

Appeal 2001-2002



International Federation
of Red Cross and Red Crescent Societies

HUMAN RESOURCES & ORGANIZATIONAL DEVELOPMENT (Appeal 01.78/2001)

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In CHF

Human Resources and organizational Development	2,847,000
Total	2,847,000

Introduction

Background and progress to date

Within the ongoing work of supporting National Societies to realize measurable progress towards the “Characteristics of a Well Functioning National Society” as well as on the basis of the report “Learning from the 90s”, the following capacity building / organizational development issues and needs have been identified for improvement:

- Insufficient National Society capacities at all level for running relevant services and programs.
- Many National Society and Federation leaders and staff lack updated knowledge on volunteering and volunteer management.
- Young people inadequately involved in Red Cross / Red Crescent activities and services as well as leadership processes.
- Red Cross and Red Crescent services, policies and structures are often not diversity and gender sensitive.
- Need for identifying innovative ways of increasing National Society capacities for mobilizing financial resources.
- Need for providing relevant and professional organizational development advice to National Societies not meeting minimum standards (e.g. those with integrity problems).
- Need for developing a coherent Federation approach and related tools for organizational development

In addressing these issues and needs, the global Human Resource and Organizational Development Program meets - in its second year of implementation - specific global aspects of capacity building as outlined in the Strategy S2010 as well as in regional and country assistance strategies produced at field level. The organizational development department strives to ensure an integrated approach to capacity building across the four core program

areas as defined in Strategy 2010 (i.e. *Promotion of the Movement's Fundamental Principles and Values, Disaster Response, Disaster Preparedness and Health and Care in the Community*).

In line with S2010, emphasis will also be put on ensuring that all program activities (including leadership training) "reflect the make-up of the population, particularly a better gender, youth and ethnic representation" (S2010, pg. 20).

An important way of working for the program is to proactively continue networking with capacity building agencies outside the Red Cross / Red Crescent for example through the DAC-ID network of the Organization for Economic Cooperation and Development (OECD) and with NGO support organisations.

Goal increase the capacities of national societies to make an effective difference to the lives of vulnerable people.

Objectives and Activities planned

Objective 1 To strengthen National Society capacities at all levels to be better able to implement relevant services and programs. Activities to achieve this objective are:

- designing, field-testing and disseminating practical application materials / guidelines for capacity building issues of global importance such as : branch development / local capacity building ; capacity building in the four core area programs ; diversity, gender and youth.
- Contributing towards developing and monitoring a set of organizational change process and impact indicators and establishing a database on the progress in organizational change processes of all national societies.
- Organizing 3 OD training courses.
- Contributing to developing effective tools for the sharing and application of relevant knowledge on organizational development.
- Ensure a standard approach to training new delegates by supporting and coordinating course curricula, thereby ensuring the continuation and development of the Basic Training Course (BTC) and induction programs and will include further expansion of the regional BTC program.
- Coordinating a study which should determine how to apply lessons learnt from the LISN III project in Southern Africa to other regions as well as mapping out an appropriate approach scope and plan.

Objective 2 To identify and support innovative ways to increase National Societies' resource mobilization capacity and to diversify and sustain their financial base. Activities to achieve this objective are:

- Developing a Red Cross / Red Crescent web site on resource mobilization to share information on National Society expertise and initiatives.
- Organizing / facilitating fora, exchange visits and the development of case studies for knowledge sharing and problem solving among National Societies with regard to resource mobilization.
- Monitoring the effective use of the Resource Development Handbook as well as developing and field-testing other financial resource development application materials.

Objective 3 To strengthen National Society leadership. The activity to achieve this objective is implementing leadership training courses as well as assisting in facilitating regional leadership training.

Objective 4 To improve National Societies' practice in managing (recruiting, training, motivating, supporting and rewarding) volunteers and youth. Activities to achieve this objective are:

- Developing a framework for volunteer management based on action-oriented research into national society practices in managing and involving volunteers and guidelines for the implementation of the policy on volunteering.

- Promoting strategic partnerships and alliances among volunteer and youth NGO networks and foundations and participating in global networking events such as the UN Year for Volunteers 2001, the UN - ministries of youth and education conference, UN youth unit fora, etc.
- Developing Federation competence in volunteering and volunteer management, including the development of reliable statistics.
- Following up Youth Power 99 and supporting the next Youth Power event; supporting the existing youth networks as well as developing joint ventures with core area programs (e.g. for HIV/AIDS peer education).

Objective 5 To mainstream diversity and gender perspectives into all National Societies' activities. Activities to achieve this objective are:

- Developing case studies to document best practices in responding to the different vulnerabilities, needs and coping mechanisms of men and women when carrying out Red Cross and Red Crescent programs (with special attention to disaster relief and preparedness).
- Developing, field testing and producing guidelines on mainstreaming a gender perspective into Red Cross and Red Crescent work including producing tools to assist National Societies in reviewing their programs, policies and structures with a diversity and gender perspective.
- Facilitating the exchange of experience / knowledge among National Societies by organizing annual meetings of gender focal points.

Objective 6 To promote diversification in recruitment and deployment of Federation international staff (delegates). Activities to achieve this objective are:

- Reinforcing the regional network of regional recruitment coordinators and human resource professionals in the Federation regional delegations in Abidjan, Almaty, Amman, Beijing, Budapest, Buenos Aires, Fiji, Guatemala, Harare, Kuala Lumpur, Nairobi, New Delhi, Santo Domingo, Yaounde and the Federation delegation in Georgia (representing the Caucasus and Turkey).
- Monitoring and measuring progress/impact and take corrective actions as needed.
- Generating financial support between National Societies and create partnerships in the area of human resources development.

Objective 7 To strengthen National Societies financial management capacities in term of structures, systems and human resource which will enable them to meet stakeholder requirements. Activities to achieve this objective are:

- Mapping the status of activities designed to strengthen National Societies financial management capacity, including those taking place on a bilateral basis.
- Developing a database of material resources to be used for strengthening National Societies financial management capacity.
- Organizing training and discussion workshops on activities for developing National Societies financial management capacity.
- Supporting Federation finance delegates involved in activities developing National Societies financial management capacity and facilitating the establishment of standards to move from a system of working advances to direct cash transfers.

Expected results

- Practical and relevant application materials and tools for capacity building at local levels developed and effectively used; Organizational change processes encouraged and supported; Federation's expertise in capacity building increasingly recognized within the donor community, and Federation's share of available capacity building resources increased.
- Capacities of mobilizing and diversifying income have been improved in selected National Societies.

- National Society leadership trained in management and governance and program issues within the Red Cross and Red Crescent.
- National Societies effectively supported to recruit, train, retain, motivate, support, reward and manage volunteers and volunteer coordinators, and in particular youth in the overall development of the national societies programs at local, regional and national levels.
- National Societies effectively assisted in carrying out gender-sensitive relief and development programs.
- Candidates deployed from national societies and countries who have not routinely contributed delegates to the Federation internationally.
- Improved national society financial management (skills, structures and systems).

Indicators

Progress indicators to be used for the systematic monitoring and evaluation of results, impact, processes and context include:

- Increased number of national societies and Federation staff effectively using Federation materials and tools related to capacity building at local levels;
- Increased number of national societies having substantially increased their resource mobilization capacity, especially with the public and commercial sectors;
- Increased number of national societies with qualitative improvements in their volunteer management systems and national volunteering and youth policies;
- Improved national society statutes;
- Increased number of national societies having used sex - disaggregated data on beneficiaries in their appeals and reports;
- Improved diversity and gender balance in national society delegations attending Federation statutory meetings;
- A measurable continued increase in quality and quantity of candidates being presented for selection and being offered from nontraditional donors to positions advertised globally;
- Degree of changed organizational behavior in national society and Federation program management;
- Degree of changed image of the Federation vis a vis donors.

Monitoring and Evaluation arrangements

The success in implementing the program will be monitored through the study of reports from the field, especially from regional delegations, as well as through regular reporting to the Director of Knowledge Sharing. From time to time pilot projects will be evaluated in a more systematic way.

Implementation arrangements

The Federation's Organizational Development Department in the first instance works through regional departments and regional delegations. An emphasis is put on mentoring / coaching head of delegation's, regional development delegates, regional and national youth delegates and external resource persons more systematically for their capacity building work with national societies. At the same time networking at a sub regional level among national societies aimed at learning from each other and using each other's specialized resources is promoted.

Critical assumptions

- Short term funding for long term capacity building, continuation of dominating relief mentality;
- Consensus on need to include underlying capacity building activities in all programs and services, including relief programs;
- Commitment to organizational change within national societies and the Federation;
- Consensus on need to include gender analysis as part of all programming;
- Programmatic visibility in global perspective;
- Coherent interaction between different networks (e.g. youth, gender, volunteering).

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GLOBAL PROGRAMMES									
PROGRAMME	Disaster response	Disaster Preparedness	Health & care in the community	Fundamental principles & Humanitarian values	Human Resources & Organisational Development	Evaluation & Org. Learning	Finance & reporting systems	Advocacy, communications & Partnerships	TOTAL
Computers & telecom	134,500					30,000	100,000	166,000	430,500
Sub total capital	134,500					30,000	100,000	166,000	430,500
Programme management	247,857	50,129	174,640	25,360	151,400	91,219	73,429	123,391	937,425
Technical services	73,997	14,966	52,138	7,571	45,200	27,233	21,922	36,838	279,865
Professional services	82,510	16,687	58,136	8,442	50,400	30,366	24,444	41,076	312,061
Sub total programme support	404,364	81,782	284,914	41,373	247,000	148,818	119,795	201,305	1,529,351
Personnel (delegates & expatriates)	300,000	193,200	180,000		888,000	45,000	288,000	315,000	2,209,200
Personnel (local staff)								86,000	86,000
Sub total personnel	300,000	193,200	180,000		888,000	45,000	288,000	401,000	2,295,200
Travel & related expenses	237,900	60,000	350,000	35,000	250,000	145,000		30,500	1,108,400
Information expenses	420,045	45,000	591,000	105,000	364,000	90,000		230,200	1,845,245
Expert fees	875,000	204,000	395,000	80,000	85,000	585,000	220,000	217,300	2,661,300
Admin. - general expenses	106,160	40,000	186,000	30,000	63,000	90,000	10,000		525,160
Training workshops / seminars	1,200,600	120,000	605,000	85,000	950,000	220,000	352,000	585,000	4,117,600
Sub total travel, training, general exp.	2,839,705	469,000	2,127,000	335,000	1,712,000	1,130,000	582,000	1,063,000	10,257,705
Total budget	3,678,569	743,982	2,591,914	376,373	2,847,000	1,353,818	1,089,795	1,831,305	14,512,756