

Appeal 2002-2003



International Federation
of Red Cross and Red Crescent Societies

SHARING KNOWLEDGE

(Appeal 01.72/2002)

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2002
In CHF
Total 835,435

Background

During the analysis phase of the Federation's Secretariat reshaping process to align with Strategy 2010 (early 2000), 'Knowledge Sharing' was identified as one of four main business process areas. It was identified that the working culture of the Federation Secretariat was too dominated by an attitude of being the 'expert' both in Geneva and field delegations¹, and transferring knowledge and information in a one-way direction to national societies. In reality, most of the knowledge and expertise needed for Red Cross and Red Crescent work exists with the national societies and outside the Red Cross and Red Cross network.

In October 2000 a 'Knowledge Sharing Division' was established comprising four departments (Health and Care, Organisational Development, Disaster Preparedness, and Response and Principles and Values) as well as Archives and the Information Resource Centre.

The Secretariat has been struggling to grasp the opportunity to change its approach, due primarily to the continuing demands of on going programmes and systems and processes that support existing working practices. This project aims to identify resources to ensure space to allow new initiatives to be created, tested and implemented.

The project aims to build on the identified needs, linked to the Secretariat priorities established in Strategy 2010 and Secretariat Strategic Priorities, to find ways to empower national societies to participate in the sharing of knowledge thus ensuring more effective and efficient use of resources.

This project forms an essential element in the organisational change process and therefore will naturally extend over more than one year. It is intended that clear overlaps be acknowledged and developed between all functions within the Secretariat (including Internet/Intranet development and the Disaster Management Information System or DMIS and the core areas) thus reinforcing that the responsibility for sharing and using the collective knowledge of the Movement is everyone's responsibility.

¹ 'Learning from the Nineties'

In the first year the project will aim to provide a detailed analysis of knowledge needs to focus the exploration and development of tools and techniques that are accessible and useable by the majority of national societies within the context of the technical infrastructure capabilities and cultural norms.

As one key element a focus will be placed on building upon the existing information technology infrastructure, enhancing the use of Lotus Notes capabilities and the World Wide Web to allow national societies to contribute to capturing and transferring their practices and draw upon practices used in other national societies and organizations.

In addition, analysis has identified the urgent need for a comprehensive 'Document Management System' to enable collation, search and retrieval of the many policies, documents and research papers produced throughout the Federation. The Knowledge Sharing Division has chosen to appeal for resources to support this basic information technology through the Global programmes of Health & Care in the Community; Disaster Preparedness, Principles and Values, and Organizational Development.

The introduction of knowledge sharing systems and processes is not, however, only about information technology. It is fundamentally important to enable change within individual and Federation behaviors and performance.

This project will explore techniques that enhance the collaborative and participative approach to empowering people within in national societies and the Federation, enabling them to understand the value their knowledge and expertise brings to the organization.

This will involve the Knowledge Sharing process which includes building on leading edge knowledge capacity building techniques such as 'Storytelling and Metaphor' (currently in use within the MENA and south east Asia regions); knowledge mapping through delegate briefing and a reflective framework in which delegates are part of a focus group discussion. The project will develop and expand on existing successful initiatives in the area of Communities of Practice (CoP's) such as WENDOV (West European Network on Volunteer Development); ExNets (Expert Networks) for Gender and Xenophobia and other Regional Networks and Communities.

To achieve even modest goals in the first year, technological infrastructure and manpower resources (to create information, identify and capture knowledge, and educate the Red Cross and Red Crescent workforce as to the roles and benefits of sharing knowledge) is required.

Goal To capture good practice, gather collective intelligence, share lessons learned and harness the untapped value that lies among volunteer and members, staff and partners.

Leading to increased efficiency and effectiveness of the International Federation in the achievement of its goals to 'improve the lives of vulnerable people by mobilising the power of humanity.'

Objectives and activities planned

Objective 1 To map existing tools and networks and identify needs related to the improvement of national society and field delegations (end of Quarter 2).

Activities to support this objective will be to develop tools (questionnaires) to map existing knowledge sharing practices (Centres of Excellence; Support Centres; Communities of Practice; data bases; documents).

Objective 2 To develop a training package to increase the understanding of sharing knowledge in the Federation (Quarter 1).

Activities to support this objective will be to:

- Design and test a 'Training' package including activities and initiatives that can be undertaken on a personal, team and national society level.

- Produce materials – translated into 4 languages.

Objective 3 To organize and run training sessions for selected national societies, delegations and Secretariat using the training package. By Quarter 4, some 35 national societies, 50% of delegates, and 90% of Secretariat staff have participated in training.

Activities planned to support this objective are:

- Identify and train a core team of trainers.
- Establish a training plan including role out to ensure maximum coverage.
- Monitor numbers trained.
- Evaluate impact of training.

Objective 4 To identify, develop and test KS tools using existing technology and experience focusing on the strategic priorities of HIV/AIDS; First Aid; volunteer management; disaster preparedness and humanitarian values.

Activities planned to support this objective are:

- Research Communities of Practice – development of guidelines for initiation, management, support and expansion building on existing experiences in Volunteer Management by Quarter 2.
- Design, test and implement Good Practices database by Quarter 2.
- Design test and implement Lessons Learnt databases Quarter 3.
- Provide access via the web to National Societies with Internet connectivity.
- Investigate provision of access to Database information through alternative media should the web be inaccessible to a National Society; develop costed plans and seek resources

Objective 5 Building on identified needs of LISN IV², create an interactive CD-Rom database and other tools developed by the Federation (Quarter 4).

Activities planned to support this objective are to design, test and implement an interactive CD-Rom database and other tools developed by the Federation (Quarter Four).

Expected results

- Map of existing fora for knowledge sharing within the Federation.
- Increased understanding of the concepts of Knowledge Sharing and how through changing attitudes and practice active knowledge sharing can increase effectiveness and efficiency in our deliver of services to the beneficiaries.
- Active participation of targeted and trained national society, Secretariat and Field personnel in the contribution and use of knowledge sharing techniques and methodologies in their daily work.
- Evidence of national societies taking the lead in Communities of Practice, and Knowledge Centre Development.
- New Communities of Practice operational in the target areas.
- Active Good Practices Database with significant emphasis on HIV/AIDS, Disaster Preparedness; Volunteer Management and Principles and Values - Discrimination.
- Active 'Lessons Learned' Database built on extracted lessons from formal monitoring and evaluation interventions and post operation analysis.
- Regular use of tools via the Internet by targeted national societies.
- Increased awareness and access to tools developed by the Secretariat and national societies.

Monitoring and evaluation

Monitoring of the project will be through a variety of means appropriate to the different objectives including:

² LISN IV, An ongoing Federation Project designed to develop Information Technology frameworks, tools and structure within the southern African National Societies.

- Number of training packs produced and distributed – by language category.
- Number of trainers trained.
- Number of participants in training interventions.
- Number of contributions to the Good Practice and Lessons Learned Databases.
- Number in search 'Hits' for Good Practices and Lessons Learned Databases.
- Number of National Societies participating in Knowledge Sharing For a
- Guidelines for the creation of Communities; Databases; Centres of Excellence

Critical assumptions

- Human and financial resources needed at all levels are made available.
- Funding for the project is received in a timely manner.
- Access to existing national society technology.

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APPEAL 2002 - GLOBAL PROGRAMMES	
Sharing Knowledge	
Description	Knowledge Sharing
Programme Management Support	56'291
Technical Services Support	16'805
Professional Services Support	18'739
Subtotal Programme Support	91'835
Personnel	480'000
Subtotal Personnel Expenses	480'000
International travel	36'000
Information	12'000
General support	20'000
Communication	21'600
Consultants	9'000
Workshops - seminars	155'000
Sundry administrative expenses	10'000
Subtotal General and Administrative Exp.	263'600
Total Budget	835'435