

Mid-Year report



Human Resource (HR) Management Strategy

Appeal No. MAA00034

31 August 2011

This report covers the period 01 January 2011 to 30 June 2011.



TRC-IFRC Al Hayet Transit Camp (Lybia-Tunisia border)

In brief

Programme outcome:

The overall outcome is an HR strategy that impacts positively on the performance of the Federation to realise Strategy 2020, by attracting and retaining resourceful, skilled and experience staff through innovative HR systems and practices which are fair, inclusive and transparent and facilitate shift in organisational mindset "*to do more, do better and reach further*".

Programme(s) summary:

The focus during the reporting period was to support the Middle East and North Africa (MENA) zone to be able to provide effective human resource management to address the humanitarian consequences of civil unrest which has affected the region since the beginning of 2011. The MENA Zone was the last zone to achieve a decentralised HR function only in 2010. It was necessary to coach and train the newly recruited Human Resources Coordinator and support her to assume her responsibilities effectively. It was also important to ensure that all outstanding positions in the zone were resourced with skilled and experience staff as well as to develop good induction and briefing programmes. Competitive remuneration and benefits system were established and human resource management tools for National Staff management and a personnel administration system was developed.

Financial situation: The total (insert year here) budget is CHF 372,750 of which CHF 45,943 (12 per cent) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 37,191 (10 per cent) of the budget.

Major financial resources to support this plan have been provided by DFID and this was only available from mid year. Therefore activities in this report concentrated on support provided by the Swedish RC and earmarked for Middle East And North Africa.

[Click here to go directly to the financial report:](#)

Context

With the ongoing civil unrest in several countries, the socio and political context in MENA is fundamentally changing. The various crisis have led to many people being displaced and losing their livelihoods. This has meant that the Red Cross and Red Crescent National Societies and partners are required to scale up their support to vulnerable people as well as rebuilding their institutions to match the changing political environment.

The MENA Zone was the last office to achieve the decentralisation of HR function only in 2010 and from a Global Human Resource perspective, it became a priority to develop and consolidate the human resource function in the zone, in order to be in a position to support the scaling up of activities in the Zone to support National Societies.

Progress towards outcomes

Outcome 1: ZONE HR Capacity developed and strengthened.

Achievements

MENA zone recruited a nationally-contracted HR co-ordinator and worked alongside an experienced HR Delegate who provided induction and on-boarding to the new incumbent. The HR coordinator was also given intensive briefing in Geneva and a staff member from the Geneva was deployed to the zone to support the development of an effective HR administration system. By the time the HR Delegate left, the HR Coordinator was fully able to take over and play her role as a member of the global HR team. She is also, now, in a position to assist the MENA national societies to develop their own HR capacity

Outcome 2: Top quality professional recruited to deliver in all areas of core programming

Achievements

Recruitment for all vacant positions was filled in line with identified needs. A standard briefing package was developed and system for providing on-boarding system developed. A salary survey report was done and a competitive salary and benefits system for National staff was put in place.

Outcome 3: Effective implementation of HR procedures and systems:

Achievements

A human resource manual for National Staff has been compiled and is waiting for legal advice and submission to the Ministry of Labour for approval. An HR Administrative system has been set up. Local staff salaries are correctly processed

Outcome 5: Performance Management

Achievements

IFRC has migrated to the new learning platform performance appraisal system and the zone office begun the process of training staff to adapt to the new system. To nurture an environment which enables effective performance, code of conduct training has been extended to all staff. Two Amman based stress counsellors were recruited and trained in accordance with Global psychological support programme.

Constraints or Challenges

The prevailing civil unrest emergency in the zone has distracted longer term development matters and management changes in the zone office have also affected progress. However, given this challenging situation, there has been tremendous progress in the Zone Human resource management to not only serve the Secretariat, but to also reach out to National Society and to support them to build their own HR capacities.

Working in partnership

The HR Global Programme to build HR capacity in the MENA zone has also been made possible with the support of the Swedish Red Cross. The National Society also plans to contribute to the training and development of the HR coordinator and plans are in place for the incumbent to visit the Swedish Red Cross offices in Sweden.

DFID funding to continue with the rest of the planned activities has been confirmed from mid year and more global Human Resource management activities will be accomplished in the second part of the year.

Contributing to longer-term impact

The investment in HR management capacity in the International Federation and in National Societies is fundamental to assure the delivery of the organisation's goals:

- A clear and well-aligned HR strategy will enable a coherent HR management approach in the International Federation.
- Improved leadership and management in the field will impact directly on service delivery to NS.
- Effective zone HR management will broaden the International Federation's ability to reach out to all people in places of operation, thereby increasing diversity targets.
- The new learning and development approach will enhance the organisation's ability to retain and develop a strong professional talent base.

Looking ahead

As part of the Secretary General's objectives to modernise human resource management processes, four HR business process improvement teams were put in place to look at HR preparedness in emergencies, recruitment, performance management and career development and talent management. The recommendations from the teams have been approved by senior management and these will now be mainstreamed into normal HR business.

Staff regulations for staff governed by the International labour law are to be finalised. Therefore, current HR global systems and processes will need to be adjusted to match the new regulations. Staff development especially in management skills will be enhanced. The Annual HR Seminar which brings together HR practitioners in National Societies all over the world will take place from 10 to 13 October 2011.

How we work

All Federation assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGO's\) in Disaster Relief](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to:

Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

Contact information

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