

INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT 1

International Red Cross and Red Crescent Movement

Student's Name:

Course Name:

Institution of Learning:

City, State

Date:

Summary

The International Red Cross and Red Crescent Movement is a non-making profit organization that operates in 186 countries. This organization kicks back its root in 1919, and its major goal is to provide aid to the victims of technological and natural disasters, and health emergencies as well as the refugees. The International Red Cross and Red Crescent Movement act as the main representative for its members in the international arena. In addition, it enhances the cooperation among the national societies, and assists in promoting their ability to perform disaster, health, social programmes and preparedness effectively.

This organization has several substitutes that operate under the basic objectives, principles, statues, symbols and governing organs of the International Red Cross and Red Crescent Movement. These movements are; International Committee of the Red Cross (ICRC), International Federation of Red Cross and Red Crescent Societies (IFRC) and National Red Cross and Red Crescent Societies. The funds for supporting the ongoing activities of the International Red Cross and Red Crescent Movement come from surplus revenues, donation from donors, and the governments. Although this non-making profit has existed for a long time, it faces many setbacks, which have been deeply analyzed in this paper. This paper will also scrutinize the internal and external factors that hinder this organization as well as its strength and opportunities. In addition, the paper will look at the current positions and select the one the fits my career.

Background

The non-profit organizations are those that are aimed at enhancing all of the humanity aspects (Koteen 1997). Their objectives and goals are not aimed at attaining a return on investment, but rather promoting the goodwill and bettering the lives of others. The profits earned by such organizations are not shared as dividends, but are rather reinvested into the organization (Koteen, 1997). They operate within various public beneficial aspects like, environmental protection, caring for the old and the disabled, community development, and the protection of animal rights among many others. One good example of the non-profit organizations is the International Red Cross and Red Crescent Movement, which is considered to be the largest global humanitarian network, with a mission of alleviating humanitarian suffering, upholding human dignity, as well as protecting health and life of the people, particularly during emergencies such as floods, armed conflicts, earthquakes and epidemics (Neville 2002). This movement consists of about 97 million members, staff and volunteers globally, with three distinct organizations (Jean-Claude, 1999). The International Committee of the Red Cross (ICRC) is an impartial organization that is charged with the responsibility of protecting the lives and dignity of people affected by war or internal violence. The second organization is the International Federation of Red Cross and Red Crescent Societies (IFRC) and is charged with the responsibility of organizing and leading relief aid missions that deal with large-scale emergencies (Neville 2002). The third organization is the National Red Cross and Red Crescent Societies that has been established in almost every country in the world. The National Societies work in their own countries depending on their capacities and specific circumstances. Most of their activities are closely associated with the provision of emergency medical services to the affected people during times of emergencies (Neville 2002).

All of the three components of the International Red Cross and Red Crescent Movement are guided by the same seven fundamental principles: humanity, neutrality, impartiality, voluntary service, unity, independence, and universality. To achieve its mission of assisting without discrimination that is aimed at promoting peace around the world, the Movement has an important management strategy that gives it a clear strategic direction directed towards reconciling the diverse cultures and priorities of the National Societies, with the aim of being a global network for humanitarian action that works together as a Movement (ICRC Report, 1997). Furthermore, the Movement is guided by the *Seville Agreement* was adopted by the Movement through the 1997 Council of Delegates in Seville.

Competitors of International Red Cross and Red Crescent Movement through porter 5 forces

The non-for profit organizations have become one of the most significant driving forces behind the national economic and social development. However, considering the fact that these organizations are most of the time faced by scarcity of resources, it is viewed that competition is the major means and ways through which these organizations can attain their goals and objective (Porter 2008). Therefore, these organizations have to ensure that they will be able to continue providing for the community for the intended period of operation.

The Threat of New Entrants into the non-for Profit Organization

Allowing new entrants into the non-for profit sector may imply increased competition for donations and memberships, thus decreasing the funds raised by the organization. For the case of the International Red Cross and Red Crescent Movement, having new entrants into this sector

may provide a wider choice for the health insurance providers and government tenders , and thus the Movement may be forced to provide extra services for the same amount of funding.

The Threat of Substitutes

The availability of a substitute in the market can lower the amount of potential profits within the industry (Porter, 2008). For instance, enrolment into the schooling programme supported by the American Red Cross may limit membership into the capacity-building programme supported by this Movement (Eugene & Brown, 2011).

Buyer Power

For the non-for profit organizations, buyers include donors, philanthropic and government funders, and consumers (Porter, 1980). Therefore, buyers can exert pressure on the non-profit organization creating a situation where there is stiff competition for the same source of funding.

Supplier Power

Suppliers in this case refer to the government organizations, and other service providers. An analysis of the supplier power impact on the non-for profit organization demands an understanding of the pressures within the suppliers' industry. The movement is required for instance to have an understanding of the medicine industry, as this can have power over this Movement.

Degree of Rivalry

Competition exists within the non-for profit sector for corporate sponsorship, consumers, donors and government grants (Porter 2008). An analysis of the number of organizations offering

the same services compared to the number of individuals requiring such services can be used as a measure of the rivalry in the industry. For instance, the American Red Cross is also a humanitarian organization just like this Movement, and thus can be used to determine how concentrated the sector is with regard to attracting donors.

Analyzing Trends through Force Field Analysis

The concept of force field analysis was introduced by Kurt Lewin, and is still applied by most managers today to help understand the factors or rather forces influencing a situation or behaviour within the organization. Basically, the force field analysis looks at the forces that help in either driving or hindering the movement towards a certain goal (Lewin 1943). Therefore, conducting a force field analysis helps the organization to plan to build up on the forces that support a specific decision, and minimize the opposing factors. For instance, the International Red Cross and Red Crescent Movement can apply the force field analysis to manage and understand the behaviour of its employees. The driving forces propel behaviour towards the desired direction. Such forces can either be extrinsic or intrinsic, or a combination of both, for instance, the desire to achieve the approval of co-workers and bosses, organizational rewards, and motivation (David 2005). However, the restraining forces often prevent the attainment of the desired behaviour, and incorporate such factors as lack of training, lack of motivation, and personal issues. Therefore, the understanding of both the restraining and the driving forces provides an understanding of the factors affecting the behaviour of the employees. For instance, if one employee is known to misappropriate the organization's resources, the organization can identify both the driving and the restraining forces in order to help change the behaviour of that employee. It is worth noting that to attain the behaviour change the organization should consider minimizing the restraining force and increase the driving force. In addition, it is worth noting

that this Movement is often bound to encounter conflicts with other non for profit organizations that have similar objectives with this Movement. The Movement can therefore apply the force field analysis to analyze the driving forces and the factors that have made it difficult to attain cooperation with other non for profit organizations. There always certain misconception about such social trends and thus the force field analysis to determine the main elemental constructs (Lewin 1943). The Movement will therefore have to identify its strengths, for instance, the basic interest within the community it serves, as well as the challenges, such as competition for the limited space, that prevent it from cooperating with the other organizations. This will allow it to work on the identified challenges in order to increase on the strengths towards attaining cooperation.

Why I am fit to Work for the International Red Cross and Red Crescent Movement

The International Red Cross and Red Crescent Movement is a global non for profit organization that aims at attracting professionals from all over the world to work towards meeting the needs of the most vulnerable people in the world (Neville 2002). I have conducted a deeper analysis of the organization along with the targets the organization intends to attain during its period of operation, and this has given me an overview of the type of personnel the organization requires. My career objective is to acquire a challenging position in the fast paced and innovative industry of marketing, advertising and management. I have been looking forward to work with an organization that will offer me a challenging opportunity in today's competitive environment. However, considering the fact that the organization is basically concerned with initiating emergency responses in challenging environments, then offering me an opportunity to work with the organization will help me explore my career objective. My key strength is my interest in computers and business due to which I would like to transform this strength into

visible and viable performance for an organization that will utilize and nurture my capabilities for our mutual benefit. We realize that the contemporary world is a competitive world where innovation is the major driving force towards attaining a competitive advantage. However, this is not only confined to the profit making industry, but also applies to the non for profit industry. For instance, technology is required to enable the organization track new developments, as well as to maintaining the collaborative networking. I believe that I will be able to apply my strengths to help the organization help the organization move forward. Besides, I am a team leader and player and thus will be able to interact with different people from different backgrounds considering the fact that this is an organization whose main activities revolve around serving and interacting with different communities. I can also manage tasks without having to be supervised and I believe this is fitting for the organization considering the fact that most of its activities are not centralized and thus people are required to work without supervision. I also believe that my creativity will allow me to explore new opportunities for the organization, and my ability to solve problems will of great benefit especially considering the fact that conflicts are often bound to happen at the community level, from individuals competing for the emergency aids. Basically, I believe the skills and abilities that I have make me fit to work for this organization.

Job Specifications

The organization advertises all its vacancies publicly on its job prospect site and are open to both the external and internal applicants. The Movement only allows applications for the advertised vacancies and this can only be done online. The organization acknowledges any placed application immediately via an automatic email and provides the on line monitoring of the status of the vacancy. The application is evaluated by the Human Provision Resource that it meets the job criteria, and discussed with the hiring manager. However, it is worth noting that

the organization aims at to attract qualified workforce and to create a performance-driven work culture by rewarding its staff on a merit-based and non-discriminatory manner (Gordon, 1985). The job that I am interested in is the Senior Officer, project Management. Situated within the Secretariat in Geneva, this office conducts continuous assessments to analyze the developments within the information and communication technology and supporting the National Societies establish information communication systems. Some of the duties assigned include planning and coordinating all of the activities that are related to the assigned project, organizing meetings with the project team members, and maintaining and updating the projects portfolio. This is aimed at ensuring that the goals of the Secretariat are attained. This job position requires a qualified individual in formation Technology development, along with the project management professional certification. In addition, this position requires an experienced individual, who has worked in the Information Technology field for at least 10year, plus 3 years of project management. Besides, the applicants are required to have strong communication skills, the ability to head meetings involving important stakeholders, and the ability o work within a multi-cultural environment. Trust-building and teamwork are also some of the most important skills the interested applicants of this post should have. Also worth noting is the fact that applicants should be able to effectively network and influence others, for instance the government, partners, peers and the other agencies. Creativity is also an asset considering the fact that the applicant is required o identify constructive and creative solutions to some of the challenging situations encountered. Besides, it is required that the individual be able to strategically think and transform that into practice. Some of the competencies required include accountability, integrity, teamwork, National Society relations, communication, strategic orientation, building alliances

and trust, and influencing. In addition, the applicant has to have strong oral and written communication skills.

Comparative Analysis

Looking at the job specifications, some of the skills required match with the skills that I possess. For instance, the organization requires that the applicant should have good communication skills and the ability to head strategic meetings. I believe I have good communication skills and I can as well chair meetings within the organization. The organization also requires a creative worker who will be able to come up with effective approaches to deal with some of the challenging situations it faces. I believe that I am a creative individual who can come up constructive ideas that can be put into practice to enhance the operations of the organization. Besides, my ability to relate and work effectively with people from diverse backgrounds will be an important asset considering the fact that the organization requires an individual who can work with teams within a multi-cultural environment. The problem solving skills I possess will also enable me to deal with some of the conflicts that might arise.

Skills Lacking

It is worth noting that, there are various skills that I am lacking, which are required by the organization for the applicants. The organization requires an individual who is able to network and influence others effectively. However, considering the fact that I have never served in such a position, basically I am not certain if I can be able to network and influence others. However, with some training I believe I will be able to acquire some skills that will help me function effectively in this position. Besides, I lack the skills required to build strategic alliances, which I believe I can acquire through training. It is also worth noting that the organization requires an

experienced individual in this field, with at least 10 years working experience in the Information Technology development and integration. The individual should also have at least 3 years experience in project management. Clearly, I have no experience in either of the outlined fields, but on the other hand, I have worked in a challenging and dynamic environment. I worked as a sales assistant at Afzal Carpets pvt Ltd. This position required that I conduct market research, which entailed interacting with people from diverse cultural backgrounds and come up with good information about the potential markets for the company. However, despite the gaps I believe I can apply for the job because I possess most of the skills required by the organization. With some training, I will improve and add on the skills I am lacking.

References

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Appendix

Sources of Income

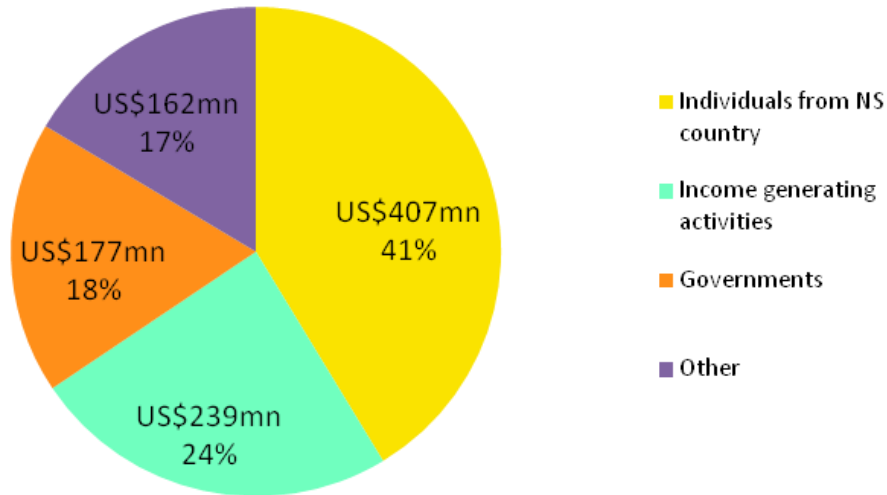


Figure 1. Top three sources of humanitarian income in 2009 and 2010 combined

	US\$m	Share
Individuals from NS country	407	41.3%
Income generating activities	239	24.3%
Governments	177	18.0%
Other income	78	7.9%
Non-UN multilateral /international organisations	20	2.1%
National/local NGOs	17	1.8%
Domestic corporations	15	1.5%
Trusts/Foundations	12	1.2%
Events	8	0.9%
Other NS	6	0.6%
ICRC	3	0.3%
IFRC	1	0.1%
United Nations	1	0.1%
International NGOs	0	0.0%
Individuals from foreign countries	0	0.0%
Foreign corporations	0	0.0%
TOTAL	985	100%

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Table 2. Sources of humanitarian income in 2010 and 2009 combined

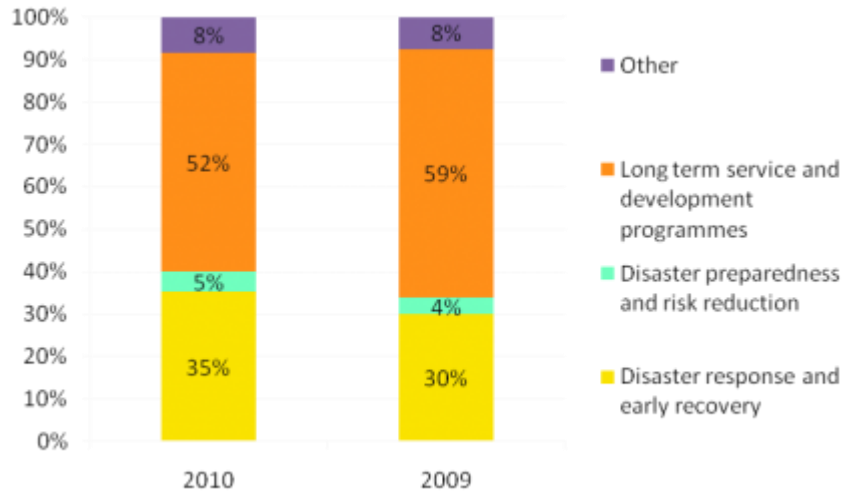


Figure 3: Total expenditure of National Societies, 2009-2010

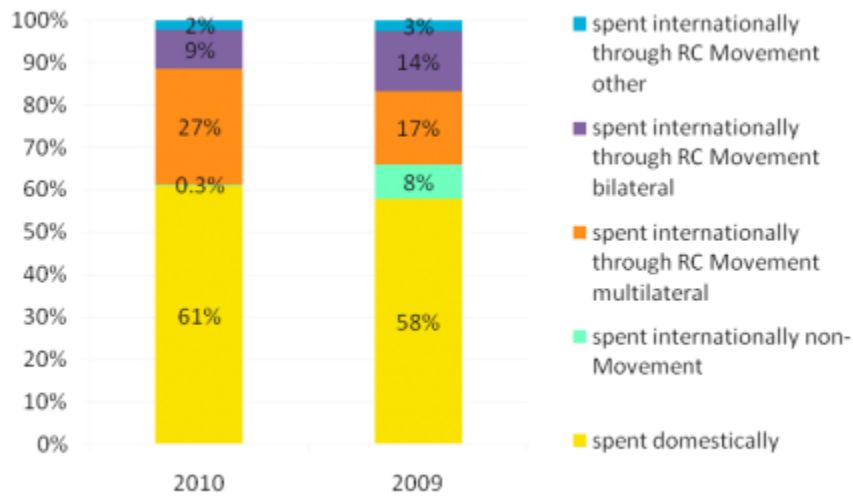


Figure 4: Channel of expenditure of National Societies, 2009-2010

	Income		Expenditure				International	Domestic
	Humanitarian	Development	Disaster response and early recovery	Disaster preparedness and risk reduction	Long term services and development programmes	Other		
Canada	31%	69%	34%	3%	49%	14%	39%	61%
Colombia	86%	14%	77%	9%	14%	0%	0%	100%
Denmark	7%	93%	21%	1%	78%	0%	41%	59%
United Kingdom	100%	0%	39%	1%	56%	4%	34%	66%

Table 5: Trends across 4 National Societies 2010 and 2009

Job Advertisement

SENIOR OFFICER, PROJECT MANAGEMENT, IS APPLICATIONS UNIT

Vacancy No: 2011-49-gva

Date: 24 February 2012

Original published date: 28 December 2011

Application Deadline: **18 March 2012**

Place of assignment: Geneva

Organization unit: IS Applications Unit

Duration of contract: 2 years

Purpose of position:

This job description should be seen alongside and in the context of Strategy 2020 and the Business Model and Secretary General/Secretariat objectives for its realisation.

The International Federation is guided by its Strategy 2020 which voices our collective vision and determination to move forward in tackling the major challenges that confront humanity in the present decade.

The Secretariat - led by the Secretary General - is the central capacity of the International Federation to serve, connect, and represent National Societies. The mission of the Secretariat is to build a humane, dignified and peaceful world by helping National Red Cross and Red

Crescent Societies to become stronger, promote their interests globally, and enable them to work together effectively as the International Federation.

In discharging its mission, the Secretariat works to a Business Model and has a Business Delivery Plan with key commitments that sharpen its focus, clarity, efficiency and accountability for results. This has five Business Lines concerned, respectively with raising humanitarian standards; growing services for vulnerable people; establishing a strong niche in sustainable development; heightening our influence and support for our work; and deepening our tradition of togetherness.

The Secretariat is organised in Business Groups: five decentralised zonal offices (each with several regional and country offices reporting to it) covering the globe and responsible for frontline delivery through National Societies, backed by the Geneva headquarters. The Geneva headquarters focuses on setting norms, standards and guidance, ensuring consistency, coordination, and accountability for performance, knowledge sharing, and influential representation with global level partners. It is organised through four Business Groups concerned, respectively, with Programme Services, National Society and Knowledge Development, Humanitarian Values and Diplomacy, and Governance and Management Services.

The Information Services Department promotes the most feasible and cost effective information and communication technologies to help build National Society capacities through closure of the digital divide so as to enhance Federation-wide productivity, knowledge sharing, outreach, and collaborative working.

Located within the Secretariat in Geneva, the department's functions include continuously assessing developments in information and communications technology, and identifying and customising for adoption those advances that facilitate the better conduct of the secretariat's business in the geographically varied practical contexts of our work. It also includes improving the core information technology infrastructure of the secretariat and advising and supporting National Societies to develop their own information technology systems and to action measures to enhance their internal and external connectivity, digital platforms and mobile and other communications.

The Senior Officer, Project Management works under the leadership and direction of the Unit Manager for IS Applications.

The Senior Officer, Project Management will have the following specific areas of responsibility:

1. Oversight Project Management: Plan, monitor, oversight and improve project management (standards, documentation, coordination and communications) and application development/management process. Inculcate strategies to continuously improve project outcome, meeting customer expectations in all departments.

2. Oversight Project Management Training: Lead the project management practice, setting standards and creating training material. Develop training courses in electronic format and publish on the online training platform. Undertake overview and detailed presentations of PM standards to all ISD staff and business department members, as required.

3. Domain expertise and leadership: in one or more of the existing principal application domains, among Finance, Human Resources, Administration, Field Operations, Digital Divide, Logistics, Communications. Organise and lead the discussions with respective department heads to convert requirements and priorities into well-defined projects.
4. Vendor management: select vendors best suited for the projects in hand, among the most suited IT technology specialists worldwide. Undertake the detailed Request for Proposal process in complete independence, complying with all existing procedures, as applicable, example Logistics and Finance procedures. Lead the process with Committee of Contracts, as applicable.
5. Manage multiple large and complex projects simultaneously that often work across multiple departments and introduce new IT capabilities, within an agreed development environment following multiple standard project management processes.
6. Review and analyse IT project proposals, selecting and using an appropriate and a consistent methodology to allow projects to be prioritized. Conduct feasibility studies when required to assess project viability. Assess commercial or other existing applications as alternatives to new development and conduct gap analyses. Ensure all such requests are included in the IT projects portfolio.
7. Critically analyse the work executed by development/implementation partners throughout the development/implementation life-cycle. Ensure that all code is appropriately documented, tested and integrated. (Note that all significant code writing projects are outsourced.)
8. Independently develop and monitor implementation plans. Ensure that test plans are developed and executed properly and assess the results. Develop and provide user documentation and training to ensure that IT projects are accessible to the end user.
9. Participate in the development and implementation of the IT and Telecoms strategy and architecture for the Secretariat. Ensure that all IT development projects respect the architectural requirements.

Description of Duties:

1. Abide by and work at all times in accordance with the Fundamental Principles of the International Red Cross and Red Crescent Movement, and the values that underpin them.
2. Update and maintain the portfolio of projects planned and/or executed within the department.
3. Organise regular meetings of project team members and coordinate activities between various resources within ISD and partners.
4. Plan and co-ordinate all activities related to the assigned projects. Ensure execution of activities is within allowable range, take corrective action as required.
5. Produce and circulate timely written reports for various stakeholders.

6. Track new developments and maintain personally an up-to-date professional understanding at the policy and strategic level, of the substantive content of the specific activities covered by the department so as to be able to produce high quality deliverables and to project credible influence in dialogue with peer colleagues within and outside the Movement.

7. Promote by personal example, a culture of lesson learning and innovation, and encourage the identification and uptake of best practices and standards.

8. Articulate well and communicate convincingly within the Red Cross Red Crescent Movement and with external partners the in-depth orientations that underpin Strategy 2020 and the Business Model, for its delivery, especially in relation to the business lines of priority focus for the department.

9. Perform other work related duties and responsibilities that may be assigned by the Manager.

10. Do whatever it takes to ensure the successful achievement of department goals and enhance our positive, constructive work environment.

Duties applicable to all staff:

- Actively work towards the achievement of the Secretariat's goals.
- Abide by and work in accordance with the Red Cross Red Crescent principles.
- Perform any other work related duties and responsibilities that may be assigned by the line manager.

Education:

University qualification related to IT development (Engineering, Information Technology or related area).

Project Management professional certification.

Experience:

At least 10 years of relevant work experience in IT systems development and integration, including 3 years experience in managing projects related to IT systems development and integration.

Familiarity or expertise with systems and applications in common use at the IFRC: Network components, e-mail systems, web-based systems, ISPs & IP connectivity, internet applications, .Net and C#

Project management experience related to infrastructure development, software development, and organisational change management.

Skills:

Strong communications skills, ability to chair meetings including department heads, technical teams from within and outside IFRC. A bias to action, results.

Able to undertake strategic thinking and translate this into practice.

Capability of working with sensitivity in a multi-cultural environment and virtual or/and dispersed teams.

Able to network effectively and influence and inspire others including the membership, governments, other agencies, and own peers, staff, and partners.

Focused on quality and standards, results, and accountability.

Teamwork and trust-building, inclusive National Society relations.

Proactive approach to finding creative and constructive solutions to difficult issues.

Languages:

Strong written and oral communication skills (including advanced knowledge of English and one other language of the Federation).

Competencies:

Accountability

National Society relations

Teamwork

Integrity

Strategic Orientation

Influencing

Building alliances

Building trust

Communication