

## *Human Resources and Organisational Development*

27 December  
2000

*appeal no. 01.75/2000  
situation report no. 1  
period covered: January - December*

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### *The context*

Solidly established as an international relief organisation, the Federation is less well known for its capacity building work with national societies at both national and local levels. This area of activity is however equally vital. Currently the Federation is addressing a range of issues linked to the promotion of well functioning national societies. It is working on minimum standards to measure and monitor societies' performance and deal with integrity problems. It is looking for innovative ways of increasing national societies' financial resources. It is confronting the decreasing involvement of volunteers and youth in activities and services. Finally, it is working to ensure that Red Cross and Red Crescent policies, services and structures are gender sensitive.

### *Programme Objectives*

The programme will strengthen the Federation's capacity building culture by focusing on local capacities. Here it will develop approaches and tools for branch development and capacity building in emergency situations. It will further explore the role of the Red Cross and Red Crescent in civil society through research, consultation and networking with other stakeholders and organisations.

The programme will continue to promote innovative and diversified funding approaches by encouraging National Society governance, staff and volunteers to explore and make better use of local pools of expertise, effective networks and new information technology. An updated Resource Development handbook will explore corporate volunteering and partnership, while practical application materials and guidelines for financial resource development activities such as income generating and cost recovery projects will be field tested.

To protect national societies' integrity and strengthen their leadership and governance, the programme will develop and monitor a set of organisational change process and impact indicators. It will provide technical assistance in reviewing and updating National Society statutes and will hold annual leadership training courses in Geneva and facilitate regional leadership training.

To assist National Societies adjust to new forms of volunteering and youth work in their human resource development, the programme will create a framework for volunteer management, promote strategic partnerships and alliances among volunteer and youth NGO networks and foundations and encourage participation in global networking events.

Gender mainstreaming will be promoted through developing case studies and documenting best practice particularly in relief situations, and through producing guidelines and tools to help Societies ensure a gender perspective in their programmes, policies and structures.

## ***Red Cross/Red Crescent action***

During the year 2000, National Societies and Federation staff have been trained to effectively use Federation capacity building application materials and tools such as the Capacity Building Framework; Guidelines for National Society Statutes; and National Society Governance Guidelines. The Organisational Development (OD) Department has been directly involved in number of training workshops and meetings organised by the Federation. The Department, for instance, organised and facilitated a training course for OD delegates and staff in Modane, France, in June. Another highlight has been organising and facilitating the annual leadership course in Geneva for Spanish - speaking National Societies. Inputs were provided to a sub-regional leadership workshop in Myanmar.

National societies and Federation staff are better prepared to substantially increase resource mobilisation capacity. The OD Department facilitated various sessions at all levels focusing on fund-raising and revenue generation activities.

An increased number of national societies staff have improved their knowledge and understanding of volunteer management systems and national volunteering and youth policies. The department provided technical support to two workshops on volunteering organised in Eastern and Western Africa in April and July respectively. A 5-year action plan for Secretariat support to volunteering and a number of concept sheets and background papers around the issue of volunteer management were prepared. The OD Department is the Federation's focal point for UN International Year for Volunteers 2001, and has been instrumental in preparations for the establishment of an international coalition on volunteering involving UN Nations Volunteers and others.

A number of national societies have been assisted in revising their statutes.

More national societies have used gender disaggregated data for beneficiaries in their appeals and reports. A improved gender balance in national society delegations attending Federation workshops and meetings was achieved. A study has been conducted to analyse gender mainstreaming in relief operations.

A number of National Societies have benefited from direct assistance from the OD Department in managing their own change processes, including the Malta RC, the Geneva RC branch of Swiss Red Cross, as well as the Guatemala RC, Nigeria RC and DR Congo RC within the so-called Tripartite Pilot Project.

The OD Department has been co-ordinating and participating in the Tripartite Pilot Project Final Evaluation

## *Contributions*

See Annex 1 for details.

## *Conclusion*

Aside from above activities, the OD Department has been heavily involved in the Federation Secretariat's own change process resulting in higher awareness towards Capacity Building and Organisational Development issues. This will be consolidated next year, with a continued emphasis on leadership training, youth and volunteer management, promoting gender mainstreaming and greater awareness of diversity issues as well as developing an updated and coherent Federation framework for capacity building / organisational development

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**This and other reports on Federation operations are available on the Federation's website: <http://www.ifrc.org>**

Human resources and organisational development						ANNEX 1
APPEAL No. 01.75/2000		PLEDGES RECEIVED				12/28/00
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>CASH</b>						
REQUESTED IN APPEAL CHF ----->				<b>1,761,000</b>		<b>TOTAL COVERAGE 76.8%</b>
<b>Balance carried forward from 1999</b>				302,332		
Reallocation of Income				(21,004)		
BRITISH - RC				30,000	03/10/00	WORKSHOP AND 2ND AFRICAN VOL
BRITISH - GOVT				400,000	19.01.2000	DFID 2.1
DANISH - RC		300,000	DKK	61,180	21.07.00	
EL SALVADOR - RC				1,000	14.11.00	GP - NS LEADERSHIP
FINNISH - GOVT/RC		35,319	EUR	54,963	07.06.00	GENDER & DEVELOPMENT
FINNISH - GOVT/RC		23,546	EUR	35,790	30.10.00	GENDER & DEVELOPMENT
GERMAN - RC		40,559	DEM	32,269	09.06.00	STAFF ON LOAN
GERMAN - RC		40,000	DEM	31,824	09.06.00	ID
GERMAN - RC		6,116	EUR	9,841	06.03.00	YOUTH RC-RC NETWORK
ICELANDIC - RC		1,000,000	ISK	20,273	18.12.00	
ITALY - RC		23,000,000	ITL	18,975	12/31/99	FOR S2010
SPANISH - RC				2,000	27.11.00	GP - NS LEADERSHIP
SWEDISH - RC		1,900,000	SEK	356,630	21.07.00	
SWEDISH - RC				6,000	20.11.00	VOLUNTEER GLOBAL NETWORKING EVENTS
SWISS - RC				10,000	15.02.2000	VOLUNTEER CONFERENCE
<b>SUB/TOTAL RECEIVED IN CASH</b>				<b>1,352,073</b>	<b>CHF</b>	<b>76.8%</b>
<b>KIND AND SERVICES (INCLUDING PERSONNEL)</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>SUB/TOTAL RECEIVED IN KIND/SERVICES</b>				<b>0</b>	<b>CHF</b>	<b>0.0%</b>
<b>ADDITIONAL TO APPEAL BUDGET</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>SUB/TOTAL RECEIVED</b>				<b>0</b>	<b>CHF</b>	
<b>THE FOLLOWING PROJECTS ARE LINKED TO THIS APPEAL:</b>						
G35000,G35100,G35200,G35330,G35400,G35411,G35420,G35421,G35431,G35440,G35500,G35530,G35540						