

Appeal 2002-2003



International Federation
of Red Cross and Red Crescent Societies

HUMAN RESOURCES (Appeal 01.68/2002)

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2002
In CHF
Total 1,808,835

Programme introduction

The Federation Secretariat re-alignment, restructuring and change process of the past two years has been carried out in order to provide better assistance to national societies in their efforts towards the implementation of Strategy 2010. While the change process has involved dialogue with many national societies, it unfortunately has not been possible to directly involve everyone interested. It is hoped that in the coming years national societies will see more clearly the support they can now expect and which they will receive (particularly in the “core areas” of Strategy 2010) from their Secretariat and its delegations in the field.

Within the overall context of this support it is felt that a key area, perhaps the key area, is that of human resource (HR) development. It is a truism to say that even the best laid plans will not be properly executed if the appropriate people are not available at the right time to ensure execution and follow-up. The main approach to the Federation’s proposed people development process will be through the development and implementation of regional strategies that will result in a clear and consequent linkage between Secretariat, regional delegation and national societies. With a secure and developing human resource base, not only will the effectiveness, efficiency and economic rationale of Federation programmes be assured, but also their longer-term sustainability.

Objectives and activities planned

The quality of the work the Federation carries out, either in terms of support through the Secretariat and delegations to national societies, or by national society personnel themselves directly involved in activities to benefit the vulnerable, will depend on the skills and management capacities of the people. In fact the Federation needs people (and systems) to properly support HR development initiatives and to set up the procedures, processes and training that will make this possible. Through this the Federation will underline its commitment towards building a performance-oriented and results focussed culture within Red Cross and Red Crescent.

Goal The overall goal of the HR regional programme will be to improve the skills, management abilities, and diversity of Red Cross and Red Crescent people working on programmes in delegations and national societies, enabling them to better implement Strategy 2010 and thus ultimately better assist vulnerable people.

Objective 1 Skills and management development: to develop HR skills and management competencies within regional centres through placing dedicated HR professionals in these regions, and taking advantage of the performance development and review (PDR) process to cascade down to the field level. This will help ensure that a greater and improved ability to recruit, train and manage the people is created within the regional centres, in particular those tasks necessary for the implementation of Strategy 2010. This will also lead to a consistent implementation of HR approaches.

Activities planned to achieve this will consist of placing at least 10 HR professional staff within key Regional Delegations, with a mixture of traditional delegate appointees and/or local recruits in areas where the necessary skills are available. These professionals will:

- support workshops for the extension of and continued building of “serving leader” competencies in the field (at least three such workshops per year).
- coach and train national society counterparts in HR processes in areas such as recruitment, compensation and benefits, succession planning, performance management and training and development (with also at least two regional workshops in this area per annum).
- support workshops and coaching in teamwork and management training and other relevant aspects of HR-related issues in organizational development

Expected results

A more coherent and better satisfied workforce which feels they are part of a Federation-wide human resource body that is properly managed and trained and where the systems necessary to sustain this are being actively disseminated and developed at the national society level. Ultimately this should lead to better performing organisations, as well as higher output in Red Cross and Red Crescent programmes. Concretely, the designated HR professionals will be in place and all the proposed trainings will be completed.

Objective 2 To become a stronger and more effective organization, and one which more truly reflects the Federation’s diversity, by continuing to recruit and enlarging the number of personnel from non-traditional donor sources who are available to provide their skills on Federation missions to other national societies, either within their own region or further afield. Also to ensure that these and other delegates are “inducted” effectively into their country and area of work, and have a solid understanding of counterpart relationships and the role they must play with their host national society.

It is necessary for International Federation personnel to better reflect the actual diverse nature of our organization in terms of their ethnic/national origin and gender. The federation must also become better at utilizing regional resources at intra-regional level so that regions that do have certain cultural or linguistic similarities can benefit from the expertise that exists within their boundaries. Where people come from different geographic regions, the Federation must ensure that they are aware of their responsibilities as “counterparts” to national society colleagues, and fully understand what obligations and responsibilities this entails while being aware of cultural differences and how this can have organizational and work output consequences.

To help achieve this the Federation will:

- dedicate one staff member to overall Basic Training Course (BTC), induction and counterpart training co-ordination.
- carry out at least two regional BTCs annually to prepare future Federation delegates.
- ensure there are appropriate induction programmes being implemented for new staff at the regional level.
- implement continued counterpart training at the regional level and according to the recommendations of the present strategy being prepared for this programme.
- set up regional diversity plans as part of the overall HR global strategy in order to mainstream the diversity issue.
- arrange training and coaching to ensure field managers are fully aware of diversity issues and are prepared to tackle discrimination issues if they occur

Expected Results

The co-ordinator will have insured the organization of all the prescribed trainings and as a result the effectiveness of delegates and their relationships with their receiving national societies should have measurably improved. Regional targets for diversity will have been met.

Objective 3 Systems development: to build a global web-enabled database which will be a repository for information on Federation personnel. This will cover the Secretariat, both Geneva and field delegations, and include both delegates and locally recruited staff. In addition, data on national society staff available for mission will be maintained as well as listings on consultants, whether available locally or for international assignments. The database will include personal details, skills and competency profiles, missions undertaken, evaluations and periods of availability. National societies will be able to submit information for inclusion in the database and will have access to the database through the web. Such information will respect traditional HR confidentiality norms.

In order to improve the management of human resources it is proposed to build a globally accessible database which will allow the Federation, in co-operation with national societies, to match resource requirements to availability. Getting the right people to the right place at the right time will improve service delivery to national societies and beneficiaries as well as allowing the Federation to be more responsive in emergency situations. A global database will also allow us to identify shortfalls in our skills and diversity base, and as such will enable the Federation to clearly develop both aspects through co-ordination with involved national societies.

Activities will include specification of requirements, purchase of software, design and building of the database, as well as establishing processes and procedures, and training end-users.

Expected Results

Improved service delivery through improved management of human resources. Readily available, and accurate information on current staff, delegates and national society staff available for missions reflecting greater diversity and improved gender balance.

Objective 4 Recruitment fund: establish a Human Resource Fund with independent terms of reference which would be used on a revolving fund basis to hire suitable personnel from non-traditional sources on an “as needs” basis. This fund would be managed by the Head of Human Resources at the Secretariat, with full and transparent reporting to contributing national societies.

In the long term the Federation will only maintain effective and efficient diversity in its international workforce (not only in terms of national origin but also in skills) if the capacity to hire such personnel immediately as the needs arise is developed. Presently there is often a time consuming negotiation process before this can be done; a system not suitable for a disaster response organization and certainly not one that can lead to any real career planning frame or engender confidence in those we employ.

Work will initially focus on the “legal” establishment of the fund with clear terms of reference and procedures, with the goal of accruing a capital amount over two years of Chf 500,000.

Expected results

After two years a fund that will allow a really operative career development and planning process to be put in place for all international workers irrespective of their own national origin or background.

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APPEAL 2002 - GLOBAL PROGRAMMES				
Human Resource Regional Strategies				
Description	Competencies	Diversity	Recruitment Fund	TOTAL
Computer Hardware	66'500			66'500
Computer Software	28'650			28'650
Subtotal Capital Expenses	95'150			95'150
Programme Management Support	82'513	20'439	18'925	121'877
Technical Services Support	24'634	6'102	5'650	36'386
Professional Services Support	27'468	6'804	6'300	40'572
Subtotal Programme Support	134'615	33'345	30'875	198'835
Personnel	585'500	150'000		735'500
Subtotal Personnel	585'500	150'000		735'500
Travel and related	40'000			40'000
Printing	600			600
Consultancy	168'750			168'750
Training workshops	200'000	120'000		320'000
HR recruitment fund			250'000	250'000
Travel and General Expenses	409'350	120'000	250'000	779'350
Total Budget	1'224'615	303'345	280'875	1'808'835