

ANNUAL REPORT



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

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in 178 countries. For more information: www.ifrc.org

Appeal No. 01.68/2002; Appeal target: CHF 1,808,835; Appeal coverage: 52.9%

Strategic context

The context and purpose of the 2002-2003 global appeal for HR is clearly set out in the Federation Appeal document (Appeal 01.68/2002); essentially the overall purpose of the appeal is to maximise the international character of the International Federation through ensuring greater diversity in its work force and by ensuring that this work force is equipped in the best way possible to support as many of our National Societies (NS) as possible. DFID funding has been allocated to help implement the following objectives of the programme:

- Objective 1: basically developing HR competencies within our regional delegations outside of Geneva so as to offer more effective and efficient support to NS;
- Objective 2: continuing and developing ongoing and appropriate training for our international cadre of workers; and
- Objective 4: directly applying funds to ensure that we continue to diversify, contract and deploy our international workforce (delegates) beyond the traditionally available personnel of mainly west European origin.

Key achievements

Objective 1: regional HR competencies

Eight of our twelve regional delegations have now one or more staff members in place to assist the Head of Regional Delegation in HR matters, this in relation both to planning for needed international staff and also in relation to regional and locally (nationally) hired staff. There is a broad range of experience and actual support provided (most often dependant on the competence of the individual in post). A workshop was held in April for these staff members (this also included HR professionals from the main donor NS); here it was possible to identify the real tasks that a regional HR person should be performing, along with the actual competencies required to be able to perform them. These tasks and competencies are presently under discussion with the Regional Heads to ascertain their appropriateness and the way forward. There are as yet a limited number of cases where HR advice from this source is provided directly to NS in the respective regions, though this is certainly the longer term development goal.

At the same two working papers have been produced to continue to develop overall policies and procedures that should be applied by the organisation across its workforce in all delegations. A draft "HIV/AIDS in the Workplace" policy has been produced to ensure the problems arising from this pandemic are equitably addressed for our workforce world wide. As well an expatriate remuneration

study has been made to help ensure more equitable handling of pay and conditions across the workforce. Finally, our International Recruitment Handbook has been reprinted and disseminated to ensure that basic HR standards are applied to our regional delegation work with National Societies in the area of the recruitment and preparation of personnel for international assignments.

Objective 2: appropriate training

A uniform approach in our work with National Societies by our diverse workforce is assured through the “basic training programme” for all potential international workers followed by an “induction” training for those eventually selected to work internationally. One of the key in-service programmes is the “Counterparts in Relief and Development” training programme which has been developed over the years with assistance from British Red Cross and more recently DFID. The course is designed to impart the skills required to better work with the host NS and, with the inclusion of NS personnel who work as counterparts to our international staff, also ensures they too develop skills in how best to utilise this outside support. Evaluations of this programme have recommended the course’s regionalisation to allow it to be closer to the NS themselves. One course of Counterparts training has held in the period January to June, the first in the Asia region (Kuala Lumpur). During this course participants explored working relationships of counterparts, understanding work and communication preferences, as well as the “mechanics” of motivation, coaching, and sharing knowledge and skills. This workshop also helped finalise materials, ideas etc. to allow a focus on “training of trainers” (ToT) for this programme in the next half of the year. Through this ToT process a much greater spread-effect of the programme, and thus of its impact, will be achieved.

Objective 4: more diverse workforce

It is important that the Federation, in its work supporting National Societies, employs a diverse workforce more representative of all National Societies members of the Federation. Broadening the workforce beyond the supply provided by traditional donor NS develops the management and technical experience of personnel in our international cadre from our non-donor NS, leading to experience that subsequently will be applied back in the countries of origin of these workers. Resources available during the period under review have allowed the development of guidelines for the application of this recruitment fund and these resources have been applied in a such a way as to allow for example : senior management experience from West Africa to be applied to problems in the two Congolese National Societies, for central African health expertise to be applied to health issues in West Africa, for Caribbean disaster preparedness experience to be tested in the Central American context, for Nepalese organisational development experience to be shared with NS in South East Asia, and management experience from Malaya and Southeast Asia to be tested in the ongoing crisis in Tajikistan.

Challenges encountered/Lessons learned

Perhaps the greatest challenge or lesson learned was in relation to the overoptimistic assessment of what could be achieved in our global HR environment in an initial 6 month period; this was particularly the case in relation to developments in building regional HR capabilities and in general competency (including Counterpart) training. In times of change and /or financial constraints, such as is being experienced in the Federation at present, overall HR issues unfortunately often do not receive top priority. This is reflected in under spending on some of the budget lines. However with the HR global team process now well under way, and with the necessity of HR expertise at regional level having been accepted and acted on, these matters will move faster in the next half year.

Conclusions

Despite problems, and in some cases slowness, important progress has been made; this has been especially so in the diversity area through use of the recruitment fund. However also in the other, apparently “slower” areas, important lessons have been learned and a steady momentum has been established to build on for the second half of the year.

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 operations in this or other countries, please access the Federation website at **<http://www.ifrc.org>**.*

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.68/2002 Human Resources

Period: year 2002

Project(s): G38800, 38810, 38820, 38821, 38840, 38841, 38880, 38890

Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	1,808,835				
less Cash brought forward	117,211				
TOTAL ASSISTANCE SOUGHT	1,691,624				
<i>Contributions from Donors</i>					
DFID - British Government (DFID)	145,318				145,318
DFID 3- British Government (DFID03)	165,611				165,611
Donor - Unidentified (D000)	819				819
Swedish Red Cross (DNSE)	39,750				39,750
TOTAL	351,498				351,498

II - Balance of funds

OPENING	117,211
CASH INCOME Rcv'd	351,498
CASH EXPENDITURE	-396,402

CASH BALANCE	72,306

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III - Budget analysis / Breakdown of expenditures

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction						
Clothing & Textiles						
Food & Seeds						
Water & sanitation						
Medical & First Aid						
Teaching materials						
Utensils & Tools						
Other relief supplies						
Sub-Total						
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles						
Computers & Telecom equip.	95,150					95,150
Medical equipment						
Other capital expenditures						
Sub-Total	95,150					95,150
<u>TRANSPORT & STORAGE</u>		1,264			1,264	-1,264
Sub-Total		1,264			1,264	-1,264
<u>PERSONNEL</u>						
Personnel	735,500	215,620			215,620	519,880
		8,070			8,070	-8,070
Sub-Total	735,500	223,690			223,690	511,810
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	168,750	30,742			30,742	138,008
Travel & related expenses	40,000	31,264			31,264	8,736
Information expenses	600	20,188			20,188	-19,588
Admin./general expenses	250,000	8,351			8,351	241,649
External workshops & Seminars	320,000	37,299			37,299	282,701
Sub-Total	779,350	127,843			127,843	651,507
<u>PROGRAMME SUPPORT</u>						
Programme management	121,877	26,726			26,726	95,151
Technical services	36,386	8,002			8,002	28,384
Professional services	40,572	8,877			8,877	31,695
Sub-Total	198,835	43,605			43,605	155,230
Operational provisions						
Transfers to National Societies						
TOTAL BUDGET	1,808,835	396,402			396,402	1,412,433