low proportions of significant change in relation to the change areas covered by the category was “technology” (where at least half of all ICB participants made significant change in only one of five possible change areas). It should be noted that within the technology category, eight (of 10) NS reported significant improvements related to technology *access*. This finding suggests that ICB activities were not highly effective in building capacities related to the application and deployment of technology. There are many possible explanations for this observation, including:
  - NS may not have seen technology usage (as opposed to acquisition) as a priority;
  - ICB activities may not have been well-suited to advances related to technology usage;
  - NS have access to better sources of support than what was available through ICB for technology deployment;
  - There were few ICB activities to support change related to technology usage.

In any case, ICB activities (or lack thereof) designed to improve NS capacity around technology usage (as opposed to acquisition) should be reviewed and perhaps revised.

6. Volunteer development and skills building were the ICB activities **most** often associated with positive change. Marketing support and support for constituency development were **least** often linked to positive change. The latter observation may be because ICB activities related to marketing support and constituency development were not very effective or because they were infrequent. Further investigation is needed to determine which explanation is accurate and whether corrective action is needed.

### **Analysis of ICB Findings**

At least in the short-to medium-term, ICB appears to be a successful strategy for enhancing organizational effectiveness. Indeed, eight of the ten ICB NS assessed earned perceived effectiveness ratings of “accomplished” or “exemplary.” However, the sustainability of gains secured through such complex interventions as ICB must be carefully assessed over time. The findings of the network analysis call into

question whether such gains are sustainable without a deliberate commitment to strategies that build the bridging and bonding social capital of low and medium HDI tier NS that participate in the ICB.

ICB illustrates that highly customized capacity-building strategies do indeed build organizational effectiveness. Furthermore, the mix of ICB activities and change types illustrates that effective capacity building work achieves a good balance between strategic and tactical outcomes. Thus, illustratively, significant gains were achieved by at least 8 ICB NS in strategic areas (e.g., priority-setting) as well as in tactical matters (e.g., management structure; technology acquisition).

It should be noted that ICB was considerably more successful in enhancing organizational *effectiveness* than in building a capacity to engage effectively and sustainably in organizational *development*. Accordingly, only four of nine ICB NS scored above “developing” on the OD capacity measure (C-BAR). In contrast, eight of ten scored similarly on the perceived effectiveness measure. As noted elsewhere in this report, there is an important difference between organizational *development capacity* and organizational *effectiveness*. Effectiveness focuses on how well a NS meets *today’s* challenges while OD capacity focuses on how well prepared an NS is to respond successfully to *future*, novel challenges. Future ICB activities should aim to help NS build their networks and achieve uniform excellence in the strong and moderate drivers as well as the “reinforcers” described earlier in this report.

In light of the findings reported earlier in this report concerning NS country context, it might also be wise to make a more deliberate effort to target ICB activities to NS that are among the most vulnerable. These would include those located in low HDI contexts and those that sit at the periphery of their contact networks. Only three of the ten ICB countries are from the bottom HDI tier. These three all occupy peripheral positions within their networks.

One of the lowest scoring change *areas* was “partnerships or collaboration with domestic networks.” Only 30 percent of ICB NS reported significant change in this area. Furthermore, the change *category* “Collaboration and Alliances” ranked second from the bottom (of nine) in terms of the percentage of possible change areas for which at least half of all ICB NS made a significant change. At least half of all ICB participants made significant change in only five of eight possible change areas.

As described earlier in this report, linkages with local networks as well as the cultivation of exclusive contacts are extremely important strategies for overcoming low HDI tier disadvantage. Therefore, ICB strategies should pay greater attention to the “Collaboration and Alliances” change category. Future ICB activities might do well to target *groups or cohorts of NS* rather than *individual* National Societies. Study findings indicate that NS, *working with and through others*, can create important bridging and bonding social capital that will in turn drive organizational effectiveness.

It would also be desirable to fine tune ICB to the special requirements of mid- and low-tier HDI countries. Of the four NS reporting “limited change” as a result of their participation in ICB, two (out of three) are from the low HDI tier. In contrast, only one of the three NS experiencing “significant change” through ICB comes from the bottom HDI tier. The latter is likely a “positive deviant” that should be studied more closely to identify “best practices” for dissemination to other NS that operate in low HDI settings. While this NS did not score especially well on C-BAR, it did receive a perceived effectiveness rating of exemplary. Among low HDI countries, only one other NS scored similarly on perceived effectiveness (and it also scored Exemplary on C-BAR).

Finally, future capacity-building work should give greater attention to establishing the foundations of sustainability (one of the C-BAR dimensions – B1 – identified as a Strong Driver). This is one way to ensure that gains made as a result of ICB efforts endure. Four ICB countries scored “developing” on this dimension. The overall C-BAR analysis (based on results from 15 NS) showed that NS that scored

“developing” on foundations of sustainability also earned a C-BAR composite score of “developing.” Thus, scoring well on this dimension appears to be a prerequisite for achieving overall high capacity to engage effectively and sustainably in OD.

*Table 6: ICB Countries – Comparison of Relative Net Change Level with C-BAR Composite Score*

Relative Net Change Level*	C-BAR Composite Score (External)	Perceived Effectiveness Rating
<b>Significant</b>	Developing	Exemplary
<b>Significant</b>	NA	Exemplary
<b>Significant</b>	Exemplary	Exemplary
Moderate	Exemplary	Exemplary
Moderate	Developing	Developing
Moderate	Developing	Accomplished
<i>Limited</i>	Accomplished	Accomplished
<i>Limited</i>	Developing	Accomplished
<i>Limited</i>	Exemplary	Accomplished
<i>Limited</i>	Developing	Developing

\*ICB NET CHANGE SCORE INTERVALS:

<70: limited change (ICB)

70-90: moderate change (ICB)

>90: significant change (ICB)

#### **BOX 6: INNOVATION AND LEARNING THROUGH ICB**

The Burundi ICB case illustrates that it is possible to enhance learning and innovation without first creating strong organizational foundations. After a transition to new leadership, the Burundi Red Cross (BRC) had an opportunity to test new strategies with support from the ICB initiative. BRC developed a plan to build a culture of local ownership. Local opportunities to work on projects that were directly responsive to the needs of community members inspired new levels of commitment. Soon, more and more people took interest in bringing the Red Cross to their communities and the movement spontaneously spread. A spirit of flexibility and timely consultation between BRC branch and headquarters leadership inspired a branch-led, nationwide movement. At present, there are 280,000 volunteers covering 95 percent of the country.

### III. Recommendations - Using Findings to Help National Societies and Other Movement Actors Reach Their OD Potential

Domain A: Capacity development conditions	Domain B: Capacity development foundations	Domain C: Development of core skills	Domain D: Critical investments
<b>A1:</b> Alignment of organizational culture with capacity development <b>A2:</b> Alignment of organizational commitments with capacity development <b>A3:</b> Sound linkages <b>A4:</b> Results-driven recognition	<b>B1:</b> Foundation of sustainability <b>B2:</b> Foundation of sound analysis and feedback	<b>C1:</b> Effective internal communication <b>C2:</b> Administrative skills <b>C3:</b> Analytic skills <b>C4:</b> Learning skills <b>C5:</b> Organizational representation skills	<b>D1:</b> Investments in human resources <b>D2:</b> Investments in material resources

#### Strategies for Low HDI Tier National Societies

- Make achievement of excellence on B1 (foundation of sustainability, a strong driver) a priority.
- Build awareness of the importance of C1 (effective internal communication, a dimension that was not identified as a priority by any low HDI country despite the fact that it was later determined to be a strong driver).
- Build capacity in C1 (effective internal communication, a strong driver) and A2 (alignment of organization commitments with capacity development, a moderate driver).
- Pay attention to C4 (learning skills, a moderate driver) and B2 (alignment of organizational commitments with capacity development, a reinforcer), areas where performance is particularly low.
- Although improvement on B2 (foundation of sound analysis and feedback) is important and easily achieved, it shouldn't be a *top* priority, because it is neither a strong nor a moderate driver, but rather a reinforcer.
- Performance improvement on A4 (results-driven recognition), B2 (foundation of sound analysis and feedback), C3 (analytic skills) and C4 (learning skills) will likely remain out of reach unless an NS leverages its networks. Specifically, an NS should develop local partnerships, increase ties to other actors in its small world (clique), cultivate exclusive ties with others, and build more relationships with non-Movement actors.
- Increase networking activity around the following Value Chain stages: Community Outreach; Volunteer Mobilization; and Impact Assessment.

#### Strategies for Middle HDI Tier National Societies

- Pay close attention to B1 (foundation of sustainability, a strong driver), C1 (effective internal communication, a strong driver), A2 (alignment of organizational commitments with capacity development, a moderate driver), and C3 (analytic skills, a moderate driver). Better performance on C1 (effective internal communication) should be achievable since low-HDI NS out-perform those from the mid-HDI tier. Most mid-HDI tier NS do not view these four dimensions as quick wins or high priorities. Therefore, awareness-building activities may be an important first step in any improvement plan.
- Build on the quick wins associated with D1 (investments in human resources, a moderate driver) and C5 (organizational representation skills, a reinforcer); leverage the high consensus that already exists regarding the importance of these dimensions.
- A3 (sound linkages) should be already well established. Don't invest too much in strengthening capacity in this area or on A1 (alignment of organizational culture with capacity development).
- Networking with a focus on bridging social capital will help mid-tier NS to tackle the difficult task of building additional capacity in the four especially challenging dimensions: B1, C1, A2 and C3

(foundations of sustainability; effective internal communication; alignment of organizational commitments with capacity development; and analytic skills).

- Increase networking activity around the following Value Chain stages: Community Outreach; Volunteer Mobilization; and Impact Assessment.

### **Strategies for High HDI Tier National Societies**

- Maintain strong performance on C1 (effective internal communication, a strong driver).
- Build on existing strengths related to B1 (foundation of sustainability, a strong driver) and D1 (investments in human resources, a moderate driver); these are promising dimensions for further improvement.
- Pay attention to C3 (analytic skills, a moderate driver). The top performing NS do well on this dimension, and good performance here may boost performance elsewhere.
- B2 (foundation of sound analysis and feedback, a reinforcer) is important, and there is a highly supportive context for improving performance (i.e., many quick wins and priority votes). Working on this dimension might be a good next step once "drivers" are addressed and may translate into organizational learning gains.
- Don't waste time and resources by further enhancing A1 (alignment of organizational culture with capacity development) and A3 (sound linkages) since performance is already exemplary.
- Performance on C2 (administrative skills, weak and independent) is lagging, but this may not be critical.
- More networking with other PNS offers significant OD breakthroughs both for the NS and for the system as a whole.
- Switch from patron to broker by connecting struggling ONS with other high value partners and resources.

### **Strategies for All NS: Common Actions**

- Make engagement in programs of continuous improvement around the two strong drivers (B1, a foundation of sustainability and C1, effective internal communication) organizational priorities.
- Engage in ongoing efforts to develop analytic skills (B2, foundation of sound analysis and feedback and C3, analytic skills) as well as learning skills (C4). **These are the skills that allow National Societies to adapt to rapidly changing circumstances, maintain relevance, attract strong partners, enhance impact and compete successfully for scarce resources.**
- Use tailored networking strategies to leverage contacts, gain access to resources within established Movement systems/protocols, expand influence, and extend organizational learning.
- Continue to use network analysis to monitor integration across value chain stages and National Societies.

### **Strategies for the Network's Critical Structural Anchors**

- Continue to use tools and processes like C-BAR that monitor OD capacity while fostering ties with Movement actors around the themes of assessment and organizational learning, two critical areas for National Society success.
- Emphasize the necessity for the OD functions of regional delegates, offices and representatives to foster more ties to other actors across the system, particularly ONS-ONS linkages.
- Expand access to network actors (current and new) who can contribute to Resource Mobilization.
- Promote the idea that Impact Assessment is key to organizational learning because it helps NS become adaptive. Organizations that don't engage in robust learning are severely disadvantaged in a world where adaptiveness is the key to maintaining relevance, impact, committed partners, and stakeholder support
- Integrate actors into the network who can provide support for Impact Assessment (which is closely associated with the moderate driver C3, analytic skills).
- Encourage clique conveners to focus greater attention on Resource Mobilization and Impact Assessment.

- Explore ways in which central actors who successfully network around the most integrated VC stages (Community Outreach; Project-related Service Delivery; Volunteer Mobilization and Management) can contribute to the elimination or reduction of VC Stovepipes (Impact Assessment and Resource Mobilization).
- Ensure that vulnerable NS have a sound understanding of how bridging and bonding social capital can strengthen their overall performance.
- Bring top resource hubs and clique conveners together in order to strategize and set new priorities for network strengthening. Participants should address such issues as bolstering ONS-ONS network ties; the reduction of stovepipes in key VC stages; integration of the NS which find themselves on the periphery of the network and their own clique; expanding the number of structural anchors; and the OD role of regional offices.

#### **BOX 7: THE ROLE OF OPINION LEADERS**

IFRC-Geneva, the American Red Cross, German Red Cross, Norwegian Red Cross and the Spanish Red Cross were the top five opinion leaders (as measured by social network analysis metrics). However, opinion leaders are not necessarily synonymous with innovators or experimenters, since there may be pressure for these five leaders to reflect the norms of the Movement and therefore avoid too much deviation from what has become accepted practice. Opinion leaders who deviate too much from the norm risk losing their privileged position in the network.

In contrast, innovators are more often found on a community's margins. They innovate because they are different. Adaptations at the periphery are an important source of innovative practices, and the study findings confirm that low HDI countries are especially nimble and adaptive in overcoming constraints. Nepal and Burundi are prime examples.

The importance of opinion leaders and innovators working together cannot be sufficiently stressed. The responsibility of the opinion leader is to "translate" innovations, such as Burundi's branch-based shared leadership initiative. Thus, opinion leaders do not need to engineer innovations from scratch. What they do need, however, are excellent environmental scanning and communication skills.

Once opinion leaders embrace a new idea, strong diffusion of it will quickly follow.

## **IV. Conclusions: Major Findings and Study Questions Revisited**

Through a thorough review of relevant documents, qualitative evidence and quantitative data on networking behaviors and OD practices, the research team identified four groups of findings that should deeply inform any future work in National Society development.

### **Findings about NS Context:**

A National Society's Human Development Index (HDI) score is strongly linked to C-BAR scores, which are designed to measure a NS's capacity to engage in effective and sustainable organizational development (OD). HDI is a measure that combines national income, educational attainment and health status. With only one exception, NS in high HDI settings out-performed NS in mid- and low-tier HDI environments in terms of their C-BAR score. The conclusion to draw from these results is that, while HDI isn't entirely determinative of an NS' OD destiny, it certainly exerts a powerful influence on OD capacity.

HDI is the only background factor that is statistically significantly correlated with NS composite C-BAR scores. In fact, analysis suggests that differences in human development alone account for over half of the variation in C-BAR scores. If we account for whether the country is free or not,<sup>8</sup> the predictive validity of the model increases significantly, accounting for 75 percent of the variability in C-BAR scores.

Although C-BAR performance is not dependent on other background characteristics, many of these characteristics become significant after controlling for differences in HDI. In other words, political freedom, NS age and NS size (as measured by the number of branches) and the number of partners an NS has are significant discriminating factors. That is, within the levels of HDI, significant differences in C-BAR scores are observed across these background characteristics. This means that not only do countries with higher levels of human development tend to perform better on C-BAR, but that given their human and financial capital, free countries, more established societies, larger societies and societies with more partners tend to perform even better.

National Societies in HDI low-tier countries appear to be especially nimble and adaptive in overcoming the constraints of the environments in which they operate. In contrast, National Societies in HDI mid-tier countries seem to be more vulnerable to the constraints of their operating environments. Strategies designed to build NS capacity to engage effectively and sustainably in OD must be tailored to many factors including, in particular, HDI context.

There is an important difference between organizational *development capacity* and organizational *effectiveness*. Effectiveness focuses on how well a NS meets *today's* challenges while OD capacity focuses on how well prepared an NS is to respond successfully to *future*, novel challenges. For mid- and high-HDI tier NS, OD *capacity* and perceived organizational *effectiveness* are closely linked. However, at the lowest HDI tier, this relationship is weaker. Low HDI countries tended to score better on perceived effectiveness than on OD capacity. This finding suggests that in resource-constrained environments, focusing on today's realities is more feasible than focusing on the unknown challenges of tomorrow.

### **Findings about NS Linkages:**

Purposeful networking behavior significantly reduces the effects of low HDI status and is a powerful and effective strategy for overcoming the effects of low HDI. By increasing connections to high value (centrally located) actors, low HDI NS overcome many of the disadvantages associated with low HDI. In general, a low HDI NS should strive to develop local partnerships, increase ties to other actors in its small world (clique), cultivate exclusive ties with others, and build more relationships with non-Movement actors.

The network analysis also identified two value chain stages with sparse networking, high numbers of priority votes, and strong correlations to C-BAR ratings: Impact Assessment and Resource Mobilization. Priority attention should be given to promoting additional networking around these two themes.

### **Findings about Network Structure:**

NS that hold peripheral positions within the network of Movement actors and their partners are characterized by low HDI and low C-BAR performance, which indicates difficulty in engaging effectively and sustainably in OD.

Several structural characteristics of the Movement's network, as represented by 13 NS, indicate areas for focus and improvement in the future. These structural characteristics include network fragmentation; the presence of low performing, peripheral NS; and ties that are predominantly between sponsor-like Partner National Societies (PNS) and more client-like Operating National Societies (ONS) rather than between peers

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<sup>8</sup> This data is based on reports produced annually by Freedom House.

(i.e. ONS-ONS). The Movement’s Fundamental Principles encourage, if not require, it to take a hard look at these trends and attempt to improve some of these characteristics since, as it currently stands, the network’s structure appears to ill-structured to break the pattern of HDI disadvantage noted earlier.

The social network analysis suggests that PNS, IFRC and ICRC regional delegates and offices (e.g. the IFRC Zone Offices) should make a more concerted effort to foster ties to other actors in the system and emphasize the importance of ONS-ONS ties. ONS with strong ties to regional structures did not demonstrate better performance on C-BAR than ONS that were not strongly linked to these offices, which suggests that the added OD value that these offices bring to ONS can be improved.

### **Findings about Skills and Capacities That Act as Drivers:**

Some OD capacities are far more important than others. We call the important capacities *drivers*. We identified three OD areas that do not contribute very much to *overall* capacity although they may be important on their own. These “independent” capacities are administrative skills (generally scored as weak); alignment of organizational culture to OD (generally scored as strong); and sound local linkages (generally scored as strong).

For National Societies to conduct effective and sustainable OD, they must excel in two **strong drivers**: *creation of a foundation of sustainability* and *effective internal communication skills*. Note that “effective internal communication” is defined as the skills needed for active listening, open consultation with internal stakeholders, and effective coordination with branches and stakeholders.<sup>9</sup>

NS must also become highly proficient in a set of five **moderate drivers**: alignment of organizational commitments with capacity development; results-driven recognition; appropriate investment in human resources; analytic skills; and learning skills. These last two moderate drivers are skills that allow National Societies to adapt to rapidly changing circumstances, maintain relevance, attract strong partners, enhance impact, and compete successfully for scarce resources.

These findings are, of course, very relevant to the key questions that the research was designed to address. Below are some “headline take-aways” that summarize the research team’s responses to study questions. Detailed information on each of these bulleted points is contained in the body of this report.

- **Which capacity building investments yield the highest returns?**
  - The answer must be context-specific
  - The use of HDI scores is a quick way to classify contexts
  - Develop a strong foundation for sustainable OD and invest in strengthening communication (the two strong drivers)
  - Build strong organizational learning skills
  - Develop local partnerships, increase ties to other actors within an NS clique, and build relationships with non-Movement actors (for low and medium HDI NS).
  - Increase networking activity around Community Outreach; Volunteer Mobilization; and Impact Assessment (for low and medium HDI NS).
  - Investments in volunteer development; skills building; membership and branch development; and information systems and development may yield particularly high returns (based on data drawn from ICB countries).

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<sup>9</sup> For the full list of dimension definitions and details, please refer to [Appendix A](#) of this report.

- **How do Movement actors understand NS capacity development, and how do they believe capacity is best developed?**
  - The Theory of Change ([Appendix B](#)) offers a detailed response to this question
  - The TOC suggests that NS must first cultivate the conditions that lead to capacity development (e.g., clear priorities; empowered motivated individuals; a facilitative structure). They must also develop an OD approach that is holistic, adaptive, and attuned to complex environments. Warm skills (e.g., communication) and cold skills (those focused on learning and administration) must be developed along with skills for adaptiveness. Critical investments must be made to ensure that NS work remains relevant and that any given NS is the partner of choice for a variety of internal and external actors.
  - NS that participated in ICB reported that the entire spectrum of OD interventions was beneficial even though some interventions were more powerful than others. ICB interventions included: capacity assessment; volunteer development; strategy development; skills building; materials development; constituency development; membership and branch development; information systems development; local governance strengthening; financial management and systems development; marketing support; human resource systems development; and partnership development
  - PNS and IFRC support regional or zonal OD structures that may, inadvertently, deflect ONS from networking with one another
  
- **How is capacity built at the local level?**
  - Building *local* networks with actors internal to the Movement is one of the strategies used by successful NS (as measured by C-BAR performance and external effectiveness ratings).
  - Cultivating exclusive ties with other actors through networking (i.e., creating bridging social) is another strategy that distinguishes those NS that over-performed on C-BAR in relation to their HDI category.
  - Use strategies such as ICB that are customized and that combine strategic and tactical considerations.
  
- **Why do capacity strengths and weaknesses exist?**
  - Weaknesses: Some low HDI NS are very peripheral to the overall network as well as to their clique.
  - Weaknesses: Inadequate attention is given to creating a foundation for sustainable OD, communication, and the skills needed for organizational learning.
  - Weaknesses: Insufficient investment is made in skills development.
  - Strengths: Attention to establishing a foundation of OD sustainability and developing good communication; purposeful networking to build both bridging and bonding social capital; ongoing investments in skills development within the framework of a holistic approach to OD
  
- **How can weaknesses be addressed, and how can strengths be leveraged?**
  - Pay greater attention to strong and moderate drivers as well as the reinforcers.
  - Foster more peer-to-peer (ONS-ONS) exchanges.
  - Encourage networking around specific value chain stages (Community Outreach; Volunteer Mobilization; and Impact Assessment).

- Learn from and publicize lessons gathered from such “positive deviants.”
- Determine how NS achieved relative strength in creating sound capacity development conditions (Domain A on C-BAR) and assess if any of the strategies used to build those capacities can be adapted and exported to meet other OD challenges.
- Use strategies such as ICB that are customized (taking HDI status and network position into consideration) and that combine strategic and tactical considerations.

Finally, a review of the evidence collected in conjunction with C-BAR administration yields four other lessons that should be used to shape future actions:

- Successful NS deliberately and systematically build national and local level ownership of activities
- The judicious use of technology can accelerate OD and increase the efficiency and effectiveness of capacity-building work
- Agility is a key to organizational success. NS flexibility and adaptiveness are significant competitive advantages
- Strong leadership fosters effective partnerships at all levels: internationally, nationally, and locally

## **Appendix A: Complete Listing of C-BAR Domains, Dimensions and Details**

### **Domain A: Capacity development conditions**

#### **Dimension #1: Alignment of organizational culture with capacity development**

##### Details:

1. The culture emphasizes self-improvement and forward (strategic) thinking
2. The culture fosters learning, experimentation, adaptation, and change
3. The culture promotes a highly diverse community of staff and volunteers
4. The culture nurtures empowering linkages among staff, volunteers, and communities

#### **Dimension #2: Alignment of organizational commitments with capacity development**

##### Details:

1. Capacity-building activities are aligned with Movement values and mission
2. Capacity-building activities are aligned with programmatic direction and priorities
3. Staff and senior leadership are committed to promoting positive changes

#### **Dimension #3: Sound linkages**

##### Details:

1. Capacity development builds upon or fosters strong ties across staff and volunteers throughout the Movement
2. Capacity development builds upon or fosters strong ties with government and local communities

#### **Dimension #4: Results-driven recognition**

##### Details:

3. The NS collects information about the impact of its capacity-development efforts
4. The NS shares information about the impact of its capacity-development efforts with its constituents

### **Domain B: Capacity development foundations (2 dimensions)**

#### **Dimension #1: Foundation of sustainability**

##### Details:

1. HQ and branch-level stakeholders are engaged in the design and execution of capacity-development initiatives
2. Capacity-development activities closely reflect local needs, priorities and resources
3. Capacity-development efforts systematically build on existing skills, competencies, and knowledge
4. Capacity-development activities draw upon a wide variety of modalities (e.g., training; systems development; documentation; teaming; partnering) to achieve objectives

#### **Dimension #2: Foundation of sound analysis and feedback**

##### Details:

1. Capacity-development activities reflect a thoughtful, comprehensive analysis of why current capacity challenges exist
2. Capacity-development activities are rigorously assessed in terms of implementation quality and impact
3. Capacity development plans are periodically adjusted to reflect assessment findings and changes in the external environment
4. Capacity-development activities reflect and strengthen linkages to other elements of the Movement

### **Domain C: Development of core skills (5 dimensions)**

#### **Dimension #1: Effective internal communication**

##### Details:

The skills needed for...

1. Active listening
2. Open, engaging consultation with internal stakeholders
3. Effective coordination of activities with branches and partners

## **Dimension #2: Administrative skills**

### Details:

The skills needed to...

1. Develop sound administrative systems and procedures
2. Maintain compliance with systems and procedures
3. Allocate resources consistent with priorities and objectives
4. Optimize and streamline organizational structures

## **Dimension #3: Analytic skills**

### Details:

The skills needed to...

1. Measure program impact through systematic assessment
2. Determine how the many dimensions of any situation influence (and are influenced by) one another
3. Engage in environmental scanning and sensing
4. Develop activities that address community needs

## **Dimension #4: Learning skills**

### Details:

The skills needed to...

1. Promote organizational learning, knowledge generation, and information management
2. Identify, share and apply lessons learned from current activities to new initiatives
3. Effectively share responsibility for decision-making with paid staff and volunteers

## **Dimension #5: Organizational representation skills**

### Details:

The skills needed for...

1. Effective coalition-building and networking
2. Effective management of complex partnerships
3. Effective organizational promotion
4. Effective advocacy

## **Domain D: Critical investments (2 dimensions)**

### **Dimension #1: Investments in human resources**

#### Details:

Capacity building activities include...

1. Training for board members, staff and volunteers
2. Leadership development programs for aspiring, beginning and experienced leaders

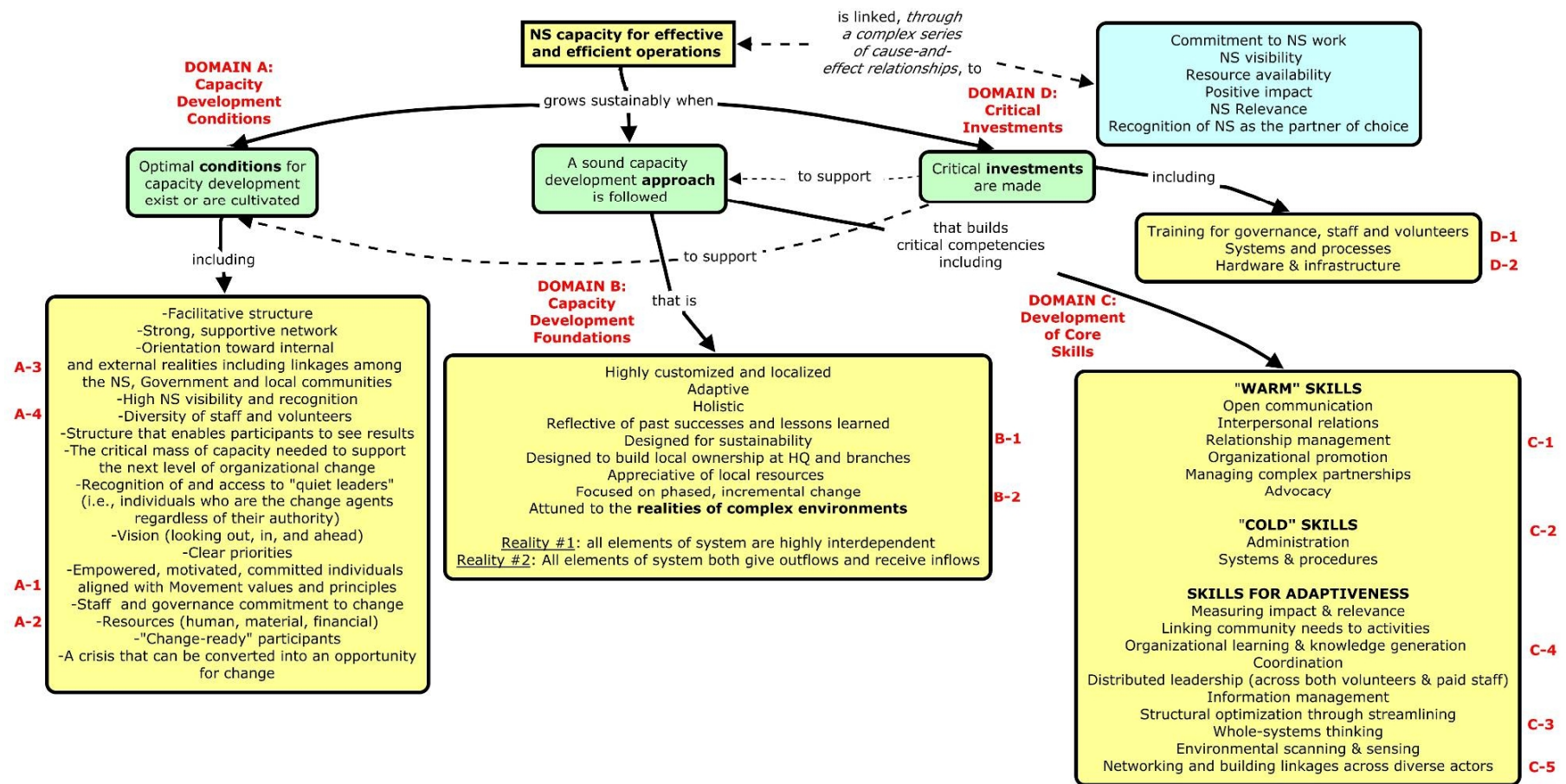
### **Dimension #2: Investments in material resources**

#### Details:

Capacity-development investments include outlays for

1. Processes and procedures to design and deliver high quality capacity development services
2. Hardware, software, and infrastructure to strengthen the delivery and assessment of capacity-development activities

## Appendix B: OD Theory of Change – The Underpinning of C-BAR



Domain A: Capacity development conditions	Domain B: Capacity development foundations	Domain C: Development of core skills	Domain D: Critical investments
#1: Alignment of organizational culture with capacity development #2: Alignment of organizational commitments with capacity development #3: Sound linkages #4: Results-driven recognition	#1: Foundation of sustainability #2: Foundation of sound analysis and feedback	#1: Effective internal communication #2: Administrative skills #3: Analytic skills #4: Learning skills #5: Organizational representation skills	#1: Investments in human resources #2: Investments in material resources

## **Domain A: Capacity development conditions**

### **Dimension #1: Alignment of organizational culture with capacity development**

#### Details:

1. The culture emphasizes self-improvement and forward (strategic) thinking
2. The culture fosters learning, experimentation, adaptation, and change
3. The culture promotes a highly diverse community of staff and volunteers
4. The culture nurtures empowering linkages among staff, volunteers, and communities

### **Dimension #2: Alignment of organizational commitments with capacity development**

#### Details:

1. Capacity-building activities are aligned with Movement values and mission
2. Capacity-building activities are aligned with programmatic direction and priorities
3. Staff and senior leadership are committed to promoting positive changes

### **Dimension #3: Sound linkages**

#### Details:

1. Capacity development builds upon or fosters strong ties across staff and volunteers throughout the Movement
2. Capacity development builds upon or fosters strong ties with government and local communities

### **Dimension #4: Results-driven recognition**

#### Details:

1. The NS collects information about the impact of its capacity-development efforts
2. The NS shares information about the impact of its capacity-development efforts with its constituents

## **Domain B: Capacity development foundations (2 dimensions)**

### **Dimension #1: Foundation of sustainability**

#### Details:

1. HQ and branch-level stakeholders are engaged in the design and execution of capacity-development initiatives
2. Capacity-development activities closely reflect local needs, priorities and resources
3. Capacity-development efforts systematically build on existing skills, competencies, and knowledge
4. Capacity-development activities draw upon a wide variety of modalities (e.g., training; systems development; documentation; teaming; partnering) to achieve objectives

### **Dimension #2: Foundation of sound analysis and feedback**

#### Details:

1. Capacity-development activities reflect a thoughtful, comprehensive analysis of why current capacity challenges exist
2. Capacity-development activities are rigorously assessed in terms of implementation quality and impact
3. Capacity development plans are periodically adjusted to reflect assessment findings and changes in the external environment
4. Capacity-development activities reflect and strengthen linkages to other elements of the Movement

## **Domain C: Development of core skills (5 dimensions)**

### **Dimension #1: Effective internal communication**

#### Details:

The skills needed for...

1. Active listening
2. Open, engaging consultation with internal stakeholders
3. Effective coordination of activities with branches and partners

### **Dimension #2: Administrative skills**

#### Details:

The skills needed to...

1. Develop sound administrative systems and procedures
2. Maintain compliance with systems and procedures
3. Allocate resources consistent with priorities and objectives
4. Optimize and streamline organizational structures

### **Dimension #3: Analytic skills**

#### Details:

The skills needed to...

1. Measure program impact through systematic assessment
2. Determine how the many dimensions of any situation influence (and are influenced by) one another
3. Engage in environmental scanning and sensing
4. Develop activities that address community needs

### **Dimension #4: Learning skills**

#### Details:

The skills needed to...

1. Promote organizational learning, knowledge generation, and information management
2. Identify, share and apply lessons learned from current activities to new initiatives
3. Effectively share responsibility for decision-making with paid staff and volunteers

### **Dimension #5: Organizational representation skills**

#### Details:

The skills needed for...

1. Effective coalition-building and networking
2. Effective management of complex partnerships
3. Effective organizational promotion
4. Effective advocacy

## **Domain D: Critical investments (2 dimensions)**

### **Dimension #1: Investments in human resources**

#### Details:

Capacity building activities include...

1. Training for board members, staff and volunteers
2. Leadership development programs for aspiring, beginning and experienced leaders

### **Dimension #2: Investments in material resources**

#### Details:

Capacity-development investments include outlays for

1. Processes and procedures to design and deliver high quality capacity development services
2. Hardware, software, and infrastructure to strengthen the delivery and assessment of capacity-development activities