

PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT

31 August, 2001

This Programme Update is intended for reporting on Annual Appeals.

Appeal No. 01.78/2001

Appeal Target 1,765,520

Programme Update No. 1; Period covered: January - 30 June, 2001

“At a Glance”

Appeal coverage: 67.3%

Related Appeals: N/A

Outstanding needs: CHF 931,064

Operational Developments:

The Organizational Development (OD) Department has continued to emphasize networking and training as well as establishing a common understanding of Federation capacity building and related issues, such as volunteering and OD. A number of events were utilised and organised for the purposes of sharing knowledge and learning from each other about how to improve organizational development work within the Federation..

Objectives, Achievements and Constraints

Increased numbers of National Society and Federation staff effectively using Federation materials and tools related to capacity building at local levels

Based on a lot of constructive feedback, the draft Capacity Building Framework is undergoing further revision and improvement. Another round of stakeholder consultation will take place before finalizing and publishing it in time for the Federation's General Assembly later this year.

The OD department organized two knowledge sharing fora on organizational development. The first one was a global Think Tank in Washington in March. It brought together representatives from all components of the Movement, and was facilitated by external experts. Besides sharing experiences, the Think Tank agreed on a number of specific follow-up tasks, and formed the nucleus of a community of practice on organizational development.

The second event was a forum for all Federation regional OD delegates in June. It was an opportunity to brief all delegates on OD trends at the international level as well as to again exchange experiences and lessons learnt from OD practice around the world.

Much time and effort has also gone into co-ordinating capacity building efforts with the ICRC. A joint working paper on capacity building of National Societies has been produced and circulated. Draft joint guidelines on harmonize planing and implementation for capacity building were also prepared.

Increased number of National Societies having substantially increased their resource mobilization capacity, especially with the public and commercial sectors

A guideline for Income Generating Projects was further improved and is ready for printing.

National Societies experience qualitative improvements in their volunteer management systems and national volunteering and youth priorities

The first six months of 2001 have seen a number of events and activities to improve volunteering and youth work:

- Adoption and agreement of a five-year NS support plan - "Volunteer 2005"
- The OD department organized and supported a large team of National Society participants in the International Volunteering Conference held in Amsterdam in January. A number of Red Cross side events were held, and the feedback was positive in terms of these having been useful opportunities for learning and sharing relevant experiences.
- An implementation guide for the Federation's Volunteering Policy was drafted and field-tested.
- A delegate to specifically look at volunteer management issues in Africa was recruited. The delegate will take up her position in July.
- The Secretariat assisted in setting up the West European Network on Volunteering (WENDOV).
- A Youth Commission Bureau meeting was organized in Geneva in March. A European ECM meeting was attended in Budapest in April as well as an ECC meeting in Finland in May.
- A coalition meeting of the "big seven" youth organization's was organized and held in Amsterdam in early January

Improved NS statutes

The programme further refined and obtained senior management support for a more coherent concept of NS leadership development (including a certification linked to leadership training). First pilot courses within this new approach is being prepared for Geneva as well as in parallel for Latin America (through the Buenos Aires regional delegation) later this year.

Linked to this, continued support was provided to the Joint Commission on Integrity and the department contributed to the revision of several individual NS statutes, as well as to the process for recognizing new National Societies.

Increased awareness and performance on gender issues (use of sex-desegregated data and improved gender balance in National Societies)

Within the framework of the Federation's global programme, a scholarship for gender training is being offered to National Societies. Work on the draft gender training pack is continuing.

A small consultation was organized with gender focal points from National Societies. It has triggered the establishment of a "community of practice" on gender, and another meeting is planned later this year.

The gender officer co-ordinated the organization of a session on gender issues during the Middle East North Africa Conference in Teheran in May.

Number of external stakeholders (particularly governments and donors) recognizing the Federation as a serious partner in capacity building

Regular contact has been made and maintained with organizations specialized on volunteer issues, such as UN Volunteers and the International Olympic Committee.

Degree of changed organizational behaviour in NS and Federation programme management

OD Officers continue to be involved in providing technical input to a number of Secretariat run or assisted meetings. For example, the department organized and facilitated the Africa head of delegation meeting meeting in Geneva in June, and contributed to the preparation and implementation of the Kiev and MENA sub-regional conferences.

Preparations were also undertaken for running a standardized Federation training workshop on the “Project Management Cycle”. A first pilot course was scheduled for July. Finally, the OD Department continues to provide a number of services to in-house clients such as providing technical advisory and facilitative inputs to regional departments and delegations, coaching and mentoring in particular of the regional development delegates, briefing and debriefing of delegates, contributing regularly to the delegate induction course, supporting the work of the in-house integrity task force as well as production and publication of “OD News”.

Problems encountered and steps taken.

Managing the various expectations from a diverse group of stakeholders remains a challenge, given also the department’s limited resources. The approach to dealing with this is basically to try and focus and concentrate on 3 key areas, namely developing the Capacity Building Framework, implementing the Volunteer 2005 plan and piloting a more coherent approach to leadership development. Another key challenge is dealing with differences in understanding what the major OD issues such as improved volunteer management are all about and what concrete steps should be taken to take up these issues. Much time and energy goes into internal consultation and building of consensus. This also underlies the importance of looking at organizational development work with a mid-to long-term perspective, and to be realistic about how quick results will become visible.

An additional challenge resulted from the Head of Department acting as Director of the Knowledge Sharing Division from December 2000 to May 2001. As a result insufficient time was allocated to managing and leading the OD Department.

Conclusion

Among the lessons learnt is that there is value in developing and applying a Movement based approach to OD practice and this will be pursued through our links with the ICRC Co-operation Department and field delegates.

A key priority for the global programme and the OD Department is the further development of a coherent OD framework. This will be pursued through a global OD Think Tank and the development of further knowledge sharing of OD expertise. Linked to this the department will also work to facilitate effective OD expert networks and efficient sharing and application of best practice and OD materials.

2001 will see a key focus on the International Year of Volunteers, in which the programme will promote the development of volunteering within the Red Cross and Red Crescent and build a structure through which to implement the five-year plan to support the development of volunteering in National Societies. This will include the development of focal points for volunteering in Africa, South and South East Asia and the Middle East. A “new” approach to NS leadership will also be developed and tested.

For further details please contact: Matthias Schmale, Phone: 41 22 403; Fax: 41 22 733 03 95; email: schmale@ifrc.com

All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For further information concerning Federation programmes, please access the Federation website at <http://www.ifrc.org>.

Human resources and organisational development						ANNEX 1
APPEAL No. 01.78/2001		PLEDGES RECEIVED				23.08.2001
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CASH						
REQUESTED IN APPEAL CHF ----->				2'847'000		TOTAL COVERAGE 67.3%
CASH CARRIED FORWARD				259'653		
AMERICAN - RC		50'000	USD	85'660	30.05.2001	CAPACITY BUILDING FUND
AMERICAN - RC		30'000	USD	52'500	15.06.2001	OD STRENGTHENING
AUSTRALIAN - RC		10'000	AUD	8'651	13.03.2001	
BELGIUM - PRIVATE				719	06.04.01	EXPENSES DELEGATE
BRITISH - GOVT (DFID GRANT)				400'000	03.02.01	PARTNERSHIP IMPLEMENTATION PLAN 2001
BRITISH - RC		10'080	GBP	24'797	15.05.2001	GENDER SCHOLERSHIP
ECUADOR - RC		1'140	USD	1'910	24.01.01	NS LEADERSHIP GVA
FINNISH - GOVT/RC		40'029	EUR	60'816	20.04.2001	GENDER TRAINING MANUAL
FINNISH - RC		33'637	EUR	50'842	01.08.2001	DEVELOPMENT OF YOUTH WORK
ICRC				63'289	20.04.01	ICRC/NS LEADESHIP COURSE
IRANIAN - RC				2'834	22.06.2001	IAVE CONFERENCE AMSTERDAM
GERMAN - RC		2'722	EUR	4'190	05.04.01	WVC PARTICIPATION DEL.
SWEDISH - RC		200'000	SEK	34'740	28.02.01	GLOBAL RECRUITMENT FUND
SWEDISH - RC		900'000	SEK	151'650	20.04.01	OD STRENGTHENING, NS LEADERSHIP, VOLUNTEER & YOUTH, DIVERSITY & GENDER, LISN STUDY,
SWEDISH - GOVT		1'850'000	SEK	311'725	21.05.2001	OD STRENGTHENING, NS LEADERSHIP, VOLUNTEER & YOUTH, DIVERSITY & GENDER, LISN STUDY,
SWEDISH - RC		1'320'000	SEK	218'460	23.05.2001	AFRICA VOLUNTEER
SWISS - RC		15'000	CHF	15'000	21.05.2001	GLOBAL PROGRAMME
SUB/TOTAL RECEIVED IN CASH				1'747'436	CHF	61.4%
KIND AND SERVICES (INCLUDING PERSONNEL)						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SWEDISH - RC		1'000'000	SEK	168'500	25.04.01	STAFF ON LOAN
SUB/TOTAL RECEIVED IN KIND/SERVICES				168'500	CHF	5.9%

Peter Rees-Gildea
 Head a.i.
 Relationship Management Department

Matthias Schmale
 Head
 Organizational Department

