LOCALISATION OF HUMANITARIAN ACTION IN THE RED CROSS RED CRESCENT

NATIONAL SOCIETY DEVELOPMENT BUILDING CAPACITIES FOR CRISIS MANAGEMENT, RESILIENCE AND PEACE.

A longitudinal study on the effectiveness of support for National Society Development and its relevance for localization in 5 National Societies

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Acknowledgements

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Contents

Glossary

BOCA   Branch Organisational Capacity Assessment

CBF   Capacity Building Fund

CBHFA   Community Based Health and First Aid

COD   Council of Delegates

DAG   Donor Advisory Group

DRCE   Disaster Response Capacity Evaluation

FDRS   Federation Databank and Reporting System

GA   General Assembly

IC   International Conference

ICRC   International Committee of the Red Cross

IFRC   International Federation of the Red Cross Red Crescent Societies

NSD   National Society Development

OCAC   Organisational Capacity Assessment and Certification

OD   Organisational Development

PER   Preparedness for Emergency Response

RCRC   Red Cross Red Crescent

SAF   Safer Access Framework

SC   Steering Committee

TOR   Terms of Reference

VCA   Vulnerability Capacity Assessment

WHS   World Humanitarian Summit

Overview of the Red Cross Red Crescent Movement

The RCRC Movement: Composition

IFRC
The International Federation of Red Cross and Red Crescent Societies

National Societies

The International Committee of the Red Cross

National Red Cross and Red Crescent Societies, the International Federation of Red Cross and Red Crescent societies (IFRC), and the International Committee of the Red Cross (ICRC) are separate bodies, but collectively form the components of the International Red Cross Red Crescent Movement. Each component has its own individual status and role under the Statutes of the International Red Cross and Red Crescent Movement, with collective mechanisms for ensuring that their actions are well coordinated, and fit a common policy framework where appropriate.

National Red Cross and Red Crescent Societies exist in 192 countries, protected by a national Red Cross or Red Crescent Law that recognizes them as voluntary aid societies, 'auxiliary to the public authorities in the humanitarian field', and respects their adherence to the Movement's seven Fundamental Principles, namely Humanity, Neutrality, Impartiality, Independence, Voluntary Service, Unity and Universality. Governed by their independent Statutes, they play agreed "auxiliary roles" to provide "public humanitarian services" that "supplement or substitute" those offered by the public authorities. National Societies are composed of members, volunteers, youth, staff and elected governance, and rely heavily on volunteers, particularly at the community level, to perform humanitarian services and development work, often in the fields of health promotion, disease prevention, preparedness for emergency response, and response to disasters, conflict, and crisis.

The International Federation of Red Cross and Red Crescent Societies (IFRC) is an international humanitarian organization comprised of its 192 National Societies. It is a corporate body with recognized international legal personality served by an international secretariat based in Geneva, Switzerland. The secretariat and its regional and country offices serves its members through coordination, facilitating cooperation, peer support and knowledge sharing, capacity building, international representation, and where requested managing its own humanitarian assistance operations. In addition to its disaster response activities, the Federation also performs extensive development work, including supporting National Societies to strengthen disaster preparedness programmes, health and social care activities, and the promotion of humanitarian values, social cohesion and peace.

The International Committee of the Red Cross (ICRC) has a particular mandate under IHL to protect and assist victims of armed conflict, and organise relief operations, and reunite separated families during armed conflicts. It promotes dissemination and compliance with International Humanitarian Law (IHL), supports its development, and draws attention to universal humanitarian principles. The ICRC also works to meet the needs of internally displaced people, visits prisons, raises public awareness of the dangers of mines and explosive remnants of war, traces people who have gone missing during conflicts, and supports the strengthening of National Society staff and volunteers' capacities to maintain access and remain safe and secure in volatile and insecure contexts.

The International Conference is the supreme deliberative body for the Movement where representatives of the Movement components meet with representatives of the States Parties to the Geneva Conventions, the latter in exercise of their responsibilities under those Conventions and in support of the overall work of the Movement. Together they examine and decide upon humanitarian matters of common interest and any other related matter.

Definition of terms

Grand Bargain: In 2016 the World Humanitarian Summit (WHS) saw the launch of the Grand Bargain, a set of ten top-level commitments signed by major donors and humanitarian organisations to reduce the cost of humanitarian aid, make it more effective, and commit to 'invest in the capacity of local and national responders.'

Localisation: Under the heading of 'more support and funding to local and national responders' Grand Bargain signatories committed to 'making principled humanitarian action as local as possible and as international as necessary'. It has come to be seen as increasing international investment in the leadership, delivery and capacity of local humanitarian actors.

Localisation Workstream: The Grand Bargain Localisation Workstream gathers representatives of signatory organisations to the Grand Bargain (donors, RC/RC Movement, INGOs, and UN agencies with some local actor representatives) to undertake joint activities and discussions to facilitate and encourage signatories' successful implementation of their localisation commitments.

The nexus: Sometimes known as the "triple nexus," this refers to efforts to bring different areas of work and financing to reduce and respond to crises and disasters. The three components are sometimes identified as humanitarian, development and peace-building, but climate change is also a key area that needs integration. The idea is to link activities such as disaster risk reduction, linking relief rehabilitation and development, and embed conflict sensitivity across responses. ("Investing on Local Actors' Capacity Strengthening Across the Humanitarian – Development – Peace Nexus", 2020).

Local actors: The Grand Bargain refers to "National and local responders comprising governments, communities, Red Cross and Red Crescent National Societies and local civil society." The "Localisation Workstream Guidance Note on Capacity Strengthening for Localisation" (May 2020) uses the term "local actors" to refer to local organisations with either national or sub-national scope. Local staff of international organisations are not usually what is mean by the term "local actors".

Capacity strengthening: "Is a deliberate process that supports the ability of organisations and networks to institutionalise new or improved systems and structures, and individuals and groups to acquire knowledge, skills, or attitudes which are necessary to function effectively to achieve goals and work towards sustainability and self-reliance" (GB Localisation Workstream Core Commitment 2a, *Increase and support multi-year investments in the institutional capacities of local and national responders, including preparedness, response and coordination,* Core Commitment Indicators and Results Indicator (December 2019).

National Society Development (NSD): IFRC's National Society Development Framework (2013) describes NSD as work to achieve "an organization that consistently delivers, through volunteers and staff, relevant countrywide services to vulnerable people sustained for as long as needed and that contributes to the strength of IFRC and the Movement." It states that NSD work should impact on the "relevance, quality, reach and sustainability of NS services."

National Society Investment Alliance: The NSIA is jointly managed by IFRC and ICRC provides tailored investment to develop the capacity of National Societies to provide sustainable humanitarian services through two types of funding: 1) accelerator funding, up to a maximum of 1 million CHF for three to five years, and 2) bridge funding of up to 50,000 CHF over one year.

The Capacity Building Fund (CBF): IFRC's CBF supports National Societies in their work to strengthen Integrity, Transparency, Accountability, and Risk Management; Financial Sustainability; Youth and Volunteering Development; and Systems Development and Digital Transformation.

Organisational Capacity Assessment and Certification (OCAC): IFRC's OCAC is an assessment process that supports National Societies to review all the elements that make up for a strong organisation by looking at their capacity and performance indicators, assessing strengths and weaknesses, and providing focus in their efforts to become strong and sustainable service providers.

Branch Organisational Capacity Assessment (BOCA): IFRC's BOCA is a self-assessment tool developed for NS branches to identify and assess their strengths, limitations and challenges in relation to a wide range of organizational capacities. It is used as a first step in a branch development process.

Preparedness for Effective Response (PER): IFRC's PER is a self-assessment tool that enables NS to systematically measure, analyse, prioritise and plan preparedness for response actions to ensure timely and effective humanitarian assistance in line with the NS auxiliary role and mandate. It considers all hazards (natural, biological, technological, among others) and flexible to be used in different contexts.

Safer Access Framework (SAF): ICRC's SAF enables NS to further their understanding of what it takes to increase and or maintain their acceptance, security and access to people in need by understanding their operational context, taking stock of the lessons the NS learned and assessing their strengths and challenges in relation to the application of the SAF elements and the Fundamental Principles.

The above terminologies are further described in a range of key reference documents:

IFRC "National Society Development Framework" (2013) *https://www.ifrc.org/media/48806*

Barbelet V. (2019), HPG Report, Rethinking capacity and complementarity for a more local humanitarian action, ODI- HPG, *https://www.odi.org/publications/11471-rethinking-capacity-and-complementarity-more-local-humanitarian- action*

Grand Bargain Enhanced Quality Funding Workstream, *Quality Funding: How to reach critical mass,* June 2020, *https://interagencystandingcommittee.org/system/files/2020-06/Quality%20funding%20-%20 How%20to%20reach%20critical%20mass%20-%20June%202020%20-%202-pager.pdf*

Grand Bargain Localisation Workstream, *Various Guidance Notes (2020)*, *http://media.ifrc.org/ grand_bargain_localisation/grand-bargain-localisation-workstream-2/guidance/*

Metcalf-Hough V., Fenton W., Willits-King B. and Spencer A (2020), HPG Commissioned Report, *Grand Bargain Annual Independent Report 2020*, ODI-HPG

Executive summary

"4 years ago, a local woman died because we couldn't get her to hospital on time. We realized that health education is a necessity, as well as disease prevention and forming local Red Cross brigades to help all, but especially women and pregnant women to be safer. Once the community is aware of its vulnerabilities, it motivates us to work to counteract the dangers. Volunteers play essential roles in consolidating the community, promoting social solidarity, coordinating community response and managing our own well-being" Community member

The World Humanitarian Summit of 2016 agreed a new agenda for "localization of aid", committing to a "Grand Bargain" to increase international investment in the leadership, capacity and delivery of local humanitarian organizations. Investment in long-term institutional capacity of local actors, including civil society, is a critical piece of this – based on a shared understanding among those with long experience in the humanitarian community that it will lead to more effective and less costly aid. However, change of this kind requires changing minds well beyond the confines of those who have, with their own eyes, seen the impact of such initiatives. Evidence is still needed of the long-term benefits (as well as the challenges) of such efforts.

This Study is a contribution to these sector-wide learning objectives from IFRC and 5 of its member National Red Cross and Red Crescent Societies of Indonesia, Kenya, Lebanon, Mexico, and Turkey. It demonstrates that long-term purposeful investment in "National Society Development" (NSD) (including "organizational development" (OD) and "capacity strengthening" (CS) increased humanitarian impact in challenging, diverse and complex environments. It contains three parts:

PART 1 **An overview** of the linkage between NSD work and the "localization" discourse.

PART 2 **Case studies** from 5 National Societies from diverse socio-economic, political, cultural and humanitarian contexts that built context-specific capacities to adapt, update organizational models, and expand humanitarian impact in response to new needs.

PART 3 **A synthesis report** with "Key cross-cutting issues", "Conclusions" and "Recommendations" for strengthening the Movement's internal practice of NSD as a localization accelerator, and some sector-wide learning on effective approaches to supporting organizational development in varied humanitarian contexts.

The five Case Studies contained in part 2 of this report document the ways in which sustained longitudinal NSD work and investments over a period of 10 years or more have resulted in a profound transformation of those five National Red Cross and Red Crescent Societies (NS), that in turn has increased and improved humanitarian impact. Each NS achieved a significant transformation process over 10 years through a combination of locally-led visionary leadership, strategic longitudinal NSD initiatives and partnerships, and a balanced combination of OD and CS work. Each story demonstrates the multiple accelerators to strengthened humanitarian outcomes and impact in communities.

The Case Studies contain wide-ranging evidence that show how NSD investments resulted in new local organizational strengths and capacities which increased contributions to individual and community well-being, social cohesion, peace, and resilience in the most challenging of humanitarian contexts. Numerous community level interviews demonstrate how NSD investments in local volunteer, youth, Branch and staff capacities resulted in in new local services that strengthened individual and community resilience:

"Our flood resilience project focused on strengthening local structures, recruitment and training of volunteers, completing community level assessments and surveys, and developing effective flood risk mitigation projects at the community level. 10 community-based volunteer teams were formed and 300 volunteers trained in 10 communities. In addition, 2 SATGANA teams were formed and trained. Mitigation plans (developed jointly with communities based on findings of various community level assessments) have been prepared in communities including waste management, construction of evacuation places, protecting river banks, tree plantation, developing green belts, and raising community awareness in health, water and sanitation, disaster risk and environmental protection." (Indonesia)

"One of the youths who successfully completed the programme was a 22-year-old youth suffering from addiction, involved in frequent acts of violence. He had dropped out of school, started being engaged in radicalized groups... With this programme with the Red Cross we managed to capacity build this youth, in terms of reforming, more in the mental health and psychosocial [side of things] where we taught him the basic skills needed to start a business, and what you need to do to reform." (Kenya)

"90% of our 3,400 Emergency Management Service volunteers are youth aged between 17-25. These "operational youth" start with 9-11-year olds in schools benefitting from humanitarian education and disaster drills, and then go on to promote IHL and peace in their communities. We modified our Statutes so that Youth are now on the local and national Governing Boards of our National Society. Resilience in the Lebanese context means a combination of livelihood support and DRR, but DRR means youth involvement too, helping to assess each village's risks and building training for preparedness and coordination". (Lebanon)

"4 years ago, a local woman died because we couldn't get her to hospital on time. We realized that health education is a necessity, as well as disease prevention and forming local Red Cross brigades to help all, but especially women and pregnant women to be safer. Once the community was aware of its vulnerabilities, it motivated us to work to counteract the dangers. Volunteers play essential roles in consolidating the community, promoting social solidarity, coordinating community response and managing our own well-being" (Mexico)

"Our "Strategy 2016-2020" therefore saw a new emphasis on investing in local structures to equip vulnerable people with vocational skills, healthy living, and empowering them to end poverty by strengthening their resilience. We saw that a lot of households can be helped to graduate from dependency on humanitarian assistance, and through their new self-sufficiency they can help others. We have so many examples where migrants who set up businesses started employing other families and local Turkish people too". (Turkey)

However, a number of ongoing challenges faced by National Societies while trying to undertake organizational transformation processes to strengthen humanitarian impact were also observed. These underline a number of sector-wide deficiencies and gaps in the lack of support offered by many donors and partners for organizational development and transformational change processes. While the following list of challenges has been identified and partly addressed in the five contexts of this study, they represent sector-wide deeply rooted practices that, if left unaddressed, will continue to undermine the ability of National Societies and other local actors to achieve refreshed and sustainable organizational capacities, and therefore their ability to deliver local humanitarian impact in communities:

⇨ fractured, short-term, and unaligned support by a number of partners that undermines the impact of strategic long-term NSD plans

⇨ the ongoing practice of short-term capacity strengthening support to serve individual partners' self-interested delivery of aid targets in specific operational areas, as opposed to longer-term organizational development goals

⇨ the ongoing use of parallel systems and personnel by partners that undermine the use and development of organization-wide systems (for example, partners using their own project-specific finance management, reporting and organizational assessment processes, without investing in organization-wide development of unified systems)

In the five cases studied, some positive findings show how National Societies managed to assert key demands that overcame the "default" short-term partnering preferences of their partners, leading to long-term partnerships which contributed to organization-wide transformations. Successful mechanisms included strong NS Strategic Plans, assertive governance and management with clear humanitarian visions, NS-led coordination and cooperation frameworks and meetings, and accommodating partners' perspectives.

The 5 National Societies participating in the Study used a strategic mix of local, national and international resource agencies, demonstrating capacity strengthening itself might be best delivered "in a manner that is as local as possible and only as international as necessary". Innovative capacity strengthening practices included enhanced levels of mutual support and sharing of peer expertise and resources.

The final section contains a synthesis report summarizing the "Key cross-cutting issues" that appear regularly through the five diverse NSD Case Studies. The findings also demonstrate that successful organizational renewal processes rely on transformative leadership that balances the interplay between key organizational elements. Sustainability is not an end in itself, but an outcome of a range of other organizational elements being in harmony with each other.

The "Conclusions" contain inspiring practices that lead to locally-led humanitarian action and impact through organizational transformation processes. They are followed by "Recommendations" to each stakeholder group of the "Localisation Workstream" to improve their modalities of organizational development support to enable National Societies to build sustainable organisations that at the same time strengthen community resilience and humanitarian impact.

PART 1

1. Introduction and purpose

The World Humanitarian Summit of 2016 agreed a new agenda for "localization of aid", committing to a "Grand Bargain" to increase international investment in the leadership, capacity and delivery of local humanitarian organizations. Investment in long-term institutional capacity of local actors, including civil society, is a critical piece of this – based on a shared understanding among those with long experience in the humanitarian community that it will lead to more effective and less costly aid.

However, change of this kind requires changing minds well beyond the confines of those who have, with their own eyes, seen the impact of such initiatives. Evidence is still needed of the long-term benefits (as well as the challenges) of such efforts.

This "Longitudinal Study on the effectiveness of support for National Society Development and its relevance for Localization", has been commissioned by the International Federation of Red Cross and Red Crescent Societies (IFRC) It profiles the positive effects of long-term "National Society Development" (NSD) investments in 5 National Red Cross Red Crescent Societies (National Societies) that achieve these objectives.

The Study's methodology used a wide-ranging longitudinal literature review, key informant interviews with internal and external stakeholders who supported transformational NSD processes over 10 years. It arrives at a transversal analysis of key success factors, as well as limitations of processes that had to be overcome, to finally analyze the internal organizational conditions, as well as appropriate external support modalities, that contribute to a deepening of "localization of humanitarian action".

This Study is a contribution to these sector-wide learning objectives from IFRC and 5 of its member National Red Cross and Red Crescent Societies of Indonesia, Kenya, Lebanon, Mexico, and Turkey. It demonstrates that long-term purposeful investment in "National Society Development" (NSD) (including "organizational development" (OD) and "capacity strengthening" (CS) increased humanitarian impact in challenging, diverse and complex environments.

The purpose of the Study is therefore:

"To identify success and limiting factors to the development of National Societies through a longitudinal study over a period of at least 10 years in selected contexts, verifying any potential correlation of success with the investment on NSD... with a particular view to how successes have affected NS's ability to respond to emergencies".

It is comprised of three parts:

PART 1   **An overview** of the linkage between NSD work and the "localization" discourse.

PART 2   **Case studies** from 5 National Societies from diverse socio-economic, political, cultural and humanitarian contexts that built context-specific capacities to adapt, update organizational models, and expand humanitarian impact in response to new needs.

PART 3   **A synthesis report** with "Key cross-cutting issues", "Conclusions" and "Recommendations" for strengthening the Movement's internal practice of NSD as a localization accelerator, and some sector-wide learning on effective approaches to supporting organizational development in varied humanitarian contexts.

2. The connections between NSD and "localization of humanitarian action" within the Red Cross Red Crescent Movement

In 2021, 192 National Societies with their 14 million members, volunteers and youth in over 160,000 local Branches across the world provide a permanent presence that engages their communities in locally-led and generated humanitarian action and resources.

Such positioning is not achieved without structured investments and support. Aligned with the lines of enquiry of the "Localisation Workstream", the practice of NSD aims to continuously sustain and regularly refresh the "localization of humanitarian action" through 5 strategic dimensions:

(i)   Implementing global guidance in culturally appropriate ways for local contexts

(ii) Strengthening a strategic blend of local and international "capacity strengthening" and "organizational development" resources and agencies to refresh "fit for purpose" characteristics

(iii) Transitioning from donor-dependent structures and systems to locally sustained humanitarian action and services, supported by investments in innovative business and social investment models

(iv) Aligning investments in "local humanitarian action" to stronger global humanitarian outcomes

(v)   Ensuring synergy and coordination between all partners offering NSD support that do not undermine, but instead empower, a National Society's leadership over its own local development process.

To retain and enhance their unique humanitarian positioning, National Societies undertake NSD investments to regularly refresh their unique legal base comprised of Red Cross Red Crescent Laws, auxiliary roles, and independent Statutes. These strengthen their local credibility, enabling them to implement their Fundamental Principles of Humanity, Neutrality, Impartiality, Independence, Voluntary Service, Unity and Universality in all aspects of their organizational characteristics and operational decision-making capacities.

Specific to their core global mandates to deliver preparedness and response to disasters and health emergencies, their "localisation of humanitarian action" also relies on tailor-made NSD investments that invariably focus on building four types of local capacity in:

- **Strengthening of community resilience:** A more recent phenomenon focussed on community first response capacities, as well as an ability to predict, be prepared for, and mitigate the effects of disasters, health crises, and conflict in their lives
- **Effective preparedness for emergency response:** Strengthening the readiness of internal disaster management infrastructure, assessment capabilities, and human, technical, and logistical response capacities for reaching people that often no other institutions can reach
- **Mandate:** Ensuring updated auxiliary roles in emergency response, sometimes as a formal component of the national Civil Defence infrastructure, through solid strategy, plans and partnerships
- **Systems and accountability:** Improving preparedness, planning, financial accountability, data gathering and reporting systems.

These four dimensions require a robust commitment to building and sustaining local structures that are cost-effective, pre-positioned, accountable, and fast in response. NSD interventions provide the means by which these are established, developed, supported, and sustained.

3. The characteristics of NSD that strengthen "localization of humanitarian action"

(i) Contextualizing global guidance to fit local contexts

As part of a local to a global Movement, National Societies both retain a deep local character while also abiding to global minimum standards and obligations. The capacity to contextualize and implement global guidance in local contexts is a key factor in their success as accountable, credible local actors. The following visualization shows the manner in which locally contextualized components of NSD (in yellow) contribute to organizational integrity in the way in which local services are identified, led, structured and transparently delivered.
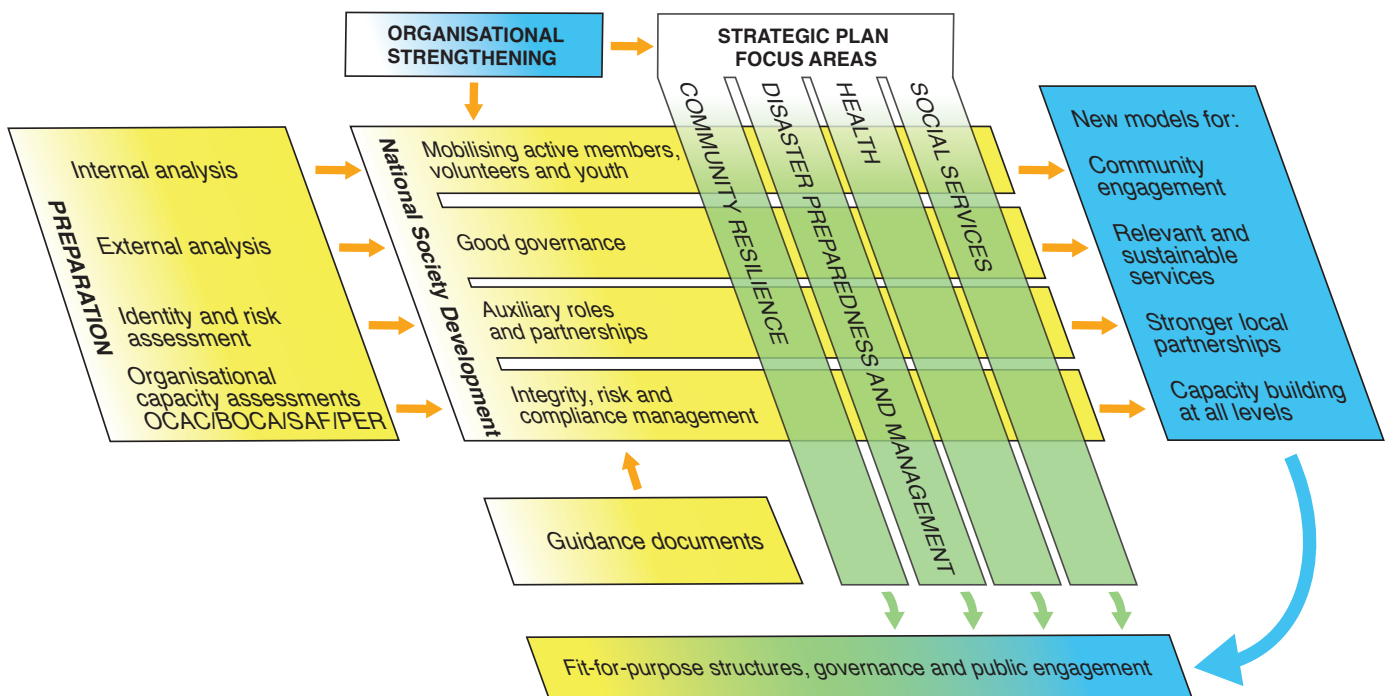
The 5 Case Studies in Part 2 demonstrate how each National Society, inspired by global guidance and minimum standards, developed locally appropriate versions, often in collaboration with wider national institutions, that performed enhanced functions, generating learning for the Movement as well as sector-wide actors.

If managed well, such contextualized standards, coupled with timely and appropriate support, leads to a variety of successful NSD such as:

⇨ Better services

⇨ A stronger organizational structure

⇨ A more sustainable National Society

⇨ Better preparedness for response capacities.

(ii) Blending local and international "capacity strengthening" and "organizational development" resources to strengthen local "fit for purpose" characteristics

Vision from Grand Bargain Framework

"Greater support is provided for the leadership, delivery and capacity of local responders and the participation of affected communities in addressing humanitarian needs"

Safer, prepared, more resilient and responsive communities	Participatory community engagement and empowerment	Neutral, impartial, independent services and humanitarian values	Contribution to development and maintenance of peace
Communities manage/ mitigate risks	Inclusion of most vulnerable and socially excluded in service design, implementation, monitoring and feedback	Gender and diversity sensitivity	Increased collaboration and humanitarian networking across all sectors
Local, gender and diversity sensitive, socially-inclusive first responders		Social inclusion and peace building	Shared resources
Predictive capacities	Community engagement and accountability	Disaster and climate sensitive preparedness and response	Work in development-humanitarian-climate sensitive-peacebuilding nexus
Prepositioned and locally managed assets	Gender, protection, and social inclusion	Neutral, impartial and independent humanitarian action	Coordination and cooperation focus
Conflict-sensitive preparedness for response		Evidence-based humanitarian advocacy	

Red Cross Red Crescent effective, impactful local action

Being a cornerstone of local humanitarian action – as local as possible, as international as necessary

Investing in a global network of strong local actors

NSD

Organizational development		Capacity strengthening	
Legal base	Integrity and accountability	Management	Revenue generation
Statutes	Risk management	Membership	Income generation
Governance and management leadership	Integrity policy	Volunteering and Youth	Resource mobilization (including in-kind)
Strategic planning	Sexual exploitation and abuse of power	Human resource development	Fundraising
Structures	Compliance systems	Finance development	Partnership development and negotiation skills
Systems	Internal and external audit	Operational planning	Humanitarian alliances
Policies	Fraud and anti-corruption policy and mechanisms	Branch development	
Gender, diversity and social inclusion	Planning, monitoring and reporting systems	Information and communications technology	
Sustainable organizational model		Communications	

Red Cross Red Crescent NSD investments

The 5 Case Studies in Part 2 demonstrate the connections between the levels of the diagram that better enable attribution of NSD investments, including collaborative work with wider local institutions, to humanitarian outcomes. These pioneering and innovative local partnerships strengthened "localization of humanitarian action", broadened the local stakeholders involved, and strengthened sector-wide collaboration and collective impact as envisaged in the "Localisation Workstream's" vision.

(iii) Continuously strengthening local, neutral, impartial and independent positioning

In a changing world with increasingly factional, ethnic, political and confessional divisions, National Societies are required to make extra efforts to remain, and be perceived to be, neutral, impartial and independent local humanitarian actors. To maintain and strengthen these credentials has meant the strengthening of investments in mobilising, recruiting, training and retaining a principled human resource base that sensitizes them to the needs of the most vulnerable, and generates local resources to meet these.

NSD investments remain crucial to retaining this positioning. National Societies do not just serve local communities, they are comprised of them. Their local composition leads to their immediate engagement with, and involvement of, local communities, in the following dimensions:

Community membership and leadership
⇨ Inviting diverse parts of communities to join as members, including the most vulnerable
⇨ Electing neutral, impartial and independent leaders for local, national, and global governance
⇨ Using membership fees to deliver local services

Community volunteering
⇨ Ensuring social inclusion by engaging the widest diversity by gender, age, and ethnicity
⇨ Encouraging volunteers to identifying new needs and ways of improving local services

Community empowerment
⇨ Empowering communities with knowledge on how to prepare for, respond to, and recover from disasters, crisis, and the effects of conflict
⇨ Building resilience through regular public education and dissemination

Community engagement and accountability
⇨ Involving communities in planning, delivering, monitoring and evaluating services
⇨ Collecting community feedback and adapting services accordingly.

By ensuring local adaptation of global policies (for example in Volunteering, Youth, and Gender and Diversity) NSD investments result in gender sensitive and socially-inclusive human resource bases that strengthen overall principled "localisation of humanitarian action" by:

Promoting and demonstrating Humanitarian Values
● Disseminating and operationalising the Fundamental Principles by finding the most vulnerable to assist
● Practicing social inclusion through mobilisation of diverse membership, youth and volunteers
● Creating a culture of non-violence and peace, by demonstrating neutrality and impartiality of participation and assistance in times of social tension and conflict

Strengthening community awareness, capacities, and action
● Strengthening community capacities to identify, predict, mitigate, and manage their local hazards, risks and vulnerabilities
● Developing locally-led, nationally-coordinated humanitarian preparedness and response plans with enhanced community engagement and accountability as outcomes
● Mobilising resources for local solutions using local membership income and sustainable contributions.

National Societies are therefore not an intermediary or external actor "doing or delivering something" to a community. NSD investments strengthen local structures that create their *permanent presence as part of communities, enhancing principled humanitarian values, locally-led and resourced mutual support, and contributing to long-term overall well-being as a result.*
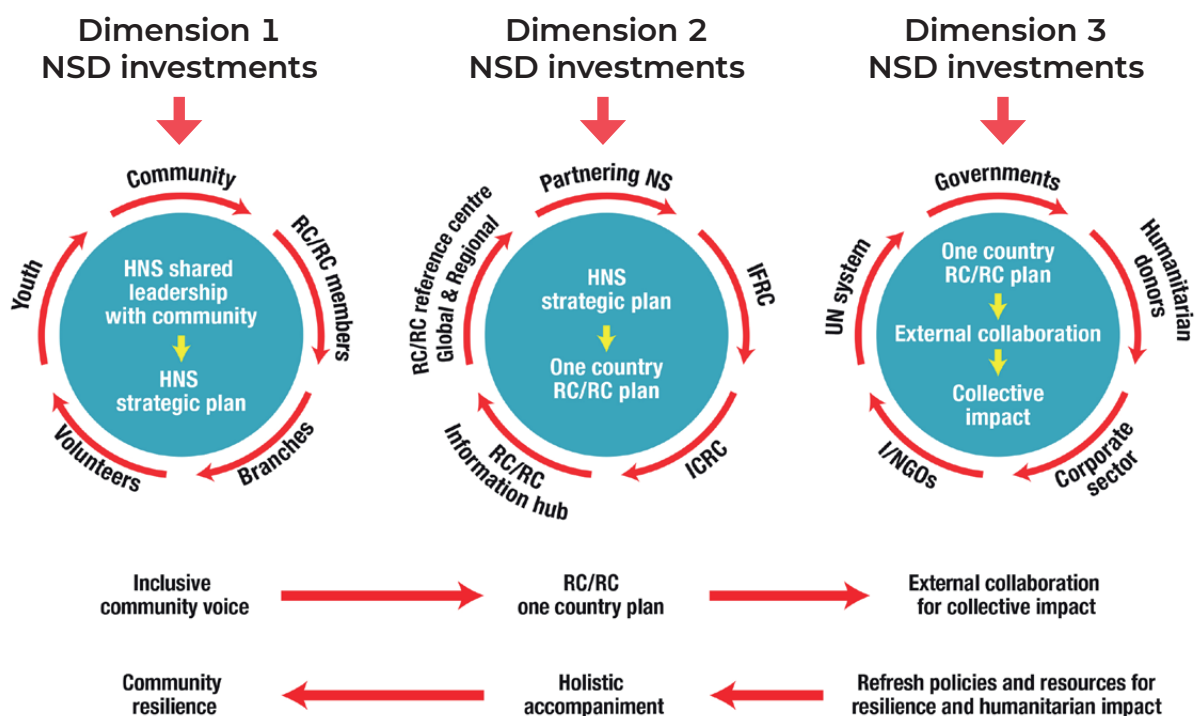
The 5 Case Studies in Part 2 demonstrate the benefits of long-term NSD investments that resulted in strong and principled local structures that resulted in communities perceiving the National Society to be a trusted local actor, capable of support in all the dimensions of development, humanitarian, conflict-sensitive, and climate-adaptive aspects of local communities' lives. When conflict or other "shocks" emerge, communities turn to, and trust in, their local Red Cross Red Crescent structures to build their capacities to be better prepared for, and responsive to, disasters and crises, and to better manage their long-term development including the strengthening of social cohesion and peace.

> *"Having a RC entity is to have a door to be safe, to have an option to serve, to be a good citizen. Our organization has to protect these values. NSD means relevancy, pertinency and utility in country".* Red Cross Red Crescent Leader.

(iv) Aligning investments in "local humanitarian action" to contribute to national and global humanitarian advocacy on behalf of the vulnerable

As often the sole organization with a "last mile reach" to extremely marginalized, conflict-affected, and socially excluded communities, National Societies have an obligation to use their unique access, acceptance and reach to contribute to humanitarian policy and practice change in favour of the most vulnerable.

In this perspective, NSD investments (for example, in the form of refreshed humanitarian leadership; stronger community-engaging local structures; data gathering and communications skill; and external partnership building and advocacy capabilities) enable a National Society to use its collective mandates, assets, relationships, and resources to channel and communicate the voices of the most marginalized, vulnerable and voiceless communities of the world from local to global arenas in the three following dimensions.

The 5 Case Studies in Part 2 demonstrate the outcomes of "localization of humanitarian action" in the form of strengthened humanitarian advocacy on behalf of the vulnerable, leading to increases in local sustainable resources as well as more evidence-based national and global response plans. These have been possible due to key NSD investments in accountable, community-engaging structures (Dimension 1), strategic planning and coordination capacities (Dimension 2), and humanitarian advocacy and communications capacities (Dimension 3).

(v) Ensuring synergy, complementarity, and coordination between all partners offering NSD support to empower a National Society's leadership over its own local development

In keeping with the "Localisation Workstream" discourse and concerns to find solutions to power and equity imbalances in relationships between donors and their partners, the IFRC's "National Society Development Framework (NSDF)" (2013) makes explicit a number of risks and limitations of external support, stating that:

> *"There is always a serious danger that power and financial inequities create a relationship in which the National Society loses ownership of activities that are meant to contribute to its development and, ultimately, loses its identity." p27*

The Framework conveys a strong message about the nature of the support that Movement and non-Movement actors can provide to National Societies, stating that:

> *"… there should be a move away from "short-term substitution" for National Society service delivery capacity, and where the exception should remain situations where huge need outstrips the capacity of the NS and it has to access support from the Movement and other partners" (page 8).*
>
> *and towards an approach which*
>
> *"… must be aligned with the analysis and direction of the National Society, fully owned by the National Society and designed to be sustainable in the environment in which it is operating." (page 8).*

However, such transformative support is still not well understood, resourced or competently supported by donors, and also across the Red Cross Red Crescent Movement. In continuing the dialogue on "capacity strengthening", the "Localisation Workstream" discourse also continues to underplay investment support for "organizational development" that helps local humanitarian actors transform their organizational models, build more sustainable structures, and offer a fresh platform of relevant, updated and measurable services.

> *"The building blocks of NSD are not the programmes, but the national and local credibility, the strengthening of its stakeholders, the relevance of its services, decoupling core development investment from programme money designed to deliver services, and managing risks to transition from a service provider to an organization".*

The 5 Case Studies in Part 2 document transformational journeys in which 5 National Societies, initially unable to respond meaningfully to rapidly escalating humanitarian crises with weak and inappropriate systems at the outset, transformed themselves through visionary internal leadership and sustained NSD investments over 10 years to deliver more sustainable, locally-led services and structures that have generated credibility, trust, support, and enhanced local, national, regional and international positioning.

Knowledge sharing strategies are weak, and the sharing of transversal learning and experienced human resources under-resourced. However, the case studies in Part 2 offer insights into new understandings and approaches that could be strengthened in Movement-wide and sector-wide strategies for the future, which are captured in Part 3.

(vi) Strengthening coordination of effective support for NSD

While the ownership for National Society Development rests with the National Society itself, the IFRC has the overall mandate and responsibility in supporting the development of National Societies and their capacity to deliver relevant services, as well as to coordinate, on behalf of the International Red Cross and Red Crescent Movement, all efforts in National Society Development. The ICRC has a complementary mandate in building capacities with National Societies to prepare and respond to armed conflict and to preserve principled humanitarian action.

In its Movement mandate *"To encourage and promote in every country in the world the establishment and development of a duly authorized voluntary national Red Cross organization ... and to secure the cooperation of such organizations",* IFRC coordinates NSD assistance and strengthens the modalities through which it is delivered. These processes are covered in two key NSD guidance documents that serve the following purposes:

> A **"National Society Development Framework"**" (2013): which recognizes National Societies as complex organisations, with inter-related levels and changing characteristics over time, demonstrating a diversity of models in a variety of environments; with each National Society defining its own appropriate formula and leadership for its development; the primary responsibilities of senior leadership; and guidelines for maintaining the relevance, quality, reach and sustainability of services to vulnerable people.
>
> A **"National Society Development Compact"** (2019): that puts specific focus on "NSD support", defined as *"any support provided by an external actor to a National Society, based on the request and priorities of that National Society, that purposefully contributes to helping that National Society to achieve and maintain a sustainable organization able to deliver relevant, quality, and accessible services in full respect of the fundamental principles."* These include four commitments in relation to (i) better identification of a National Society's priorities in NSD; (ii) competences that match the need, particularly focussing on volunteering, integrity, transparency and accountability, and financial sustainability; (iii) aligned and effective NSD support; and (iv) learning and quality assurance.

Both the above will be encompassed within a wider new IFRC "NSD Policy" which is currently being drafted and consulted upon with a variety of stakeholders across the Movement.

All three documents are built on the definition of a "strong National Society" as one that

> *"consistently delivers, through volunteers and staff, relevant countrywide services[1] to vulnerable people, sustained for as long as needed and that contributes to the strength of IFRC and the Movement".[2]*

In their roles as the international components of the Movement, IFRC and ICRC offer *complementary* contextualized support in capacity strengthening, and where appropriate, IFRC intensifies the support for organizational transformation and development at times when National Societies find themselves temporarily overwhelmed, or inappropriately positioned, to respond to humanitarian needs.

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1   The word 'services' here is taken to mean both direct services to, and activities such as humanitarian diplomacy on behalf of, vulnerable people.

2   NSDF page 7, IFRC 2013.

However, the Movement continues to develop frameworks that enable all components to move "*from complementarity to synergy*" so that its collective resources can strengthen collective impact. In the absence of a conclusive "One Movement Plan" framework for all eventualities at country level, three significant initiatives are nevertheless piloting new approaches as follows.

(i) the IFRC's **"Capacity Building Fund"** which supports National Societies in their work to strengthen Integrity, Transparency, Accountability, and Risk Management; Financial Sustainability; Youth and Volunteering Development; and Systems Development and Digital Transformation.

(ii) the joint IFRC/ICRC "**National Society Investment Alliance (NSIA)**" fund that offers significant, flexible, multi-year financing to enable National Societies in prioritized contexts of protracted conflict, disasters and high vulnerability, to enhance relevance, safe access, quality and sustainability of services; strengthen leadership, governance and systems; ensure accountability and transparency; and develop adaptive financial and business strategies to mobilise diversified resources to enhance organizational sustainability.

(iii) the "**Strengthening Movement Cooperation and Coordination (SMCC)**" process which includes a range of mechanisms through which Movement partners work together and enhance coordination and cooperation, especially in preparedness and response to large emergencies.

The initial outcomes of these and other modalities of support are referenced in a variety of the National Society case studies in Part 2.

4. Case studies

The 5 Case Studies in Part 2 document the key outcomes of longitudinal NSD investments by the leaderships of the Indonesian Red Cross (Pelang Merah Indonesia, or PMI), Kenyan Red Cross, Lebanese Red Cross, Mexican Red Cross, and Turkish Red Crescent (or Kizilay) over a 10-year timeframe.

They aim to contribute to the objectives of the "Localization Workstream" to identify learning in the following dimensions of "localization of humanitarian action":

- Strengthening the evidence base for the effectiveness of investment in local capacity
- Methods for supporting the sustainable characteristics of local humanitarian actors to increase the reach and effectiveness of global humanitarian action
- Strengthening the local humanitarian system's capacity to prepare for and respond to local, national and regional disasters and crises based on risk communication and community engagement
- Strengthening local, inclusive emergency response systems that leave no one behind, and business models that sustain them
- Demonstrating evidence that investment increases the timeliness and effectiveness of response
- Delivering humanitarian impact "in a manner that is as local as possible and only as international as necessary"
- Demonstrating use of innovative capacity strengthening including mutual support and sharing of peer expertise and resources.

PART 2

Five National Society Development Case Studies – building response, resilience and peace

The 5 Case Studies in Part 2 document the key outcomes of longitudinal NSD investments by the leaderships of the Indonesian Red Cross (Pelang Merah Indonesia, or PMI), Kenyan Red Cross, Lebanese Red Cross, Mexican Red Cross, and Turkish Red Crescent (or Kizilay) over a 10-year timeframe.

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Indonesian Red Cross case study
"Faster response closer to communities"

1. Executive summary

> *"PMI is the oldest and most experienced national humanitarian institution in Indonesia. Having overcome many national calamities, we enjoy the trust of the people because we always respond and stay in communities. We are proud of our new Indonesian Red Cross Law, and it strengthens our resolve to build the preparedness for response and resilience in our communities across the country. Although we receive many donations during emergencies we have to continue to find opportunities to build our sustainability based on our positioning as a neutral, impartial and independent institution".* PMI National Vice Chairman, Pak Ginandjar Kartasasmita.

Since the challenging lessons during and after the Asian Tsunami of 2004 the Palang Merah Indonesia (PMI, or Indonesian Red Cross) has continued to strengthen what was already a significantly localized presence across the territory.

With its extensive youth and volunteer networks, community presence and engagement through its 34 Provincial and over 400 Branch Chapters, and its disaster preparedness network of Satgana and Community Based Action Teams (CBATs) and their youthfulness, enthusiasm and community proximity, its longitudinal "National Society Development" (NSD) investments have built extraordinary strengths, local humanitarian presence, and services.

> *"PMI has continued to build itself as a very credible, trustworthy organization, with grass roots talent, exposure to complex environments and opportunities, and auxiliary roles with Government that have led to structured responsibilities. Our next phase is how to modernize and strengthen the management of these huge resources in country that lead to model Branches in every community and locality"* PMI Secretary General, Pak Sudirman Said

As a result of these sustained NSD investments PMI has continued to build an unparalleled strength over the past 10 years as evidenced in the figures demonstrating growth below:

PMI capacity	2014	2021
Staff	834 hospital staff 2,100 staff	125 in HQ, 915 at Red Cross Hospital, 1,821 in blood transfusion centres
Volunteers	379,801 Youth Red Cross members in 8,863 school-based units 83,005 volunteers	750,000 (School-based Youths), KSR volunteer Corps in Branches and universities, TSR (skilled volunteers)
Blood transfusion centres	210, meeting 80% of national demand	250, providing 94% of national blood needs
Regional warehouses	Establishment of 6 regional emergency response centres and warehouses using IFRC's logistics and fleet management software	6 regional emergency response centres and warehouses Largest ambulance and water truck fleet in the country
Prepositioned relief items in 34 Provinces	1,620,926 units of 131 logistics items pre-positioned	Relief items for ready response to 100-2000 households in 34 Provinces
Chapters Emergency Command Post (Posko)	30 chapters	34 chapters with 24/7 disaster data gathering
Training centres	1 national	1 national, 6 Regional
Communications	In 2014 36,833 website hits 206,916 Twitter followers 1,219 media articles	Over 400,000 website visitors annually, 1 million Twitter followers, 120,000 Facebook and 4,957 YouTube channel subscribers

The growth in capacities above have led to a measurable increase in numbers of vulnerable people reached over the years:

Core services	People reached 2014	People reached 2020
Integrated Community-Based Risk Reduction Programme	274,212 including vulnerability assessments, mapping, risk reduction plan, disaster prepared schools	5,814,547 with community-based risk reduction activities
Health services	181,951 trained in community health preparedness in 3,647 villages	1,700,000 health service beneficiaries 6,600,000 people with health information
Psychosocial services		50,100 people reached
Emergency response (fluctuating each year due to different disasters)	1,708,565 with non-food relief items 6,299,119 with water and sanitation (annually contextualized to disasters)	1,100,000 received relief items (blankets, hygiene kits, mosquito nets, tarpaulins, family kits, baby kits) 1.500,000 people received safe water

PMI has undertaken several stages of refocusing its work, redefining what the institution is, and what it does. Prior to the past 10 years a wide range of local and national PMI stakeholders realized that it was too scattered, too guided by donors' interests, and lacking a vision about building more resilient and sustainable communities for the future.

This case study captures perspectives from multiple stakeholders who contributed to internal, locally-led National Society Development (NSD)-inspired change and reform initiatives, and well as those who offered external support. Its sustained longitudinal NSD investments assisted PMI to extend the quality and reach, while it continues to explore ways to strengthen the sustainability of, its humanitarian services further. It demonstrates the impact of timely NSD initiatives that lead to a measurable increase in the numbers of vulnerable people reached through prepared and pre-positioned response structures in a variety of humanitarian contexts, from natural disasters to critical bomb blasts and incidents.

The term "localization" in PMI and the Indonesian context therefore has three dimensions:

(i) **Localization of humanitarian action** – by having disaster prepared human and physical assets in all geographically isolated parts of a challenging topographys

(ii) **Localization of capacities to coordinate international assistance** – by building of cooperation capacities within PMI to better play its roles in coordination of international humanitarian aid when it is asked by Government to do so in response to national disasters

(iii) **Localization of humanitarian mandates through strengthened auxiliary roles** – by clarifying a national set of auxiliary roles to locate PMI's contributions within a wider civil defense system.

> *"Localisation in the PMI context means leading with credible image, strengthening its internal organizational characteristics to build on its good base of volunteers, contributing to their and their communities' safety, security, resilience, and managing collective humanitarian impact"* PMI Senior Manager

2. Indonesia's humanitarian context and PMI's auxiliary roles

(i) Humanitarian context

Located within the world's largest island-based country of 1,904,569 square kms and 17,504 islands Indonesia's population of more than 270 million people also makes it the world's fourth most populous country.

Most of Indonesia's area is highly sensitive to natural hazards, risks, and ensuing vulnerabilities, comprised of scattered local communities often living in close proximity to numerous volcanoes and frequent earthquakes. Of the 400 volcanoes, around 130 are active. Over the last decade, more than 85% of its frequent disasters are dominated by hydrometeorological events such as floods, landslides, and tornados.

(ii) PMI's legal base

From 1945 to 2018, PMI has been working and providing humanitarian services based on the Presidential Decree No. 25 of 1950 and Presidential Decree No. 246 of 1963. However, since 9 January 2018, with the enactment of Law No. 1 of 2018 on the Red Cross, PMI finally gained a stronger organisational legal foundation, with clearer tasks according to the Law. The implementation of these public humanitarian services (auxiliary roles) and tasks is elaborated in Government Regulation No. 7 of 2019 on the Implementing Regulations for Law No. 1 of 2018 on the Red Cross.

As a result of its NSD investments over its 75-year history, its structure covers all administrative regions of the country, and consists of 34 Provincial Chapters and 497 District Branches.

> *"We have tried to apply "localization" in a practical way. As all disasters are a huge distance away, we need to use local capacities, resources and leadership and connect us via webinars, and online monitoring systems in disasters, organizing local peer support between nearest Provinces and Branches where needed".* PMI HQ Senior Manager

To fulfil its auxiliary roles the PMI works closely, but emphasizing its neutrality, impartiality and independence, with Government institutions in the fields of disaster preparedness, disaster response, health, youth development, training development, and blood.

PMI is well placed as a national humanitarian organization, accepted by Government authorities at all levels as the gateway to local communities, as well as local and international organisations.

As a result of its humanitarian advocacy initiatives the new PMI Law was finally promulgated in 2018, which included "Emblem protection" and a reconfirmation of its historical auxiliary roles. A supplementary Regulation of 2019 oversees its implementation in practice at national, Provincial and district levels. The new Law has continued to strengthen PMI's Provincial relationship with Provincial Governors, but in retaining its perception and acceptance as a neutral, impartial and independent organization it is striving to diversify its income streams so as not to be over-dependent on government funds.

PMI's NSD investments in updating its Statutes have also continued over the past 10 years with the support of IFRC and ICRC. Further Statutes changes to address these issues are planned towards the end of 2021 in conjunction with support from the IFRC ICRC Joint Statutes Commission.

3. PMI's change process

(i) Balancing "organizational development" with "capacity strengthening" work

> *"Change takes some time across such a large organization, but over the past 10 years several phases of transformation have brought fresh air in many areas of capacity, human resource capabilities, visions of the future, and more strategic assertiveness in PMI's donor management"* PMI Senior Manager

With PMI needing to utilize its widely appreciated local structures in more conscious ways, a number of phases of change were launched across two leadership groups over the past 10 years which have attempted to create a better managed, coherent and consistent approach to human resource, structure and service development.

Under a wider umbrella of NSD, its investments have been balanced between organisational developmen work (to achieve organization-wide changes to strengthen its foundational strengths), and "capacity strengthening work" (more closely related to strengthening of capacities to deliver specific programmes at national, Provincial Chapter (Chapter), and local District/Municipality Branch (Branch) levels).

TIMELINE – SUPPORT FOR ORGANIZATIONAL DEVELOPMENT & CAPACITY STRENGTHENING

ORGANIZATIONAL DEVELOPMENT										
AREAS/TIMELINE	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Risk Management & Audit										
Gender and Diversity										
Fraud and Corruption										
Strategic Plans				2014 - 2019					2019 - 2024	
Statutes Revision										
Organizational Analysis										
Branch Analysis and Strategy										
MIS										
New Policies										
New Strategies										
Organizational Restructuring										

CAPACITY STRENGTHENING										
AREAS/TIMELINE	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Management Restructuring	▓				▓					
Volunteer Development										▓
Youth Development		▓							▓	
Human Resource Development			▓			▓		▓		
Finance System Development		▓			▓		▓			▓
IT Development					▓		▓		▓	
Communication Development	▓									▓
RM/Fundraising Development		▓								▓
PMER										

(ii) A sustained approach to organizational reform by governance over three Strategic Plans 2009-2014, 2014-2019, and 2019–2024

The new Governing Board of 2009-2014 had set about an NSD process of streamlining PMI's internal legal regulations and compliance mechanisms. Policies, Statutes, Guidelines, and Standard Operating Procedures (SOPs) were developed over the first 2 years for all sectors and for HQ, Chapter and Branch levels. The majority of these were guided by IFRC Policies and guidelines contextualized into the Indonesian context. It was a phase characterized by "strengthening accountability".

(iii) Launching more participatory internal Strategic Planning 2014-2019

In 2011 PMI established a Planning Bureau to achieve more integrated planning and programme management processes, using technical guidelines for annual planning processes for all of PMI's chapters and branches nationwide. This facilitated strengthened synchronization of planning and budgeting processes for PMI and Movement partners. However, managing NSD resources and inputs from a wider range of partners proved challenging as many components were attached to programmatic budgets and were earmarked by donors to specific Provinces and Districts, with little available to support national OD processes.

A number of local Branches, and some Provincial Chapters, had used the 2004 tsunami experiences to develop clearer local action plans of a more multi-sectoral and integrated nature. However, the lack of clear knowledge management processes that brought these experiences together to build a larger national commitment to stronger integrated programming and "localization" of impact was yet to be optimized. One important mitigating factor, however, has been the continuous chain of small to large scale disaster responses which had undermined PMI's chances to reflect and pull so much learning together into a larger national strategic picture.

From 2014 onwards, while continuing to develop greater local response capacities in preparedness for different natural disasters, PMI's new leadership realized the need to reconceptualize the sustainability strategies for its structures, services and resource generation priorities at local levels. In parallel with PMI's Strategic Plan 2014-2019 the new senior leadership introduced and implemented a new "top priority" agenda that focused on a 6-hour nationwide emergency response strategy, improvements in blood donor ship that would meet 80% of the nation's needs, and strengthening environmental and hygiene

care support services to communities, linked to corporates who could support these with funds where needed.

(iii) Assessing organizational capacities – 2014-2019

In 2014-2019 PMI entered a second phase of organizational self-assessment to try and capture, update, and integrate which also contained a clearer Branch development strategy. An earlier Branch capacity mapping dashboard which had been initiated in 2010 had made good use of existing IFRC Branch assessment materials such as the "Characteristics of a Well-Functioning/Well-Prepared National Society" and modified them to match with PMI's own indicators in measuring progress against its Strategic Plans. NSD investments could therefore follow the customized needs of Branches who were subsequently graded as strong, medium and low in capacity. Tailor-made capacity strengthening targets supported by training and inter-Branch peer support systems would address these needs.

In 2014 PMI undertook its first IFRC "Organizational Capacity Assessment and Certification Process" (OCAC)[3].

> *"OCAC and later the local equivalent BOCA gave us data to develop national, Provincial and District SOPs in gap areas. It helped the HQ to decide how to approach Branches based on a sensitive understanding of their situation and capacities. The strongest Provinces meeting 100% of the capacities could manage their own growth, so we could focus on others and star again with Board orientations, building PMI knowledge centres in volunteering, disaster response etc to improve their understanding and encourage replication".* PMI HQ Senior Manager

To strengthen the ownership of the Branches over change, in 2015 an updated Branch capacity mapping took place of the 34 Provincial Chapters and 147 District/Municipality Branches. This once again confirmed significant variations in capacities, a lack of national cohesion between HQ and Branches, and the lack of a Branch development strategy.

To try once again to analyse the causes behind these national weaknesses and inconsistencies, PMI undertook a second OCAC in 2016. It generated greater commitment to change, and led to several positive outcomes including:

> ⇨ The updating of PMI's Branch capacity mapping tool with new dimensions
>
> ⇨ The motivation to PMI's PMER Unit to have stronger capacities in defining goals, outcomes and indicators for the new Strategic Plan
>
> ⇨ The use of OCAC results as part of the PMI's annual planning tools
>
> ⇨ The acceptance of IFRC's "Branch Organisational Capacity Assessment" (BOCA) tool to help with capacity analysis, and therefore as a way of assisting Chapters and Branches to reassess their capacities and gaps in alignment with nationally-consistent standards linked to the OCAC
>
> ⇨ The immediate and passionate launch of PMI's BOCA process – by 2018 30/34 Provincial chapters and 81 local Branches had already completed their BOCAs, and 3 Provinces had even funded their own

In 2017, as a result of the OCAC results and Branch capacity mapping exercises, PMI decided to adopt and customize BOCA tool to its own needs, supported by partners.

> *"The modification, testing and piloting was really important and helpful. Each BOCA indicator was clarified in the local context. For example, where it said "Branch has to report regularly to Chapter at xx interval", we checked this against PMI's policies to align the timelines"* PMI Chapter Representative

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3   IFRC's "Organisational Capacity Assessment and Certification" (OCAC) is a comprehensive assessment that provides an understanding of a NS's capacity and performance in all its areas of work, but also of the relationships between those different elements to better manage organisational change, efficiency and effectiveness.

(v) Strengthening due diligence, transparency and accountability systems

PMI "Strategic Plan 2014-2019" continued to include objectives in areas to strengthen its capacities, with technical support and inputs from a variety of partners, in areas such as internal due diligence, transparency and accountability systems. Between 2014-2019 such capacity strengthening initiatives included the drafting and adoption of the following mechanisms and procedures. The specific partners who longitudinal technical and financial support assisted in this work are listed in section 6:

Finance system development: Dissemination of finance procedures 2012; Accounting manual 2013; emergency fund management 2015; review of finance SOPs 2016

Fraud and corruption prevention: IFRC Fraud and corruption Prevention training 2019; Corruption Prevention webinar 2019

Planning, Monitoring, Evaluation and Reporting (PMER) development: IFRC PMER System development 2013-2018; updated Monitoring and Evaluation Guide 2020; Reporting Compliance 2020; Data Literacy guidance 2020

Human resource development: Updated HR regulations 2013-14; Payroll software SOPs 2014 & 2020; HR development rioadmap 2016-17; HR Transformation Project 2020.

(vi) An updated Transformation Strategy 2020-2024

In 2019 PMI adopted its latest "Strategic Plan 2019-2024" in parallel to the appointment of a new Governing Board and Secretary General in 2020.

PMI's new Secretary General appointed in 2020 collaborated with the new Governing Board to initiate a further "Transformation Project" by proactively merging and analyzing for the first time the collective results of the OCAC, BOCAs and SAF. To provide objectivity, the Secretary General engaged a set of external consultants to provide a neutral and impartial consolidated analysis with recommendations on what kind of transformations PMI would need to undertake if it were to deliver its "Strategic Plan 2019 -2024" efficiently and cost-effectively.

The new senior management team have merged the findings and recommendations of the above analysis into a new PMI "Transformation Project". This contains 8 thematic areas comprised of 1) Law, Strategy, and Oversight; 2) Financial Management; 3) Logistic and Procurement; 4) Human Resources; 5) Sustainability of Services; 6) Response Readiness; 7) Project Management; and 8) Digitalization. PMI's latest "Transformation Project" initiated in 2020 began with a sensitive set of "socialization" processes, carefully and strategically managed by the new Secretary General, including:

⇨ building the commitment of the Governing Board

⇨ briefing and involving senior staff

⇨ consulting extensively with Branches

⇨ appointing a "Transformation Team" (TT) comprised of external experts to manage transformation in 6 areas. The TT functions as a "consultancy team"

⇨ reviewing PMI's "Strategy 2019-24" and testing the analysis first with the HQ and then Branches about how it linked to implementing OCAC, BOCA and the SWOT analyses

⇨ actively promoting the assessment to the Governing Board and "socializing" it to staff

⇨ sensitizing all Departments to take the assessment and make a 3-year plan of action to implement it first at HQ (with HR processes such as job evaluation, restructuring and recruitments), and then in Branches

> ⇨ asking the TT to develop and test business processes for each Department as the current lack of clarity affects the way in which programmes are implemented
>
> ⇨ overcoming the previous "silos" of Departments and promoting cross-Departmental linkages and more holistic work

The first phase of the latest "Transformation Project" contains a strong emphasis of improvements in technical areas such as finance systems, public communications tools, creating a digital office, harmonizing IT platforms, and increasing resource streams. However, the second phase may have to articulate the way in which these new capacities, capabilities and accountabilities at all levels are linked to the delivery of stronger, more relevant and sustainable local humanitarian action and services.

(vii) Aligning the OFDA-funded "Red Ready" programme goals to PMI's transformation strategy

With a significant lack of OD funding available, the PMI leadership realized that, as 7 of the 8 transformation goals were NSD-focused, they were well aligned to the aims and support available within the first 3-year phase of the OFDA-funded "Red Ready" programme.

PMI leveraged its NSD Goals as the driver for the Red Ready's Operational Framework, thus merging organizational and community capacity strengthening into one paradigm. The alignment has proved fruitful, with the "Red Ready" programme supporting the strengthening of PMI's HR system, financial management and reporting system, and resource mobilization capacities for greater sustainability. The new Secretary General's and PMI's 8 transformation areas have also become IFRC's priority areas for support from 2020 onwards.

In order to implement the NSD aspects of the Strategic Plan PMI has established an NSD Platform" to "facilitate the process on prioritizing and agreeing of needs for and prepare to lead change within the National Society at all technical and leadership (management and governance) level". The NSD Platform, yet to be launched later in 2021 due to the priority given to the COVID-19 response, will coordinate work in 8 thematic areas to have impact both on PMI's organisational development as well as its humanitarian service agenda.

4. Strengthening "localization of humanitarian capacity and action"

PMI has consistently focused on strengthening "localization of humanitarian action" by using its organizational strengths to build volunteer community-based first response teams, as well as to strengthen the capacities of communities themselves to identify risks, improve preparedness and response, and improve their long-term resilience. These goals required longitudinal NSD investments in four specific dimensions:

(i) Strengthening NSD investments in volunteer, youth and gender-sensitive mobilization

NSD investments in volunteer and youth development continued to lay the strong foundations for a diversified and principled volunteer force to sustain PMI's community-based work in safety and resilience. Following a national volunteer gathering in 2012, and a corporate volunteering initiative between 2013-2015, PMI intensified its study into local volunteering conditions and insurance.

Having trained PMI Youth as peer educators in IFRC's "Youth as Agents of Behaviour Change" (YABC) in 2012, PMI continued to undertake a Youth study in 2014, host the ASEAN Youth Network to exchange ideas on youth-led humanitarian action with other neighbouring National Societies in 2015. PMI set some top priorities to improve its youth development programme in enhancing youth policy and regulation; capacity building; development of attractive programmes; and partnership.

(ii) Localization of preparedness for response capacities – the strengthening of Chapters and Branch volunteer response teams

PMI was amongst the first National Red Cross Red Crescent Societies to discuss decentralization of response, or "localization of humanitarian action" as it might be termed now. With its unique Fundamental Principles, especially of neutrality, impartiality and independence, its organizational characteristics set it aside from others in an increasingly confessional humanitarian space. PMI's considerable NSD investments in volunteer mobilization, training, and development have focused on building practical volunteer and community-based response teams. These include a contextualized approach to "locally-led humanitarian action in the form of:

Satgana – Disaster Response Teams: Since 1998 PMI's Satgana specially trained volunteer teams respond to local disasters and provide emergency services to people affected. Managed by volunteers but coordinated by Branches members come from local communities from a range of backgrounds – students, doctors, community leaders. They conduct search and rescue, evacuation, tracing, first aid, health services, water and sanitation, field kitchens and relief distribution.

Community-Based Action Teams (CBAT, but known as SIBAT – Siaga Bencana Berbasis Masyarakat): PMI has trained more than 10,609 volunteers in over 802 village SIBAT teams "owned by the community", who take responsibility for the safety of a village, risk reduction education, and motivating local disaster preparedness for response activities. CBATs are gender balanced volunteer support for the PMI Branch and Satgana teams, helping to mobilise communities to do joint vulnerability and resource mapping; training for evacuations; undertake local fundraising to support local plans of action; and engage in community health promotion, first aid and environmental conservation.

Medical Action Teams: Since 2005 PMI provides training for doctors, nurses, and specialists from hospitals who are interested to work in disaster response. Each Provincial MAT has 3 doctors/specialists, 5 nurses, one logistician and one administrator. Trained in emergency health and setting up a field hospital, for domestic disasters, they have also been deployed internationally (for example to assist those affected by Cyclone Nargis in Myanmar in 2008).

Emergency Water and Sanitation Teams: Since 2006 PMI invested in volunteer water and sanitation teams and capacity. These use water treatment units and also assist with vector control to prevent water-borne diseases, and construction of temporary sanitation facilities.

"Localisation is how to maximise the local leadership, funding, and resources to deal with disasters and risk reduction activities, and minimize the need for national intervention" PMI Branch Head

Capacity building for the PMI personnel has been achieved not only through technical trainings but also through peer support and mentoring systems - assigning staff/volunteers as field coordinators to their sister Chapters/Branches, and organizing simulations on disaster management, health crisis management, logistics, watsan, and emergency health at community levels.

(iii) Strengthening community-based disaster preparedness, risk reduction, and resilience building

Due to longitudinal NSD investments in local capacity strengthening supported by IFRC and multiple partners, by 2017 100% of PMI chapters and 30% of PMI branches had allocated contingency funds with respect to their local capacity. A steady annual increase in Chapter and Branch annual contingency plan completion was observed as a result of NSD investments in stronger planning skills. Between 2013 – 2014 alone the number increased from 61 to 72 PMI Chapters and Branches impacted by disasters having developed emergency contingency and operational plans, and PMI had also developed cash and voucher assistance capacity by providing cash programmes in emergency operations through a cash guideline.

Together with the Movement as well as private sector partners such as Zurich Insurance and PT. Astra Internasional Tbk, PMI significantly strengthened its deliver disaster risk reduction work in communities. By 2018, PMI had community resilience approaches in 28 Chapters, with 104 branches having developed their Integrated Community-Based Risk Reduction approaches independently with funding from local government, Corporate Social Responsibility donations, or PMI's own funding sources. Its local anticipatory work in "Forecast-based community action", its community WASH and health-surveillance work, and its CP3 programmes have changed community behaviours and led to greater overall well-being and resilience.

NSD investments in strengthening its gender and diversity perspectives followed. PMI committed itself to mainstreaming gender throughout its operations. In accordance with the IFRC Gender Policy, PMI developed a five-year gender mainstreaming strategy paper called *Strategi dan Pendekatan Sensitivitas Gender* in 2008 to guide the implementation of gender mainstreaming into all disaster management activities. Gender awareness training was provided for some of its key personnel and integrated gender into all of its programme policies, materials, modules, and tools. In 2009 and 2010, PMI reviewed the accomplishments and gaps of its gender strategy. PMI further upgraded its approaches to Gender and Diversity following an IFRC Training for Trainers in 2015 and further IFRC training in 2016 which built on its lessons learned following the Asian tsunami with partners such as the American Red Cross.

> *"Some programmes do empower communities – for example strengthening women as preparedness champions, but community-based approaches need stronger local structures"* PMI HQ manager

(iv) Preparedness for violence and conflict-sensitive situations

In a changing internal domestic landscape of increased confessionalism, social tension and violence, PMI's ability to remain neutral, impartial and independent remains a crucial part of its credibility.

> *"Our Chapter is located in a long-term conflict-sensitive setting and being located on an island we face many problematic situations. With very little chance to raise local resources for our work, we have found it extremely difficult to support the 11 local Branches in our area. We cannot reach them except through flights (which are very expensive), or by boat (which can take 1-2 days of travel to reach). Although we continue to socialize with all communities our neutral, impartial and independent characteristics, we need support from neutral and impartial sources to conduct basic services. The "Safer Access Framework" exercise helped us to know what we need to strengthen, but neither ICRC nor other partners provide us with the means to deliver our local services"* PMI Head of a Chapter

With ICRC support following the SAF assessment in 2015, PMI increased dissemination of the Fundamental Principles in selected areas, complemented by intensive 2-day orientation courses for local Chapter and Branch key stakeholders. Although these were customized to each Branch's local context, lessons learned from 2-3 years of dissemination approaches have led to the need to define new standards, interactive methodologies, Information, Education and Communications (IEC) materials customizable to the requirements of each local context and region.

However, very few funds are available to Branches to scale up their community work and meet the needs of affected populations unless crisis breaks out. The socio-economic conditions in conflict-sensitive areas are not conducive for traditional resource mobilization, and PMI and its partners need to agree alternative long-term resourcing options for such Chapters and Branches.

PMI's joint lessons learned workshop convened after the response to the Jakarta bombing incidents emphasized that, in spite of its auxiliary roles, greater clarity should be built into its future operational response mechanisms in relation to the various State authorities. New priorities identified included:

⇨ the need to invest in strong centralized communications mechanisms in response to such incidents

⇨ enhancing communications with the authorities on the deployment of PMI's response teams

⇨ increasing the dialogue with Police authorities to regularly clarify and review procedures

⇨ restrict postings on social media to only those through official PMI social media channels.

PMI's new Law of 2018 has further improved its neutral, impartial and independent positioning with relevant authorities, while at the same time strengthening communications and coordination. With more clearly defined roles in search and rescue, evacuation and transportation of dead bodies, PMI also trains the Police and Army in dead body management and disaster victim identification. some Provinces organized joint simulations with the Police and Army and hold pre-conflict meetings with these and other agencies to disseminate its statutory roles and obligations, and agree pre-disaster SOPs where required.

(v) Strengthening local Branch peer to peer support and mentoring

Following the BOCA[4] exercise PMI intensified its Branch mentorship and peer coaching support across Provinces, where experts would be sent to other areas matched to the local thematic requests for support.

"BOCA generated a lot of enthusiasm in our Branches. Before BOCA our PMI Branch assessments were just a checklist. They were not measuring new capacities, but BOCA is measurable. We no longer have to wait for instructions as to what to improve, we can now just implement our own action plan. We have been inviting District and Provincial institutions to join our local disaster trainings, we hope to develop certification for them from teachers to government officials in the future, and we have expanded to 1000 SIBAT team members to comply with our "6-hour disaster response" SOPs locally. We can now measure that out of our 35 Districts, 11 are already strong, so now we can focus on the others and organize peer support too" PMI Head of Chapter

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4   IFRC's BOCA is a self-assessment tool developed for NS branches to identify and assess their strengths, limitations and challenges in relation to a wide range of organizational capacities. It can be used as the first step in a branch development process.

5. Digital transformation – faster response and closer to communities

PMI's digital transformation started from its learning following the Asian tsunami. To strengthen its humanitarian operations, data gathering, and operational decision making, Its NSD investments included a digital Management Information System (MIS) using GIS technology in 2015-6, enhancing its Radio Communications Curriculum and SOPs in 2015.

Its long-term VHF/HF radio network system, linked in its auxiliary roles to the national Government of Indonesia early warning system, enables it to collect and disseminate potential disaster warnings, and convey daily information on security and response activities. In times of disaster PMI receives warnings from the National Meteorology and Geophysics Agency (BMG) and Disaster Coordination Task Force at District level. This information is then sent to the respective PMI Satgana and SIBAT teams to assist communities with evacuation and response preparedness.

Its digitalization capacities include online applications and use of multiple technologies to:

> ⇨ Develop and monitor GIS-based hazard risk maps to feed into its early warning systems
>
> ⇨ Integrate PMI's logistics system with the GIS platform to map all PMI's resources and assets
>
> ⇨ Conduct Mobile Rapid Assessments by a local network of trained disaster response volunteers across the territory using GIS and "hotmap" consolidation of data which can also be gathered offline by volunteers in remote areas and uploaded when online
>
> ⇨ Communicate disaster preparedness and early warnings to communities
>
> ⇨ Recruit blood donors and manage Blood bank apps
>
> ⇨ Promote community-based health and well-being awareness campaigns
>
> ⇨ Develop a community feedback dashboard on COVID-19PMI supported technically by IFRC and HumanitarianData (HumData) HDX. The dashboard visualizes the feedback categorized by month, location, age and sex, topic, sector, etc. It also provides an automatic monthly narrative report. The system and template of the Dashboard is expected to be utilized to other Ops/responses as well.

PMI had also invested in NSD initiatives to upgrade its website, communicate more extensively to the population through social media. It has consistently updated its Social Media Guide since 2011, and its Communications Management Guidelines and Training Curriculum since 2011, as well as introducing a Media Partnership Strategy since 2013.

6. Coordinating partnerships

(i) Movement coordination and partnerships

One of PMI's challenges has been the lack of a consistent harmonized approach across its capacity strengthening initiatives. In general NSD funds allocated by Movement partners to specific organization-wide capacity assessments in defined Organisational Development parts of the wider "NSD" budgets were far outweighed by funds allocated to shorter term "capacity strengthening" budgets within programme and service agreements.

Coordination of inputs for OD work under the wider NSD umbrella proved challenging, as "capacity strengthening" work was spread across multiple budgets and directed by donor-driven interests to specific Chapters and Branches which undermines PMI's ability to support its organization-wide transformational agenda.

In order to assert itself in a clearer coordination role, PMI with the support of IFRC is establishing a "National Society Development Platform" towards the end of 2021 with the aim of strengthening internal collaboration on NSD investments between PMI Departments; aligning available partner support to the NSD plans of its "Strategic Plan 2019-2024"; create a solutions-focused form for resolving the optimum way to support NSD across all levels of PMI in a coherent manner; monitoring and reporting progress on NSD goals to the Governing Board; and providing updates for Movement Coordination Meeting that require action by different stakeholders.

(ii) Management of "Localization of aid coordination" responsibilities

As a strong partner of the National Disaster Management Agency, PMI grew in stature when, in response to two national earthquakes, the Government declared that PMI should coordinate, lead and manage all international assistance from the International Red Cross and Red Crescent Movement. Its NSD investments in the past to build distributed leadership, community positioned volunteer action teams, decentralized assets such as warehouses, and pre-contracting mechanism with suppliers contributed to its positioning.

(iii) External partnerships

As a result of its longitudinal NSD investments PMI continues to be a partner of choice for multiple humanitarian institutions and donors. By 2015 alone its profile included:

⇨ Joining the FRC partnership with the Zurich Insurance Group for Community Flood Resilience for five years, till mid-2018.

⇨ An agreed with the Australian Department for Foreign Affairs and Trade, renewed early 2015, supports IFRC with access to local Disaster Response Contingency Fund for PMI's response in case of disasters.

⇨ A global partnership with the IFRC, the European Commission (Directorate-General for International Cooperation and Development) supports activities related to the initiative called Rights of Migrants in Action, where PMI playsedthe role of convener of other actors working on migration issues.

⇨ A multilateral programme channelled via the Republic of Korea National Red Cross, with the Samsung group supporting activities in water, sanitation and hygiene promotion (WASH).

⇨ Government of New Zealand supported PMI through the New Zealand Red Cross/IFRC.

PMI and IFRC continue to be active participants in the Humanitarian Country Team meetings and inter-agency plans. Coordination on specific issues such as the El Nino drought or the haze/forest fires with UN agencies, including OCHA, WFP, FAO, UNDP, OIM, UNHCR has remained excellent throughout, although partnerships continue to be on a disaster-specific and timebound programme basis, as opposed to longitudinal support for PMI to continue to strengthen its overall organisational development priorities.

7. Knowledge sharing roles

"Localisation should not just be changing international to local staff. Working in the same global scene is important – we need interaction with the global community – it's part of our mutual capacity strengthening over time". PMI Secretary General, Pak Sudirman Said

At a national level PMI has continued to contribute to sector-wide capacity strengthening through many ongoing initiatives and peer support mechanisms. In 2015, for example, it developed 7 accredited national training curriculums for both internal and external local and national partners in the areas of Red Cross Orientation; Disaster Management TDB Assessment; Disaster Risk Reduction; Stress Management; Relief Distribution; and CPR/AED. These were accredited by the Ministry of Health, Ministry of Manpower and Transmigration, BNPB).

At a regional level PMI contributes to a wide range of sector-wide strengthening initiatives as well, including its annual partnership with the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre) during the ACE (AHA Centre Executive) programme to provide on-the-job training and capacity building for professionals from National Disaster Management Organisations of ASEAN Member States who are pursuing a career in disaster management. Internationally PMI shares its expertise and knowledge in a variety of for a. From 2015-2019. PMI hosted SEA Leaders' Meeting in 2016. PMI sent relief and mobilized its volunteers overseas to support emergency operations in Rohingya (4 times), Cox Bazar, Floods in Malaysia, Lao, and Myanmar as well as cyclone in the Bahamas/USA, and mobilized a team for ASEAN-ERAT in several ASEAN countries.

From 2015 onwards the 'Partnership for Resilience' (PfR) supported by the Government of the Netherlands and coordinated with Netherlands Red Cross, the Red Cross Climate Centre, CARE Netherlands, Cordaid and Wetlands International continued to contribute to global learning on DRR and legislation.

8. Sustainability strategies

(i) Localization of partnerships and resource mobilization

PMI has 127 MOUs with local and national organisations in the fields of CSR donations. The majority of donors (for example 739 between 2010-2014) continue to earmark their donations for people affected by natural disasters. Since 2016 PMI had finalized and accelerated its commercial First Aid income targets from a much larger number of companies. PMI's latest "Transformation Project" (2020-2014) is refreshing a mapping of such partnerships prior to developing a strategy for a cohesive organization-wide approach to maximizing the befit from them. To build on its independent fundraising resources, in early 2020 PMI appointed a Fundraising/resource mobilization Consultant to develop an initial draft for PMI fundraising strategy.

Under the "Transformation Project" 2020-2024 five new areas of non-disaster dependent national resource mobilisation support have been identified which will be activated in late 2021 as follows:

⇨ Consideration of PMI reinstating "membership" income as part of revitalising a membership strategy that is currently inactive

⇨ Commercial First Aid training which entails PMI applying for new licences under Indonesia's "risk-based licencing reform" to be able to scale up a stable corporate income from this source

⇨ Outsourcing training courses based on PMI's skills and competencies to external institutions on a commercial income basis

⇨ Developing digital apps for fundraising (as Indonesia has a young population and a very high take up of social media platforms)

⇨ Exploiting the national legislation which requires all corporate entities to allocate a percentage of annual income to CSR activities – which would require considerable investments in matching proposals to the priorities of corporations and foundations

⇨ Scaling up individual giving – by customising IFRC's Go and other online giving apps in the local context.

(i) Business Unit development

PMI's effort in the business unit development includes rental income from office buildings, mobilising its education and training centre, constructing a blood bag factory and plasma fractionation factory, and conducting first aid trainings for the corporate sector. The current Board of PMI is undertaking business feasibility studies to establish more effective and efficient business unit and income stream options as part of its "Transformation Project" 2020-2014.

9. Principles of effective partnerships

> *"We welcome plan-driven support aligned to our Strategic Plan and we welcome national and international partnerships as they bring benchmarks in management practices, documentation etc to build global practice alignment. But we continue to experience a lack of funding support for our organizational transformation work which is why we appreciate long-term partnering institutions such as IFRC, ICRC and other PNS who accompany us through change"* PMI Secretary General, Pak Sudirman Said

PMI's most effective humanitarian impact has been founded on multi-institutional partnerships that allows it to use the outcomes of its NSD investments in strengthened volunteering, youth and Branch systems to enhance collective humanitarian impact in collaboration with partners within and outside the Movement. The following strong example contains within it all the partnership principles of equity, collective visioning with communities, and sector-wide collaboration that PMI appreciates, evidenced in its Flood Resilience Programme:

> The "Community Flood Resilience Project "has been a longitudinal partnership since 2014 in with the Zurich Insurance.
>
> The activities of the flood resilience project focused on recruitment and training of volunteers, completing community level assessments and surveys, and developing effective flood risk mitigation projects at the community level. 10 community-based volunteer teams were formed and 300 volunteers trained in 10 communities. In addition, 2 SATGANA teams were formed and trained. Mitigation plans (developed jointly with communities based on findings of various community level assessments) have been prepared in communities including waste management, construction of evacuation places, protecting river banks, tree plantation, developing green belts, and raising community awareness in health, water and sanitation, disaster risk and environmental protection.
>
> The development of a flood early warning early action system (FEWEA) started in partnership with the Bandung Institute of Technology (ITB) and Jasa Tirta. The FEWEA system was installed and is expected to benefit people residing in 17 regions along the Bengawan solo river basin. The work included discussions with Institut Pertanian Bogor (IPB, the Bogor Agriculture University) and Sebelas Maret University, Solo, regarding possible cooperation for riverbank strengthening and ecological restoration activities as well as some community capacity building interventions.

10. COVID-19 response – the power of localization

After years of sustained NSD investments PMI's organisational strengths at all levels resulted in national roles in supporting the COVID-19 mitigation operations. As early as 2014 PMI built on the success of the epidemic control for volunteers (ECV) toolkit roll-out project in four provinces in Indonesia and made its ECV toolkit available for the Ministry of Health (MoH) to be considered as one of the potential standard tools for the national community-based approach for health crises and epidemics. Thanks to this contribution and building on successful past cooperation, PMI had been invited to join the next MoH national pandemic contingency plan update, giving PMI an opportunity to update and align its plan to MoH's.

As a powerful example of its localisation work over the past 10 years, PMI was asked to play auxiliary roles to contribute to the national COVID-19 pandemic response. As a result of its longitudinal NSD investments in volunteer mobilisation, SOPs for preparedness for pandemic and disasters, community-based emergency response teams, and Branch network across the country, PMI was once again requested to be part of Indonesia's National Task Force for COVID-19 response.

A total of 5,754 PMI personnel have been mobilized across all 34 Provinces, with 403 Branches responding in 514 districts/cities in close coordination with the respective local stakeholders and other relevant government and non-government organizations. The response by PMI has impacted over 45 million lives and as of 6 September 2021, key activities and achievements are as follows:

⇨ 1,767 COVID-19 patients, 1,418 COVID-19 outpatients, 2,544 suspects, 204 probable cases, and 370 deaths have been administered at PMI Hospital Bogor

⇨ PMI Hospital Bogor has performed RT-PCR testing for 3,700 samples and upgraded some of its isolation rooms and strengthen protection for its workers

⇨ Health services have reached 1,810,280 people, while home-based care and mental health and psychosocial support services have reached 38,046 people

⇨ 982,420 health and cleaning kits have been provided for communities along with health and hygiene promotion activities which have reached 7,604,035 people, and sanitizing activities have reached an estimated 37,791,484 people, with 676 handwashing stations installed

⇨ Transportation of 1,454 suspect/confirmed COVID-19 cases and provided dead body management services for 1,350 deceased patients

⇨ 6 million pieces of various PPEs and equipment including non-medical masks, N95 masks, hazmat, boots, and other items have been distributed to PMI branches as well as to communities

⇨ 91,334 patients have received convalescent plasmas from 42 PMI Blood Donor Units across Indonesia for COVID-19 therapy treatment at the hospital

⇨ More than 7,000 people have been vaccinated at the vaccination centre at PMI NHQ

⇨ As many as 1,284 pieces of community feedback have been received through various PMI's channels including established hotlines, radio shows, and social media

⇨ In RCCE, a total 13 podcasts with various COVID-19 topics have been broadcasted with approximately 228,000 listeners reached, along with 20 radio talk shows that have been broadcasted reaching approximately 3,125,000 people. In addition, more than 70,000 pieces of IEC printed materials such as posters and banners have been distributed

⇨ Key messages encouraging people to stay at home and self-isolate with care have been broadcast by SMS to approximately 300,000 people in Java and Bali Provinces

⇨ A total of 14 protocols and 9 SOPs have been developed to ensure productivity while safeguarding its personnel and imposed throughout the HQ and Branches.

11. Conclusions

PMI's transformation process is the result of years of sustained NSD investments, piloting innovative approaches to building local organisational capacities, and strengthening its neutral, impartial and independent public image. The key outcomes of its longitidinal NSD investments include:

⇨ its facilitation of inter-institutional coordination roles combined with its local presence across the territory

⇨ investments in, and the development of, gendered and diverse skilled and organised community based volunteers

⇨ a zest for innovation

⇨ the development of surge capacities and systems that mean that most local disasters are managed with local resources

⇨ decentralaisation of management and of emergency response.

Kenya Red Cross Society case study
"At the centre of every community"

1. Executive summary

> *"We believe in having services close to the people, and a National Society owned by the communities who are either members, volunteers or general supporters who believe in our work".* Dr Mohamud Said, Former Governor, Kenyan Red Cross Society.

In 2001 the Kenya Red Cross Society (KRCS) launched a transformation process to strengthen public and institutional trust, build long-term sustainability, and refresh its services in relation to new humanitarian needs across the country.

This case study demonstrates how strategic leadership and longitudinal National Society Development (NSD) investments between 2001-2021 made KRCS a trusted local, national and international humanitarian partner of choice to communities and multiple institutions.

KRCS's NSD investments in its internal capacities and community services helped it to strengthen the safety and resilience of significantly increased numbers of vulnerable people over the past 10 years:

Organizational strengths	2010	2020
Number of members	23,143	128,506
Number of volunteers	70,000	118,189
Number of youth	573 new youth leaders	63,964
People reached		
Disaster response	1,006,857	4,869,356 direct + indirect
Health and social services	3,076,452	12,940,722 direct + indirect
Ambulance services	10,000 emergency calls	19,458 emergency calls
Nutrition support	12,254 households	89,895 households

This case study captures the many initiatives it took which resulted in three specific outcomes of NSD that contribute to the Grand Bargain Localization Workstream's learning agenda.

(i) **Localization of humanitarian action** – by strengthening its principled community-based Branch network of neutral, impartial, independently positioned and diverse member, volunteer, youth, staff and governance; strengthening the resilience, social cohesion, and peace of all communities; and operationalizing the Red Cross Red Crescent Movement's Fundamental Principles and humanitarian values

(ii) **Localization of capacity** – by investing in due diligence, transparent, effective and efficient systems; a strong human resource base that reduced the need for international deployments; and accountability mechanisms which made it a trusted partner and "intermediary" for international institutions such as the Global Fund and UN Organizations seeking to serve hard to reach communities

(iii) **Localization of humanitarian financing and partnerships** – by diversifying local resources to strengthen independence of humanitarian initiative and sustainability; leveraging public credibility and acceptance; strengthening national auxiliary roles; and expanding local collaborations with other humanitarian organizations for greater collective impact.

2. The launch of an organizational transformation process – 2001-2003

In 2001 the KRCS initiated a reform process to rebuild its public image, credibility, and a set relevant humanitarian services, beginning with a change in the positions of Governor and National Governing Board who then appointed a new Secretary General (SG), Dr Abbas Gullet. A quick number of steps were taken to recruit a fresh senior leadership team.

> *"Our main vision was to make us self-sustaining, independent, and to run ourselves to pay for our core structure and services".* Dr Mohamud Said, Former Governor, Kenyan Red Cross Society.
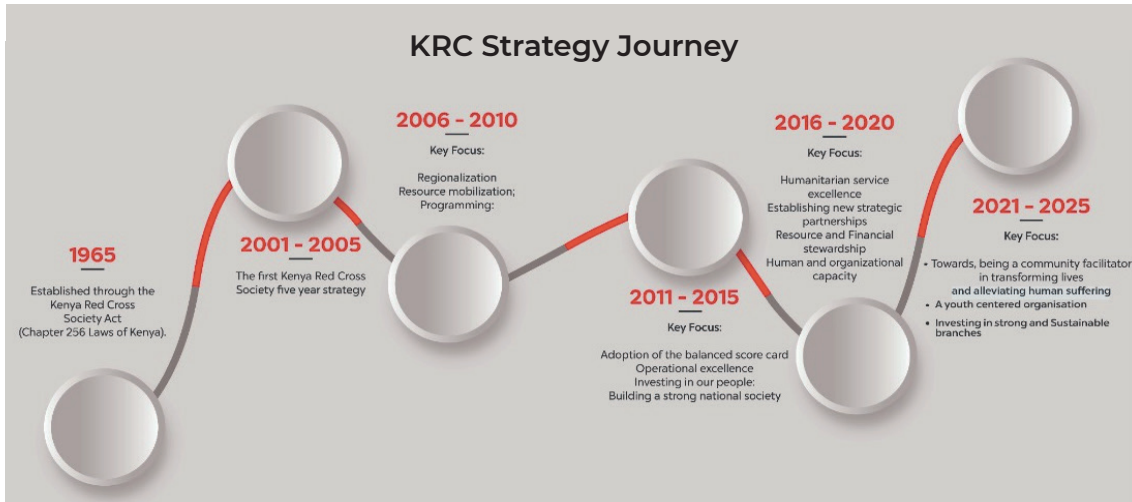
Framing a new vision and Strategy-driven change process across the organization, KRCS's initial 2-year reform plan transitioned into its first 5-year "Strategic Plan 2001-2005" which aimed to:

⇨ Develop a relevant programmatic focus – delivering quick humanitarian responses leading to longer-term programming, improving structures and quality of volunteers

⇨ Unify assessment, planning and monitoring mechanisms across the organisation

⇨ Curtail the over-reliance on donor funding

⇨ Build capacities, knowledge sharing, and locally generated resources across Branches

⇨ Strengthen the visibility of its core Ambulance, Blood Transfusion, First Aid, and HIV/AIDS services in the public arena and media to lead to new partnerships

⇨ Diversify income streams from private and corporate donors who wished to be positioned as contributors to national life-saving initiatives.

Led by KRCS, an initial 2-year reform strategy was built upon a coordinated partnership strategy to support both programmatic as well as organizational development. IFRC supported the overall transformation process and the SG's costs, Swedish RC the Director of Organizational Development (OD) and ICRC supported OD processes including HR and restructuring costs; Danish Red Cross supported the Director of Disaster Preparedness and Management, and also Branch development; Norwegian Red Cross supported Director of Health and Health and Care as well as Finance development; and American RC the Director of Finance and supplementary finance KRCS's initial 2-yer reform strategy was absorbed into its first 5-year

PART 2

Case Study

"Strategy 2001-2005" which flowed into a number of subsequent Strategic Plans, managed by a stable senior governance and management team that ensured continuity of lessons learned, and measurement of performance using a "Balanced scorecard" system that provided the platform for key NSD investments and built the required organizational and service capacities in a planned and phased manner over time.

KRC Strategy Journey

1965
Established through the Kenya Red Cross Society Act (Chapter 256 Laws of Kenya).

2001 - 2005
The first Kenya Red Cross Society five year strategy

2006 – 2010
Key Focus:
Regionalization
Resource mobilization;
Programming:

2011 - 2015
Key Focus:
Adoption of the balanced score card
Operational excellence
Investing in our people:
Building a strong national society

2016 - 2020
Key Focus:
Humanitarian service excellence
Establishing new strategic partnerships
Resource and Financial stewardship
Human and organizational capacity

2021 - 2025
Key Focus:
• Towards, being a community facilitator in transforming lives and alleviating human suffering
• A youth centered organisation
• Investing in strong and Sustainable branches

3. Intensification of transformational change to improve quality, relevance and sustainability of services – 2003-2010

(i) Strengthening neutral, impartial and independent organizational characteristics

Kenya's complex external humanitarian environment required a strengthened "localization of humanitarian action" to enable communities to strengthen their own preparedness for response capacities, and longer-term resilience over time. Mindful of the country's extreme diversity, with 40 ethnic groups, challenging topography, and gaps in public humanitarian services (many of which fell into the areas of its auxiliary mandates), KRCS required a focus on a refreshed humanitarian agenda needed to be responsive to.

With partner support between 2003-2010 KRCS focused on first establishing itself as an efficient, trusted, relevant and responsive organization, and as a result gaining acceptance of, and access to, all affected communities across its territory.

The benefits of the governance reform and orientation undertaken during the first 2-year reform strategy led to the professionalization of procedures and systems that strengthened transparency and accountability at all levels.

> *"Our change started with a governance structure, caliber and willingness to change. Any change needs a momentum and centre to provide a nucleus of energy and commitment".* Dr Asha Mohammed, KRCS Secretary General.

With a rapidly expanding incidence of violence and conflict across the country, KRCS's NSD investments also intensified approaches to building its neutral, impartial and independent image, services, and public credibility.

> *"We managed a governance renewal programme based on clear neutral, impartial and independent profiles for members, and therefore for the local, regional and national leaders from which they are elected. We had a succession plan to ensure that your progress as a governance leader was managed from county to regional to national levels as a result of your experience and credibility in humanitarian action. We also appointed ex-officio experts, academics and business minded professional where needed to diversify the skills available in leadership groups at all levels".* Dr Mohamud Said, Former Governor, Kenyan Red Cross Society.

37

(ii) Strengthening response capacities to violence and conflict-sensitive contexts

In 2007/2008 KRCS's neutral, impartial and independent humanitarian characteristics were put to the test when it played its roles in the post-election violence across the country. As a result of its NSD investments KRCS could deploy volunteers and staff that were accepted by all sides. The Government nominated it as the national lead agency, being perceived as a neutral, home-grown national organization (in comparison to ICRC, OCHA and others), with acceptance by, and access to, all communities.

Some groups would allow only KRCS to facilitate peace dialogues, and the signing of peace agreements. "Peace drives" were held in subsequent years, in regular consultation with community, religious and political leaders. At the operational level, KRCS's NSD investments focused on building humanitarian leadership and advocacy capacities in leaders and all internal stakeholders so that they could:

⇨ respond to various forms of inter-community violence and clashes by deploying "neutral intermediaries" in the form of volunteers coming from different local communities to mitigate and negotiate an end to hostilities, and offer humanitarian assistance

⇨ strengthen neutral and impartial Branch positioning and capacities to negotiate with warring factions, militia, armed forces and the police in areas of conflict that would bring credit for its independent services and access to all communities

⇨ build long-term trust and relations with communities before or between disasters and crises to be able to be appropriate intermediaries when mobilised

⇨ not be seen as an "extension of Government interests". For example, when the Government decided to close refugee camps, local Branches became the bridge between refugees and local host communities, seen as neutral and investing in the livelihood and resilience programmes of all communities.

As a result of these NSD investments, KRCS continued to build its strengths in this publicly-appreciated niche, driven by its vision to be "at the centre of every community".

"A key challenge in disasters is the high expectations of communities seeking help. The first time we received funds for shelter building from local Government due to KRCS's good image to respond to coastal floods, other NGOs challenged the decision saying "Why not us?". However, compared to our local Branches and our long-term presence in communities, the NGOs had no pre-existing presence in the affected areas. KRCS was "always there" with communities, even when conflict affected their lives and we had to negotiate deals. Due to our long-term presence we could negotiate with communities about who should receive the shelters in priority need, and show that we had redone our local vulnerability assessment to have the correct information about the most vulnerable". KRCS Regional Coordinator.

These capacities served it well and once again facilitated KRCS's full access to the security incidents in the Westgate Shopping Center in 2013 and Dusit Hotel in 2017.

(iii) Strengthening regionalisation, cohesion and accountability in local and Regional Branch structures - 2005-2010

2005-2010 saw intensified NSD investments to enable Branch structures to strengthen "locally-led humanitarian action".

> *"In the early days of 2002 onwards, our national and Branch structures and systems were weak. Branches were mainly working autonomously, heavily dependent on international donor funds often provided by multiple partners to selected Branches, with limited local resources and no knowledge sharing between them. Some felt that "if you don't have a donor funded programme, you don't have a Branch", even though several continued with traditional local activities of First Aid training and promoting voluntary blood donation".* KRC Regional Branch Coordinator.

KRCS created 8 "regions" and organised partnerships to concentrate the efforts of different partners in each based on their programmatic expertise and appropriate capacity strengthening support. For example, ICRC was asked to support the Region with regular violence and clashes, UNICEF in areas suffering from severe nutritional deficiency, and PNS supported other regions according to their programmatic specialisms. However, the strategy did not provide optimal results, leading instead to uncoordinated and inconsistent cross-cutting capacity enhancement approaches, a loss of coordination benefits, and more bilateral arrangements with less joint updates.

> *"While we were on an upward trajectory nationally with our national systems strengthening, professionalization, and improved auxiliary roles, we needed to be more fit for purpose at local levels so that the quality of our* services could meet the community's *standards and expectations".* KRC Regional Branch Coordinator.

Due to KRCS's complex "federated structure" with three levels of local, regional and national governance and management, Netherlands Red Cross (NLRC) offered the services of a Netherlands-based corporate consultancy firm specialized in decentralized structures and systems to formulate an effective and efficient regionalization process. KRCS, recognizing that the Movement does not always have all the expertise needed, and unable to get the guidance required through peer review processes with other National Societies, utilized a few weeks of consultancy support which resulted in the first regionalization process of 2008.

(iv) Investing in human resource development

A key NSD investment throughout has been KRCS's continuous investment in staff development. From 2005 onwards, it changed strategy from internal training alone to investing in national, regional and international deployments and training to gain exposure and confidence in staff. The strategy included sending senior staff to the International Masters Programme for Managers (IMPM), and financial support to staff to complete other professional qualifications and Degrees in return for their continuation with KRCS.

A wide range of KRCS staff were also sent on deployment as IFRC and international delegates to offer peer support (known as the international delegate system) to other National Societies. When such staff returned they were re-absorbed into KRCS's structures which benefitted KRCS's active learning and knowledge management culture. These include KRCS staff trained in a variety of IFRC technical areas such as Emergency Response Units (ERUs), Field Assessment and Coordination Teams (FACT), and Regional Disaster Response Teams (RDRTs) who can be deployed nationally, or for peer support missions regionally or internationally.

(v) Strengthening Statutes to consolidate transformational change and cohesion

In 2009 KRCS completed an important NSD investment by updating its Statutes in an internal and participatory manner to broad base commitment to change; separate governance and management; clarity roles, responsibilities and accountabilities of regional and local Branch structures; strengthen election guidelines.

A subsequent revision in 2015 formalized new entities, clarified the conduct of local Branch committees and governance, and included cooption powers to diversity the professional skills available at all levels. KRCS undertook both revision with a self-funded participatory internal Constitutional Review as no partners supported such critical costs. However, KRCS much appreciated the technical support provided by the IFRC and ICRC Joint Statutes Commission (JSC) in Geneva.

In 2016 KRCS was the only National Society that engaged an independent external body in the form of the national Independent Electoral and Boundaries Commission (IEBC) to conduct its internal elections.

4. Accelerating NSD investments in localization of capacities – 2010-2021

The NSD efforts of the National Society were further accelerated between 2010-2021 in the following two specific ways.

(i) Strengthening public and institutional trust through performance management and reporting

KRCS's NSD investments in its two "Strategic Plans 2011-2015" and "2016-2020" were framed against a "Balanced Scorecard" (BSC) approach which set integrated targets for multiple stakeholders, managed execution, and monitored performance. Success indicators were cumulative, enabling a longitudinal view of organizational development and capacity strengthening targets, indicators, and progress over a 10-year timeframe.

Between 2013 and 2017 KRCS's OD Department provided an enabling framework and foundation for KRCS's programme units to deliver services to the vulnerable by focussing on building a strong, transparent National Society with NSD components that generated trust and therefore the ability to attract strategic partnerships at international, national and local levels.

To overcome considerable resistance to change, KRCS invested in inclusive, participatory strategic planning processes. Significantly, although KRCS managed its longitudinal transformation through a succession of internally-owned Strategic Plans, although the Danish Red Cross made technical support available, no other partners had been willing to support financially, and KRCS funded the processes through its own resources.

KRCS continued with a wide range of NSD initiatives to further strengthen its integrity. These drew inspiration from IFRC's global Policies and Frameworks, customized and adapted to the Kenyan context, which included:

⇨ Strengthening of risk identification, due diligence, and integrity management systems, including establishing an Internal Audit and Risk Committee since 2010, strengthened by "Risk Management Frameworks" for all levels of KRCS in 2016 onwards which are reviewed across all Departments quarterly

⇨ Systematizing volunteer training in Codes of Conduct; Monitoring and Evaluation; Community Engagement; and Behaviour Change

⇨ Adoptiing new Policies since 2014 in key areas such as "Conflict of interest", "Fraud and Corruption", "Donations", "Environment", "Gender", "Partnership" and "Whistleblower", followed by "Volunteer Policy"; Volunteer Engagement Strategy", "Youth Policy", and "Youth Engagement Strategy"

⇨ Community Accountability and Engagement (CEA) mechanisms such as KRCS's "Accountabilities to Communities Framework (2016); PMEAL strategy (2017)

Regular governance trainings for the National Executive Committee, Regional Committees and County Boards

(ii) Branch reorganization and empowerment – capitalizing on a Government decentralization process

Another significant key turning point moment came in 2010, when a revision was passed to KRCS's original Act of Parliament (Cap 236 of the Laws of Kenya, 1965), which thereafter made KRCS auxiliary to both the National and County governments.

"We needed to further empower our Branch structures by:

⇨ empowering Regional and County Coordinators to make their own professional decisions at local levels

⇨ upgrading the role of Regional Coordination Offices to empower each County Branch to take care of its needs and build its own infrastructure (such as buildings a minimum number of staff, vehicles, and internet connectivity) and organise frequent cross-Branch meetings to inspire action by exchanging information on programmes, ideas and updates

⇨ introducing local resource mobilisation to meet the costs of a minimum paid local County Branch structure of County Coordinator, Finance Coordinator, and Office Assistant, delinking where possible from dependency on donor project funding

⇨ replacing the earlier system of appointing Branch staff from HQ (which led to their lack of ownership and acceptance locally) with decentralised recruitment, empowering local Boards to recruit relevant local personnel familiar with local cultures and geography, and to take local decisions". Dr Asha Mohammed, KRCS Secretary General

Although some Branches recovered salary costs from key long-term partners (e.g. the USAID call for capacity enhancement and resource development activities), the initial staffing complement was inconsistent, and some profiles were merged into one person. Nevertheless, this NSD intervention continued to strengthen "localisation of humanitarian action" by reinvigorating the Branch network and improving cohesion, coordination, and accountability of all levels.

*"Localisation" means when disaster strikes at the local level and Branches are able to take care before we call in national or international assistance, we're getting there. It's about preparedness and response at the local level, focusing at the Branch level and investing in communities so they can take their destiny into their own hands". K*RCS Branch leader.

In 2017 KRCS was the only National Society globally to be awarded with the coveted status of Principal non-State Recipient of the Global Fund (GF). In a strategic use of GF resources, in 2017 KRCS's OD Department launched a Well-Functioning Branch Capacity Assessment. As the Principal Recipient KRCS could legitimately assess its own capacities while also assessing those of other Civil Society Organisations (CSOs) to whom it would in turn offer capacity assessment and strengthening support to become recipients of GF resources.

KRCS turned from a recipient to a donor, and the quality staff it had grown under the GF since 2012 could now play roles to support the capacity strengthening of 73 other CSOs to deliver effective and quality-controlled local and national programmes. KRCS's longitudinal NSD investments in its own capacity strengthening gave rise to a multiplier effect in its new accredited role and "intermediary" organisation

Kenya
Red Cross

to build the humanitarian effectiveness and capacity of a wide range of grass-roots organisations in its own country.

The final KRCS internal Branch assessment report was shared with Branches in 2017, and KRCS's National Executive Committee (NEC) approved new "Charters" issued for three years from 2018 to the 34 branches that were above 50% mark and for one year for the 31 branches below the 50% threshold.

As a continuation of this initiative, in 2020 KRCS trained 32 internal facilitators in IFRC's "Branch Organisational Capacity Assessment" tool, co-funded by IFRC and ICRC, to run the BOCA process in 46 County Branches. Each Branch's BOCA report will be followed by a 2-year Branch development plan in alignment with the latest Strategy's outcome areas. It is anticipated that some funding resources for the BOCA follow-up action plans will come from the new auxiliary role partnerships between Branches and their County level governments.

> *"The auxiliary role to both national and county governments after devolution is one of the enablers that has led to more engagements with the local (county) governments. There have been signing of official MOUs between KRCS and the County Governments on integrated approaches to programming in addition to KRCS supporting the County Government in strengthening the capacities on disaster management, with joint resourcing for the same"* KRCS County Branch Manager

5. NSD investments that have led to strengthened local humanitarian preparedness, response, and resilience strengthening capacities 2010-2021

The longitudinal NSD investments in local Branch development which strengthens proximity to communities across the country had given KRCS "predictive capacity". Coupled with its increasing humanitarian infrastructure such as its 8 Regional warehouses, the next phase of KRCS's longitudinal NSD investments strengthened the "localisation of humanitarian action and preparedness" in three specific successful ways:

(i) Strengthening local community-led response capacities

Through its strategic partnerships with British Red Cross and DFID in strengthened disaster and emergency response systems from 2013 onwards, and its partnerships with Danish Red Cross on strengthening urban resilience, KRCS developed a concept and made NSD investments to build the capacities in a new concept of "Red Cross Action Teams" (RCATs).

> *"Strengthening our RCAT has ensured attainment of efficiency, effectiveness and presence during response to emergencies and crisis at the community level".* KRCS Regional Branch Coordinator.

A local RCAT structure was therefore initiated in a number of Counties, starting with 30 trained volunteers in each, cascading their training through peer mentoring and support into a wider Branches. The system worked. Local volunteers knew all local contexts, were trained in skills relevant to the hazards and risks in their areas, and conducted all assessments and responses locally, vastly improving the cost-effectiveness and response time. A number of KRCS volunteers were subsequently employed by County governments to be members of their District Response Units. With this NSD investment in locally-led humanitarian action, KRCS's HQ no longer has to respond to these emergencies.

The humanitarian impact of these NSD interventions strengthened Branches' capacities and skills in multi-hazard contingency planning, reporting of incidents and responses, and activation of other local partners to collaborate in risk identification, preparedness, early assessment processes, and collective impact.

(ii) KRCS's Frameworks on "Community Resilience" and "Accountability to Communities and Beneficiaries"
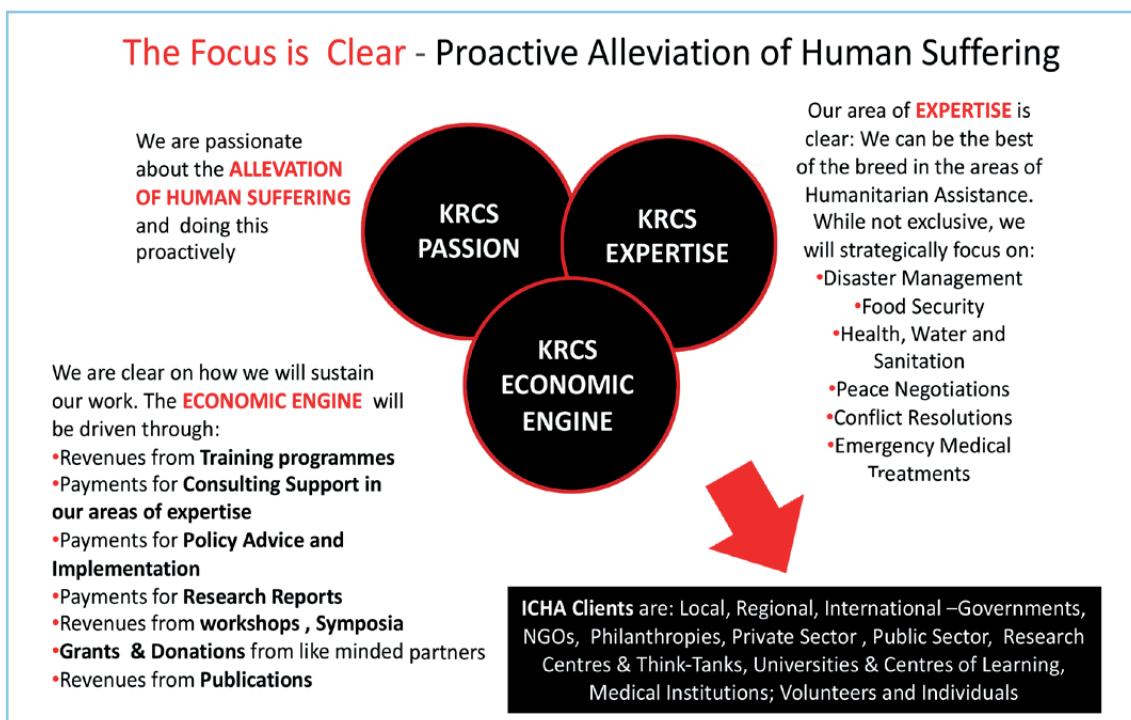

From 2010 onwards, a number of evaluations had urged KRCS to involve vulnerable communities more in the assessment, design, planning, implementation and monitoring of relief and recovery operations. Branches had not invested enough in community engagement, early warning, and accountability mechanisms.

NSD investments in strengthened Community Engagement and Accountability (CEA) were socialised through KRCS's "Accountability to stakeholders (Partners, Donors, Members and volunteers) Framework", and accompanying "Accountability to Community and Beneficiaries Framework" arising out of its strategic investments in PMER approaches. KRCS strengthened "localisation of humanitarian action" by nurturing strong and enduring trust with its communities *"who own most of our facilitated interventions, working hand in hand throughout the planning and implementation phases".*

(iii) Strengthening humanitarian advocacy as a result of localized presence

KRCS strategically channeled its newly-strengthened humanitarian information gathering mechanisms from its strong local Branch network to influence humanitarian policy agendas both nationally and internationally by setting up its International Centre for Humanitarian affairs (ICHA) in 2012. The ICHA has three units that worked in synchronicity on Research, Policy, and Training and Capacity Development. Its enhanced training for KRCS's internal cadres, as well sector-wide courses for external institutions.

The Focus is Clear - Proactive Alleviation of Human Suffering

We are passionate about the ALLEVATION OF HUMAN SUFFERING and doing this proactively

Our area of EXPERTISE is clear: We can be the best of the breed in the areas of Humanitarian Assistance. While not exclusive, we will strategically focus on:
• Disaster Management
• Food Security
• Health, Water and Sanitation
• Peace Negotiations
• Conflict Resolutions
• Emergency Medical Treatments

KRCS PASSION

KRCS EXPERTISE

KRCS ECONOMIC ENGINE

We are clear on how we will sustain our work. The ECONOMIC ENGINE will be driven through:
• Revenues from **Training programmes**
• Payments for **Consulting Support in our areas of expertise**
• Payments for **Policy Advice and Implementation**
• Payments for **Research Reports**
• Revenues from **workshops , Symposia**
• **Grants & Donations** from like minded partners
• Revenues from **Publications**

ICHA Clients are: Local, Regional, International –Governments, NGOs, Philanthropies, Private Sector , Public Sector, Research Centres & Think-Tanks, Universities & Centres of Learning, Medical Institutions; Volunteers and Individuals

Aa an example of its power, ICHA's extended its internal Branch Disaster Response Team training for 30 well-trained personnel in each County to include new peer County level government functionaries.

As a result of long-term NSD investments, KRCS's evidence-based data gathered by its trusted Branches and presence in local communities, gave ICHA the credibility to:

⇨ spearhead humanitarian diplomacy, advocacy, and policy and practice strengthening in multiple local institutions

⇨ co-host advocacy events between Government and UN agencies for the development of a National Disaster Management Bill and National Disaster Risk Management Policy and Bill

⇨ host "write-shops" that brought together policy-makers, Members of Parliament, members of the Senate, key Government agencies, UN agencies and other CSOs, which resulted in updated drafts of both Bills

⇨ build the capacity of CSOs to better engage in policy dialogue through training and workshops and cross learning sessions

⇨ research livelihoods approaches with national and international academic institutions, including research training collaborations with IGAD, IDDRSI-RP and regional universities (postgraduate level) in eight other countries.

6. Investing in innovation to deepen localized humanitarian action and impact

(i) The role of digitalisation in strengthening accountability

As a result of NSD investments in local volunteering over the years, KRCS's ability to provide vital and rapid community assessment information through its local volunteer network in every part of the country gave it significant positioning and influencing power. A further strengthening of its digitalisation capacities from 2016 onwards led to adapted digital tools for the Kenyan context which enabled:

⇨ volunteers and staff in disasters to gather data secured digitalised beneficiary identification, registration, and monitoring information

⇨ local rapid assessments and real time analysis and targeting, visualised in KRCS Headquarters

⇨ NSD investments in IT that have automated and strengthened digital systems in volunteer management, HR management, youth management, and financial management

⇨ A Disaster Management Information Systems (DMIS) that gathers and coordinates real time information within the IFRC's global system.

(ii) Investing in youth as current and future leadership and agents of change

"Although youth make up over 60% of KRCS's total volunteers and members, there was a lack of deliberate youth engagement strategies even though they played significant roles as first responders and as part of our Red Cross Action Teams. But as a result of our long-term investments, youth are now part of the three Pillars of our new "Strategy 2021-2025". We will not be able to achieve that without the active engagement and leadership of youth in our Society". KRCS Regional Coordinator.

Over the past 10 years KRCS's long-term NSD investments in Youth have helped it to make significant contributions to local and national resilience by:

⇨ supporting their roles as positive humanitarian ambassadors in their communities, demonstrating humanitarian values and locally-led action

⇨ building their self-esteem and positioning in their local communities as principled "agents for behavioural change"

⇨ investing in their livelihood opportunities and options to find dignified employment as socially-responsible citizens

⇨ reducing the propensity for radicalisation by promoting their engagement in diversity-sensitive social service and alternative humanitarian values

⇨ contributing to future leadership by building communities founded on social cohesion and peace.

A volunteer since 2019, 24 year-old Leyla Semkiwa from Mombasa is a psychologist involved in Red Cross activities related to mental health and psychosocial support with communities, healthcare workers, including Red Cross volunteers and staff, as well as the general population.

"One of the youths who successfully completed the programme was a 22 year-old young man suffering from addiction, involved in frequent acts of violence. He had dropped out of school, started being engaged in radicalized groups...started robbing from some of the community members, stealing ...to go buy drugs. With this programme with the Red Cross we managed to build the capacity and holistic role of this young person, in terms of reforming, more in the mental health and psychosocial [side of things] where we taught him the basic skills needed to start a business, what you need to do to reform."

As an accelerator to providing economic and livelihood opportunities for youth, KRCS established "Innovation labs" to offer mentoring to youth to generate entrepreneurial ideas and alternative livelihood projects. The increased integration of its programmes included an innovative "Cash for Health" programme that has reduced vulnerabilities in an increasing number of participants:

Twenty-year old Mary Kambua is from Mahandakini village (pop. 2,000) in Taita Taveta and a beneficiary under the Red Cross Cash for Health (CfH) project implemented in the county.

"I started to get Ksh. 2,000 (USD20) monthly and was able to use that money to buy food because, by then, I was heavily pregnant and could not go to do any work. When I gave birth in November, I was able to use that money for the delivery at a private health facility and to take my baby for immunization. It also allowed me, during the Covid-19 period, when healthcare workers were on strike, to go to a private facility for my child's vaccination and enabled her to save and set up an income generation activity."

7. Revisioning the sustainability of local services, core costs, and projects

In 2010 KRCS's iconic "Kenyans for Kenya" public fundraising appeal, when donor funds were critically low, proved to be another critical turning point in its localization journey. KRCS's success was accelerated by continuous emphasis on its public transparency:

> *"We inspected all relief goods in trucks, managed finances by asking financial experts, bankers and auditors to conduct our checks, reported in newspapers. Our Emblem was respected always because we were with the community always. The beauty of it was that we were and are requested in all parts of our country when it comes to disaster management or doing First Aid Training".* Dr Mohamud Said, Former Governor, Kenyan Red Cross Society

In 2016, KRCS established a "Resource Mobilization Unit", accompanied by its "Resource Mobilization Strategy" and "Strategic Partnerships" guidance.

Over the past decade KRCS has also developed a number of innovative corporate and business development partnerships. Amongst some of its social investments are:

⇨ The E Plus Ambulance Services which developed income generating strategies from 2008 onwards by outsourcing contracts to private and health insurance corporations (which now account for approximately 70% of its income), and with Country authorities after devolved funding to them enables them to agree disaster and emergency response budgets with KRCS ambulance response services (accounting for 30% of income). Initiated as a fully commercial venture in 2010 it made a profit from the 4th year, with its gross profit in 2021 being US $ 14 million, of which 40% is transferred to KRCS.

⇨ The KRCS Hospitality college (BOMA International Hospitality College) which partnered with a Swiss institution to grant international internships and Diplomas for hotel management and culinary arts recognized in both Switzerland and Kenya. Its purpose was to find new vocations for unemployed youth, a key target sector for KRCS. It also contributes a profit margin to KRCS, and has 3 intakes per year of 600 students annually, the majority of whom find national and international jobs

⇨ BOMA Hotels (the first of which was fully funded in 2008, but the second two of which rely on significant corporate loans)

⇨ Switch TV channel focusing on a young Kenyan audience of 18-35 years of age, giving youth information, education, and space to express their challenges and learn of KRCS's humanitarian values

⇨ ICHA which generates income from its humanitarian consultancy services which are in demand nationally and internationally, both within and outside the Movement.

At its most productive point these social investments generated approximately 70% of its core costs from these business income streams. In 2019 the National Executive Council made the decision to separate the operations of the business entities from those of the Society to avoid complexity and strengthen accountability.

8. Contributions to peer support, mentoring and coaching

As an active member of the IFRC, KRCS aims to leverage the outomes of successful NSD investments and transformation process to offer peer support, coaching and mentoring to a wider number of local, national and international Movement partners, CSOs, and international organisations.

Its Ambulance services has offered outsourced Ambulances and capacity strengthening support to sister National Societies in Gambia, Rwanda, and is considering offering a Pan-African service to others. Its work on organisational benchmarking and OD issues such as Statutes revisions has entailed KRCS staff coaching peers in Zambia, Malawi, Somalia, South Sudan, and Djibouti, while also training to staff from European and North American National Societies.

KRCS aims to establish a Cash Transfer learning hub after the capacity strengthening by British Red Cross over the years attracted a significant scale up in DFID funds due to its Cash-readiness, on which it can provide peer support on to other National Societies.

9. Perspectives on good partnership that strengthen long-term organizational transformation and sustainable services

KRCS has continued to struggle to find partnerships that support its long-term OD and transformation processes as opposed to short-term capacity strengthening funds related to narrow project and service provision.

> *"In spite of all the "localization of aid" rhetoric, the majority of our partners do not accommodate in their budgets allocations for our long-term organizational development. They continue with narrow project and programme-focussed funding based on their own priorities and interest. If they are true to the rhetoric, they would recognize us as really local organisations, understanding communities' gaps and addressing them in targeted ways. When they prioritized resources for COVID-19 they couldn't focus on other parallel emergencies which we were working on".* KRCS Senior Manager.

KRCS remains the local and national partner of choice for a number of the UN organizations particularly as the designated lead in emergency response, working with UNOCHA, UNICEF, UNHCR, UNFPA, WFP amongst others to deliver humanitarian services targeting hard to reach communities.

With Government funding for core costs remaining negligible, although new County level MOUs may see increased contributions in programmatic areas such as water projects or disaster responses, with foresight of diversified investment strategies KRCS has been fortunate to resource the majority of its longitudinal critical transformation processes from its own NSD funds. Both Movement and non-Movement partners continue to offer only shorter-term capacity strengthening funds in alignment with their project and programme interests.

> *"We have a range of partners who have respected our organization-wide development work over the years, but these have decreased and almost disappeared".* KRCS Senior Manager.

KRCS has experienced challenges in finding sensitive partners and donors who will accompany its wider change processes. While programmes such as "Red Ready" provide the entry point for strengthening local Branch structures, building local disaster surge response teams, and enhancing community capacity to manage risks, responses and local resources, they nevertheless remain small and focused in selected local contexts. KRCS's recent use of IFRC's "Preparedness for Response" (PER), however, has attracted capacity strengthening interest from a range of partners, but the support of donors and other UN organization partners continues to focus on short-term capacities of programmes to function.

10. COVID-19 response – the power of localization

As a powerful example of its localisation work and more recent NSD investments in strong Branch and volunteering systems that can reach hard to access communities in all parts of the country, KRCS has made strong contributions to the National and County Government COVID-19 pandemic response. Playing its auxiliary roles to support the Ministry of Health at County level, KRCS has participated in National and County and Sub County level COVID-19 vaccine planning, coordination and review meetings, supporting the development of micro-plans at facility and Sub-County levels.

For the past one and a half years its response has focused on risk communication and support to vaccine roll out, while also managing COVID-19 patients in its health facilities in its two Refugee Operations (Kalobeyei and Dadaab). Having been asked to train 90,000 government community health workers in the early warning stage of COVID-19, KRCS's interventions in all 8 Regions have reached a very significant number of people. The target groups reached **in the first half of 2021** alone demonstrate the power of its localised volunteer and Branch network and collaboration with external agencies for collective action:

Target Group Reached	Q1	Q2	Grand Total
General population (Not included in categories)	1,180,122	727,222	1,907,344
School going children	54,801	41,454	96,255
Daadab refugees		43,795	43,795
Security agencies (KDF, police, private security firms, NYS)	3,921	3,650	7,571
Other vulnerable groups (widows, the sick)	875	915	1,790
Community health volunteers	268	-	268
Teachers	187	-	187
Other stakeholders (HCWs, County Health Team, Other organizations)	182	-	182
Adolescent/youth	144	-	144
Faith based Communities		90	90
KRCS volunteers	85	-	85
Others specify		16,869	16,869
TOTAL	**1,240,585**	**833,995**	**2,074,580**

In its auxiliary roles, KRCS has undertaken a comprehensive range of activities to access those beyond the reach of the Ministry of Health and other agencies with the following services:

⇨ Sensitization of KRCS volunteers and Community Health Volunteers (CHVs) on COVID-19 vaccine and vaccinations

⇨ Sensitization of community/religious leaders and gatekeepers on COVID 19 vaccine

⇨ Community awareness sessions through multiples channels including distribution of vaccination posters; IEC materials; public address systems; baraza and local FM radios; bulk messaging via M-health platform; house to house sensitization conducted by CHVs

⇨ Periodic perception surveys to evaluate levels of vaccine acceptance and hesitancy, including community-led solutions to address mistrust and information gaps

⇨ Support local Radio talk shows help communities understand COVID19 and vaccine information, including pre-recorded radio spots for testimonies of leaders already vaccinated encouraging vaccinations

⇨ Sensitize county response teams on logistics support to health care workers

⇨ Training of health workers from the vaccinating centres and outreach to far flung health centres as vaccination sites so as to reach the sequestered population

⇨ Carry out coordination, supportive supervision, monitoring, evaluations, perception surveys to influence discussions with practical recommendations for adaptation.

11. Conclusions

There is considerable evidence to show that strengthening local Branch, volunteering and youth structures has led to stronger and more resilient communities.

"Although youth make up over 60% of KRCS's total volunteers and members, there was a lack of deliberate youth engagement strategies even though they played significant roles as first responders and as part of our Red Cross Action Teams. But as a result of our long-term investments, youth are now part of the three Pillars of our new "Strategy 2021-2025". We will not be able to achieve that without the active engagement and leadership of youth in our Society".

Kenyan Red Cross longitudinal NSD investments over the years have resulted in significantly strengthened humanitarian services, quality and reach. Amongst many key features of its increasing organisational strengths have been:

⇨ involvement of disaster and crisis affected people in needs assessmnents and decision making to ensure that assistance is apropriare and meets their needs and priorities

⇨ the role of Red Cross in very politicised and polarised environments

⇨ the importance of image building as real evidence of engagement with communities

⇨ community respect and perception of KRCS as a neutral, impartial and independent humanitarian actor

⇨ strengthening organisational capacities in key professional areas in staff as well as in ex-officio appointemts to Governing boards to diversity required skill sets in key areas

⇨ investing in risk assessments and due diligence analysis before piloting and scaling up financial investment strategies and business development that, at their most optimum moment, contributed to over 70% of KRCS's core costs.

Lebanese Red Cross case study "Communities as first responders"

1. Executive summary

Over the past 10 years the Lebanese Red Cross (LRC) has faced a series of intense, prolonged and challenging humanitarian crises that required significantly upgraded strategy to modernize its strong response services but also invest in resilience building that contributed to community impact and the "localization of humanitarian action".

> *"Localisation is a necessity as we are, by design, close to the communities and can therefore identify the priority needs. Most importantly, we can react rapidly to emergencies through our volunteers and staff that are always present throughout the country and providing vital services on a daily basis."* Georges Kettaneh, LRC Secretary General

Since 2011 the influx of more than 1.5 million Syrian refugees added to an already fragile set of humanitarian needs across the territory. In 2013, in order to better address such escalating needs, the new LRC governance and management leadership team launched a comprehensive organisational reform process. This was accelerated by the framing of an "Organisational Development Programme" which emerged after LRC undertook the IFRC's "Organisational Capacity Assessment and Certification" (OCAC)[5] process in 2014. Over the past 3 years this long-term transformation goal has evolved into an organization-wide Strategy with a strong component to transform the organisation's structures, relevant services, local sustainable response capacities, and empower communities through a further "localization of humanitarian action".

The specific objectives of the early phase were to strengthen the provision of vital national health services (EMS and Blood in particular), and better prepare for and respond to disasters. The first priorities focussed on addressing the organisational deficiencies that LRC observed it had in the core support functions of Finance, HR, Procurement, and Communications and Fundraising.

LRC's strengths come from leading its long-term organisation-wide reform process in managed "National Society Development (NSD) phases, with clear and measurable objectives, managing its Movement and external partnerships strategically to assert its lead role and generate effective coordination, and

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5   IFRC's "Organisational Capacity Assessment and Certification" (OCAC) is a comprehensive assessment that provides an understanding of a NS's capacity and performance in all its areas of work, but also of the relationships between those different elements to better manage organisational change, efficiency and effectiveness.

striving to achieve sustainable outcomes of investments made. As a result, its services continued to reach expanded numbers of vulnerable people, as the below comparison between 2016 and 2019 demonstrate:

Service — people reached	2016	2017	2018	2019	2020
Emergency Medical Services	262,039	272,764	277,937	290,985	176,659
Public First-Aid Training	17,363	16,581	20,639	18,974	136,763
Disaster Risk Reduction services	1,480	13,111	70,093	197,567	4,375
Blood transfusion services	27,464	25,438	33,205	39,730	387,839
Blood transfusion services			24,536	28,558	42,428
Blood type tests			4,486	3,563	32,740
Radiation		1706	5,966	4,848	2,495
Medico-Social services - Primary Health Centers	455,515	172786	166,986	141,811	5,107
Medico-Social services - Mobile clinics	129,787	164481	215,010	172,077	125,600
Medico-Social services - PSS	65,476	79134	47,860	53,728	114,436
General awareness sessions and social activities			13,561	28,135	59,973
Medico-Social services - Services for persons with special needs	1,623	955	825	1,060	67,094
Basic Assistance - CASH	69,555	34,203	54,164	47,914	2,558
Basic Assistance - IN KIND					136,188
Water and sanitation	47,701	65,127	17,343	13,615	
Other - PSS child approaches integrated in WASH		5,708	3,228		46,092
Winterization				10,797	
Emergency Support				7,758	1,618
Humanitarian Values and Principles	106,657	62,367	11,351	8,663	
Youth and Health awareness			11,845	5,275	143
Environment awareness			4,762	10,646	251
Various			131,353	24,492	1,317
Nursing students	337	368	456	719	238
Dissemination of Red Cross Red Crescent Movement Principles	1,964	1840	3,834	2,625	542
Number of Beneficiaries				2,103	
TOTAL	**990,075**	**922,779**	**1,119,440**	**1,073,415**	**1,345,300**

After strengthening these core functions, the second phase focused on Branch development and revisioning Branches as the place from which LRC's holistic and integrated services could contribute to more local community resilience, social cohesion and peace.

This case study documents Lebanese Red Cross's inspiring transformative humanitarian journey over the past 10 years, which nevertheless had its foundations in the period since 2007 after the July 2006 War, following the changes to the Statutes of 2005, and which was finally accelerated by the appointment of the first Secretary General in more than two decades in 2013. It captures the challenges, solutions, and success factors that strengthened its neutral, impartial, independent and accountable positioning to make it a "partner of choice" for communities, local and national Governments, local and international NGOs, Red Cross Red Crescent Movement (Movement) partners, international organizations, and donors.

LRC's transformation journey is an inspiring example of three specific dimensions of "localization":

Localisation of principled humanitarian action – by investing in its passionate neutrality, impartiality and independence; principled governance; consolidating its organizational credentials and operational integrity; and demonstrating services that remain visibly open and accessible to all.

Localisation of preparedness for response – by investing in national preparedness for response services located throughout the country; strengthening disaster risk and management in local governments, schools, and other relevant organisations.

Localisation of capability – by investing in volunteers, staff and youth through empowering and participatory structures; modernized policies; distributed leadership systems; a professionalized human resource base that has largely replaced the need for international assistance; and leveraging its strengths to expand humanitarian capacity through peer mentoring and capacity strengthening support to other National Societies in similar contexts.

2. Humanitarian context of Lebanon

With a geographical territory of 10,452 km2, the population of approximately 6 million people is Lebanon is also susceptible to regularly recurring natural hazards and risks. The resulting displacement of populations, and disruption of livelihoods and food security require intensified investments in disaster risk reduction at national and community levels to prevent and reduce the impacts of further projected risks. National tensions between religious denominations, compounded by international incursions, occupation and armed conflict, have contributed to a turbulent history that has continuously generated changing and escalating complex humanitarian needs.

With the influx of Syrian refugees in 2011 onwards, Lebanon has become home to the largest percentage of refugees in any country, with one in three people on the territory having refugee status. Since 2011 Lebanon has been hosting approximately 1.5 million Syrian refugees (880,414 registered with UNHCR), In addition to 470,000 Palestinian refugees (registered with UNRWA), with an additional 180,000 estimated to be residing in the country independently. 73% of displaced Syrians live below the poverty line (less than US $ 3.84/person/day), with more that 33% being moderately food insecure. Increased pressure on existing resources have created a growing economic crisis and exacerbated social tensions between refugees and host communities.

3. LRC's change process 2014-2021

(i) Basis for the change strategy – an organizational overview

Through its actions during its turbulent history, the LRC earned a reputation as the leading pre-hospital emergency care provider in the country. With more than 300 ambulances operating out of 49 stations across Lebanon, the LRC responded to emergencies anywhere and anytime. However, its internal context was complex. ICRC partnerships assisted LRC to build the ambulance and medical service infrastructure but long-term funding models remained a major challenge in a dysfunctional state.

In 2005 LRC appointed its first President from within the National Society since 1991, and in 2007 after the war with Israel which had brought significant ICRC resources to LRC, steps were taken to initiate change. These included developing and implementing a first 5-year Strategy for EMS, and unifying the training of ambulance volunteers to achieve higher levels than advanced First Aid.

In 2010 the mid-term review of the 5-year EMS strategy looked at the EMS service from a wider organisational view and proposed three options: (i) spin off EMS as a fast-growing service as the LRC was resistant to change; (ii) stop all changes and address change in a slower manner; or (iii) leverage the EMS and build an organisational development strategy for the entire LRC out of it. With the third option chosen, IFRC provided CHF 200,000 to build LRC's fundraising capacities in 2010 but by late 2012 LRC showed no demonstrable follow-up. It was decided to shift partnership to Norwegian Red Cross and a "germ" was planted to work on strengthening LRC's fundraising and communications capacities within EMS initially but for the entire LRC, as it had been recognised that the EMS ceiling could only contribute so much to LRC's overall organisational growth strategy.

Prior to the acceleration of the organizational transformation process that started in 2013 with the appointment of a new Secretary General, LRC's organisational characteristics therefore comprised of:

⇨ Strong, specific, and visible national Emergency Management Services (EMS) and visible but under-developed Blood Banks

⇨ Weak Statutes that left Branches completely independent, giving 10-15% of their income to Headquarters (HQ) but receiving no support in return and having no clear roles and responsibilities (with great imbalance in Branch capacities, some generating up to $ 400,000 per year)

⇨ No separation of governance and management, with a dominant governance having lead roles over specific parts of the structure and programmes (e.g. separate Governing Board members were each in charge of the key LRC operational sectors such asf Ambulances, Blood Banks, Primary Health, and Youth)

⇨ Weak operationality in Branches which preferred to run "local charity programmes" as opposed to implementing a range of national services locally with professional standards

⇨ The lack of a sustainability strategy as a result of a "volunteer-run" organization

⇨ Lack of financial management and reporting capacities that had resulted in a deficit of $ 6 million by 2013

⇨ No use of regular organisational assessment tools or long-term Strategic Plan to strengthen key service and organisational dimensions.

(ii) The priorities of the new leadership from 2013 onwards

As the first Secretary General for 21 years, the new Secretary General and his senior management team set about addressing 20-year-old problems in a few years, implementing new priorities which included:

⇨ Responding to the Syrian crisis (by 2013, 1.3 million Syrian refugees had arrived in comparison to Lebanon's total population of to the 4.5 million, thus making Lebanon the country with the highest ratio of refugees per capita in the world

⇨ Developing the LRC and professionalizing the key service sectors of EMS, Blood Bank, medical social, and Disaster Management, while also strengthening the cross-cutting support services of Logistics, Finance, HR, Communications, and Fundraising

⇨ Strengthening local resource mobilization to address the deficit

⇨ Reforming the human resource system, including diversification (60% of Directors at HQ are now women), retrenchment and replacing personnel with new competent staff in a new organizational structure

⇨ Initiating a modernization of the LRC Statutes to define clearer roles and responsibilities of governance, management, members, volunteers, youth and staff at all levels

⇨ Strengthening internal integrity management mechanisms, including the neutral, impartial, independent profiles of members, governance, volunteers and staff

⇨ Building professional financial management and reporting systems

⇨ Promoting a clearer external identity for LRC by investing with strategic communications and fundraising

⇨ Managing and coordinating the 21 partner Red Cross Red Crescent Societies who had arrived in Lebanon to contribute to the Syrian crisis, aiming to establish LRC in the lead role but agreeing shared leadership roles between all partners that contributed to its overall organisational and service development.

The overall aim of the organizational transformation process from the beginning was to strengthen LRC's ability to provide relevant, quality services at scale and to sustain them. Evolving mandates, structures, policies, systems and oversight measures have increased LRC's abilities to strengthen communities' resilience by strengthening local awareness and mitigation of risks, and management of immediate local responses with locally sustained resources and volunteerism.

(iii) Strengthening the legal base of LRC

"Its legal base is the strength of a National Society. With a strong legal base government cannot exert undue interference on the National Society" LRC Senior Manager

LRC is protected by a State Decree 3039 of 6th March 1986, complemented by the Lebanese State Decree of 1st April 1949 on "Use of the Emblem of the Red Cross" which authorized LRC to use the emblem of the Red Cross at all times in conformity with the Geneva Conventions of 1949 and their Additional Protocol I and II, and subsequently the 1991 Regulations of the Use of the Emblem by the National Societies adopted by the International Conference of Red Cross and Red Crescent.

Supported by these protections LRC had to work hard on gaining the acceptance, access and perception as years of armed conflict and tensions have meant that its assistance has been required by various communities and armed actors. This has allowed the LRC to demonstrate neutrality, impartiality, independence, and build trust and credibility with all segments of society.

"The strength of the LRC lies in the fact that it has always fully respected and implemented the Movement's seven Fundamental Principles. During the war when the whole country was divided and partitioned among the various militias, the LRC was the only health institution that could cross checkpoints and move from one area to another to carry out its mission." LRC Secretary General, Georges Kettaneh.

To institutionalize its changes, LRC has made regular NSD investments over the past 10 years to strengthen its Statutes. The latest version of embedding its organizational improvements came in April 2018 when LRC submitted to the Joint IFRC/ICRC Statutes Commission in Geneva its latest updated Statutes. These continued to strengthen the clarity of its legal framework, Emblem protection, auxiliary roles, internal accountability systems, membership development, independence and unity. In particular, the Statutes aimed to:

⇨ improve internal performance, efficiency, and cost-effectiveness;

⇨ exert better control over the profile and criteria for key internal stakeholders, especially those in elected positions;

⇨ clarify and empower the roles of members, volunteers and employees at all levels.

More recently, acknowledging that its modern auxiliary roles and functioning are not well reflected in its original State Decree, LRC has also used the "Model Law" promoted by the RCRC Movement, and sought assistance from the IFRC and ICRC and their Joint Statutes Commission in Geneva, to arrive at a very strong draft which it is hoped will be accepted and approved by Parliament in 2022. The new proposed Law aims to:

➪ modernize long-term auxiliary roles in the context of new humanitarian priorities identified in recent years;

➪ update LRC's roles in the Civil Defense system (e.g. its complementary roles in snow and mountain rescue, exchange of expertise and training in areas such as chemical and biological emergencies etc.);

➪ formalize a number of benefits such as tax exemptions applicable across the whole territory. With support from IFRC and ICRC the draft Law is now with Parliament.

(iv) Organizational analysis and a reform plan

From 2013 onwards, the new senior management's early priorities resulted in NSD partnerships to support human resource development (with German Red Cross and ICRC), financial system development (with Norwegian Red Cross and ICRC), and volunteer management (with Spanish Red Cross). Investments were also made in fundraising and resource mobilization capacity enhancement, but such investments required a wider organizational transformation to manage the integrated linkages between the various sectors.

A key turning point moment proved to be LRC's appointment in 2014 of an Under-Secretary General in charge of "Organisational Development" who attended IFRC's "Organisational Capacity Assessment and Certification" (OCAC) training of trainer's event in late 2013. It was decided for LRC to undertake the OCAC process in early 2014, which confirmed LRC's key organizational deficiencies lay in the areas of structure, communication, compliance and funding. The outcome resulted in:

➪ LRC's first ever "Strategic Framework 2015-2018" as a holistic reform plan

➪ The launching of a detailed workplan in 10 core areas which prioritized HR, procurement, financial management, and planning, monitoring, evaluation, communications, and reporting capacities

➪ The launch in 2017 of a Branch development programme to enhance community-based services and local sustainability.

A "LRC Development Programme" initiated work supported in the areas below by a range of partners with indicators in each area to measure progress:

LRC Development Programme – Framework
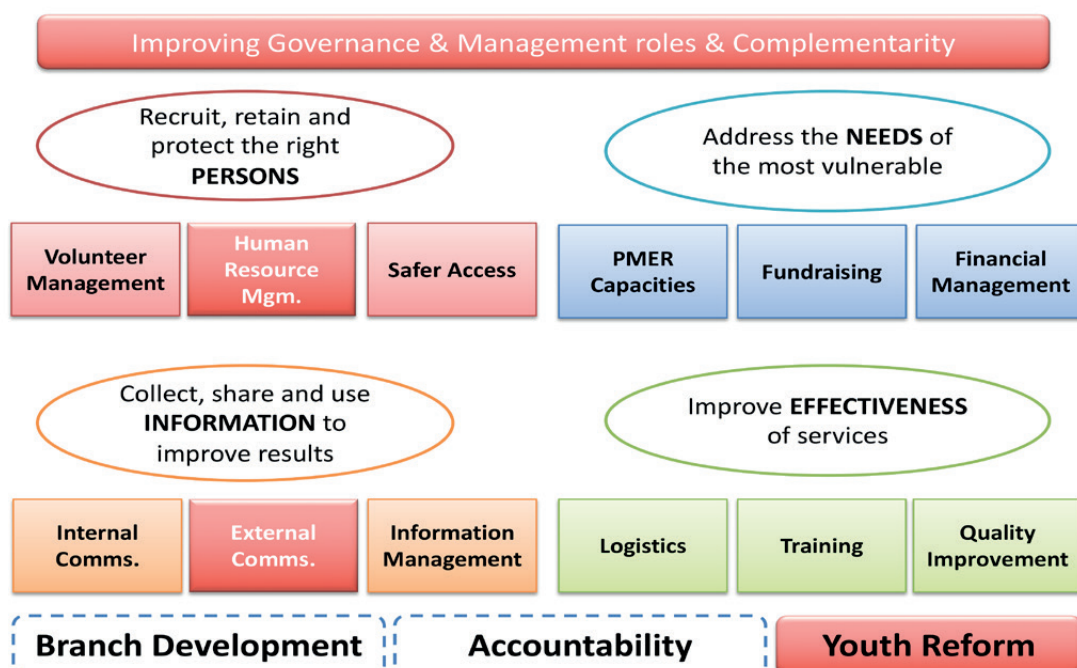
"OCAC was not used just as an assessment, but as a plan of action and the foundation of strategic planning. By being extremely honest about our catastrophically weak capacities but some strong areas of services, we used it as a starting point for our OD process, identifying our top priorities as finance development, HR, and procurement". Nabih Jabr, LRC Under Secretary General

The strategic partnership with the Norwegian Red Cross to build finance management capabilities and systems proved particularly productive, deliberately engaging a small but highly trusted Lebanese finance consultancy to assess, reform and help implement a new financial management system. The timebound plan set "exit strategy indicators" at the outset that would enable LRC and all partners to know when its final objectives had been met to enable the disengagement to take place. Not only has this brought new partnership opportunities, but it has also become a trusted partner of choice for individual and institutional giving, with over US $40 million dollars alone being donated during the Beirut Port Explosion response in 2020.

On its other immediate priorities in 2015 LRC asked British Red Cross to support its procurement systems development goals. Strengthening LRC's procurement systems was achieved through a clear manual with specific elements that mitigated any risks of fraud and corruption, and the establishment of a separate and well-trained procurement unit.

In 2017 LRC had also asked Deloitte and Touche to support the HR transformation work, but the partnership had not brought optimal results and HR transformation issues are being worked on to this day.

(v) Branch strengthening

Prior to 2013 Branches played little role in local delivery of the key, highly visible national services of LRC. Whereas some ran a primary health centre, the majority were known to support very local "charity" activities while LRC's main services were run in a "top-down" fashion coordinated by HQ.

The Secretary General wanted to start working more closely with the previously independent Branches and to ask "What can the HQ offer you?". The second dimension of NSD investments came in the form of aligning Branch priorities, capacities and services to be active implementers of LRC's national Strategic Plan in local communities to common minimum standards to be more comprehensively taken up in its "Strategic Plan 2019-2023".

When reviewing the "Strategic Framework 2015-2018", it was agreed that in retrospect the "plan" had indeed been no more than a "framework", containing almost no measurable targets and indicators at any level. However, in order to activate the Branch strengthening objectives of its "Strategic Framework 2015-2018" LRC decided to use the IFRC "Branch Organisational Capacity Assessment" (BOCA) tool and process in 2015.

BOCA was customized to LRC's local contexts, but an initial pilot failed in 2016 as it proved challenging to unify the Branches with LRC's service centres. LRC spent another year first working on its new definition and vision for Branches. In 2016 the LRC's Under Secretary General proposed an Inception Report to Danish Red Cross to support Branch strengthening, which included the vision of the "Role of a Branch" to strengthen coordination between different service groups in a local Branch such as EMS, disaster management, youth and volunteers. It was hoped that the new "Strategy 2019-2023" will be the platform on which to take this forward. A new "Branch Development Framework" was drafted in 2020.

> *"Previously youth and DM volunteers in a specific area could have both been supporting water sanitation issues in parallel and responding to incidents without coordinating or consulting each other. Ideally thebBranch should be able to represent the whole Red Cross locally, with unified communications to all stakeholders, meeting needs with coordination and synergy between the services, and offering local communities new opportunities for communications and fundraising, rather than 30 year old services that are no longer relevant or not provided with sufficient quality. We're still engaged in a 10-year horizon comprised of reinstituting membership and refreshing our governance at local to national levels"* Nabih Jabr, LRC Under-Secretary General

Although some Branches were initially resistant to change, new Key Performance Indictors (KPIs) and accountability mechanisms are part of the integrated system to press for compliance and fulfilling their new roles.

(vi) New approaches to volunteering and youth empowerment

Through a new "turning point" moment LRC, with Spanish Red Cross support, LRC adopted its "Volunteer Strategy" in 2015 which focused on harmonizing the recruitment of volunteers across departments, improving volunteer retention and well-being, and opening up new opportunities for volunteering.

NSD investments in youth also changed direction. Youth were recognized as the heart of the volunteer force, and new mobilisation began in their 35 Youth Clubs across the country, and their youth organization in universities and schools, encouraging them to be "agents of change in their communities".

> *"90% of our 3,400 EMS volunteers are youth aged between 17-25. These "operational youth" start with 9-11 year olds in schools benefitting from humanitarian education and disaster drills, and then go on to promote IHL and peace in their communities. We modified our Statutes so that Youth are now on the local and national Governing Boards of our National Society. Resilience in the Lebanese context means a combination of livelihood support and DRR, but DRR means youth involvement too, helping to assess each village's risks and building training for preparedness and coordination".* Georges Kettaneh, Secretary General

Youth empowerment has brought extreme loyalty to LRC. Its 1,600 active youth members are trained in, and promote locally, the Movement's Fundamental Principles, humanitarian values, and themes ranging from environmental protection to disaster risk reduction and social cohesion and peace.

> *"So many young people say "The fact that I joined LRC EMS as a volunteer of 16-17 years old changed my life. You get trained, provide life-saving activities, and it changes your professional choices". There's a queue of young people waiting to become EMS volunteers. LRC inspires the communities in which they live. It's a grass roots community-based organisation that leads by example".* ICRC cooperation Coordinator

It is hoped that the implementation of "Strategy 2019-2023" will consolidate such gains. Nevertheless, the role of increasing numbers of youth in school and community-based DRR is an opportunity that can be expanded further, as described in section 4 (ii) below.

4. Refocusing service priorities to remain relevant to changing needs

(i) Organisational development support while strengthening services

In 2011, LRC was not accustomed to large numbers of PNS, having relied on stable relationships with a few long-term partners. Whereas the EMS service initially provided a strong base from which to coordinate support, the situation became complex and untenable by 2013. From 2013 onwards LRC's new Secretary General maintained a strong and assertive position with the other "Partner" National Societies (PNS) supporting internationally, and other humanitarian institutions who offered assistance for scaling up the response to the Syrian refugee crisis.

> *"We had to state very clearly – "No response without development. Don't do disaster response without capacity strengthening. We want to develop minimum standards in all sectors to be functional as they develop. We need to support transformation in the LRC, and we mean organisational development support, not capacity strengthening to just pay for programmes and programme managers. We want to build long-term sustainable services"* Georges Kettaneh, Secretary General

LRC's transformation has been Strategy driven. While OCAC in 2014 gave birth to a transformation agenda captured in LRC's "Strategic Framework 2015-2018", it didn't capture specific targets, remaining instead a "Framework" for a transformation plan. In response to the need for specific targets and delivaerables, LRC's first real "Strategic Plan 2019-2023" debated and adopted, with its first "Planning Unit" was established in 2019 to strengthen planning systems across the organisation.

The key outcomes of this "localisation of humanitarian action" to transfer new knowledge and insights for further local adaptation and development included:

⇨ The empowerment of the LRC Directors senior management team with new technical skills and coordination competencies;

⇨ The implementation of the organisation-wide transformation plan as a continuation of a long-term process that had its roots in OCAC;

⇨ Clearer separation and interlinkage between LRC's internal management responsibilities through refreshed job descriptions;

⇨ The opportunity to bring together various internal Strategies and implement them through "one Strategic Plan";

⇨ The establishment of LRC's "Planning Unit" in 2019 to overcome the tradition of partners and LRC counterparts building "mini planning and PMER systems" within each sector, and to establish one centralised information gathering, planning and reporting system.

(ii) Disaster Risk Reduction (DRR) and "localisation of humanitarian action"

In 2010, with Beirut's vulnerability to earthquakes and related tsunamis and 50% of its inhabitants living in coastal areas, the City authorities allocated a dedicated DRR budget, developed a risk database, and conducted risk assessments to develop a DRR master plan. In 2011 the German Red Cross partnered with LRC to invest in local structures that would empower communities to strengthen their resilience in the midst of many recurring natural hazards, disasters, and conflict-sensitive scenarios in their lives.

In the spirit of the Hyogo Framework for Action LRC developed and implemented its corresponding vision of building safer and more resilient communities by adopting a comprehensive Disaster Management Framework and a DRR strategy focusing on community resilience in 2012/13. With its foundations in the work supported by the German Red Cross, LRC's community resilience approach quickly grew very strong and quickly over the past 10 years, fuelled by the new leadership's belief in "communities as the first responders" from 2013 onwards.

"Lebanese RC is the second responder in any situation: the first responder is the community. Community access and trust are therefore critical to the success of the organisation. We are always there for people in all different phases of their lives". Georges Kettaneh LRC Secretary General.

The senior management team envisioned a scaling up of the valuable Disaster Risk Reduction (DRR) work that to build community preparedness for response capacities across the hazard-prone parts of the country.

"Localisation means we have to be in the community, and who is the community? The Branches!" IFRC Head of Country Office

LRC pioneered emergency preparedness in schools across the country. The LRC terms this a 'conflict-sensitive' approach to disaster risk reduction. It focuses on social cohesion and integration, alongside training in emergency response and first aid for youth. Merging this with its focus on youth empowerment and development, LRC undertakes regular school drills in high-risk areas:

Although fighting has died down in Tripoli in recent years, mock gunfire still rings out at Takmiliyat Al-Kobba 2nd School and about 200 other government schools during regular drills run by LRC. During a recent armed conflict drill, students quickly evacuated their classrooms and took shelter in the school's theatre.

"I feel afraid," 14-year-old Amal Ibrahim said after the practice. "But when I think of the steps I should do, I feel less frightened because I know how to protect myself."

"Students' relatives are invited to learn about the drills — not least because otherwise they might risk their own lives by coming to school to try to save their children in a disaster. In studies we did, a number of the deaths and injuries were either caused by attempts to escape or to rescue others. The school training is also seen an opportunity to increase disaster resilience within wider communities. You can create this culture among children at schools, and then they will be able to transfer this culture to their families," Kassem Chaalan, an LRC Project Manager.

"When we used to hear (the) sound of bullets, we used to be too scared to know what to do. It was so confusing," said Houssam Khaddooj, an 18-year-old former student who now volunteers with the LRC on the drills. *"If this had happened before, the area would have coped better. We would have been able to take care of ourselves, to raise awareness among those who are younger than us."*

NSD investments in strengthened Branch capacities to support these DRR activities have resulted in five key outcomes:

1. All students and staff are able to adopt the correct behaviour during an earthquake
2. All students and staff are able to evacuate the school rapidly and assemble in a pre- determined safe zone
3. Groups of teachers are trained in first aid, evacuation and light search and rescue
4. The school director and key school faculty are empowered and encouraged to implement regular evacuation drills
5. All participating agencies will present unified recommendations to the Ministry of Education & Higher Education to improve the school infrastructure.

(iii) Disaster response – "localisation of humanitarian capability"

"As Red Cross, we are ready to respond and help in any crisis based on our contingency plans and continuous trainings. We share a deep common language with our community; and people trust us, as we have built this trust with our 75 years' existence and service in the country. Finally, we know that we have to continue training, preparing ourselves and coordinating with others to complete the work, as only together, we can reduce the risks." Georges Kettaneh, Secretary General, Lebanese Red Cross

LRC strengthened its central management over Disaster Preparedness and Management capacities over decades of response to humanitarian, conflict-sensitive and unforeseen disasters. The impact of a range of NSD investments in volunteer mobilisation, rapid assessment capacities in communities, and in leadership and management training was seen at its best during the response to the tragic Beirut Port Explosion of 4th August 2020.

"No one can train for a day like that, but our years of simulations with army and other institutions to prepare for catastrophic explosions and events helped s launch the manoeuvres even though 2 of our 11 ambulances were destroyed and 1 damaged and we had no electricity. We applied all our contingency plans, our first responders left their injured families to come to be of service, and our trained teams re-established electricity after one hour. Our forward commander went in our only vehicle and coordinated evacuation of people, provision of blood supplies, and search and rescue operations. Only years of simulations, contingency plans and capacity strengthening helped us play these roles" LRC Head of EMS Station, Beirut

In its immediate lifesaving roles, LRC deployed 375 Emergency Medical Technicians and 75 ambulances of its 300-ambulance fleet, with 70 more ambulances deployed after 2 hours, helping more than 3000 wounded. From managing the immediate first aid, triage and search and rescue for the injured at the explosion site, LRC evacuated patients from collapsed hospitals, undertook emergency blood donations and transfusions (supplying over 1200 units in the first 48 hours), and distributed food, water, hygiene kits, mattresses, blankets, and other essential items through mobile clinics, including masks and gloves to also prevent the further spread of COVID-19 amongst the survivors.

Due to the capacity it has built over the years to conduct localized, rapid, multi-sectoral needs and damage assessments, LRC was able to identify, and advocate for, the needs of the most vulnerable by gender, diversity, and disability, as well as those who would have future priority needs such as wheelchairs, crutches and other mobility support. Its ability to coordinate response and medical supplies with its partners through its local health centres and mobile primary care units won the appreciation and trust of the public and national and international institutions. Donations for its response rapidly rose to US $ 40 million.

Follow-up support included emergency shelter to 1000 families, psychosocial support, and reuniting separated family members and friends. By 8th November, LRC had helped over 250,000 people, distributed direct cash assistance to 8,278 families, completed 43,021 household assessments, provided direct and remote psychosocial support to 16,327 persons, distributed 3217 ready meals and 11,956 food parcels, 10,045 hygiene kits and 2005 baby kits, and completed 4,536 COVID-19 missions.

LRC's DRR Unit has since undertaken work with five local authorities to enhance their disaster preparedness capacities, including multi-hazard assessment and mitigation. This is seen as crucial if similar disasters are to be avoided in future.

LRC's early adoption of the Cash Transfer Programme (CTP) in partnership with the British Red Cross demonstrated its agility and commitment to piloting, innovation and learning from challenges and occasional failures. Such investments over time have led to such publicly-appreciated humanitarian services in the aftermath of crises and disasters.

(iv) Health services

The experience and reputation that the LRC earned during the wars in Lebanon made it the leading emergency medical provider in the country. Its commitment to gathering and analysis data documents the number of people reached through its services each year, as the following summary from 2017 alone demonstrates.
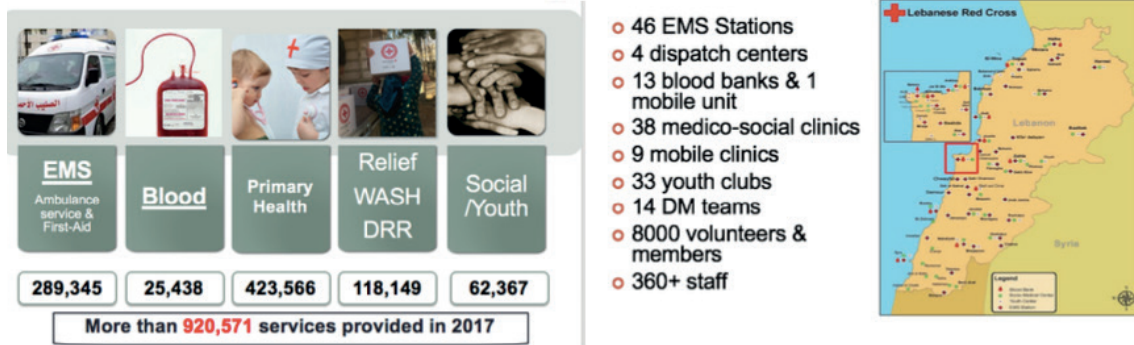
ICRC's earlier roles focused on support for transitional changes and upgrading in the EMS and ambulance services. However, with LRC's appetite for technical knowledge and management skills, no further technical support has been required for several years.

While LRC's visible health programmes focus on pre-hospital support through EMS and first Aid training, its important capacities have also been building in community-based health interventions in psycho-social and mental health (which have proved especially important after the Beirut Port explosion and COVID-19 emergencies), and primary and community health (using CBHFA and risk awareness and mitigation approaches supported by the Canadian Red Cross).

5. Building organisational sustainability

(i)   Strengthening a neutral, impartial, independent, and accountable public image

LRC's immensely visible EMS and Blood Bank local and national services have built community trust and led to positive acceptance which in turn has generated stronger perception, access and resources from all sections of the community for LRC's work.

> *"To maintain our neutrality and impartiality we have to be very strict in searching, for, interviewing and checking the partiality of members, volunteers and staff. For 6-9 months they are "under probation". Ambulances can be deployed in the north or the south, but we have to be neutral AND be seen everywhere"*
> Georges Kettaneh, Secretary General

A World Bank perceptions survey in 2020 showed the very positive outcome of multi-faceted NSD investments by confirming LRCS' public trust and credibility:

Figure 15: Trust in Various Actors
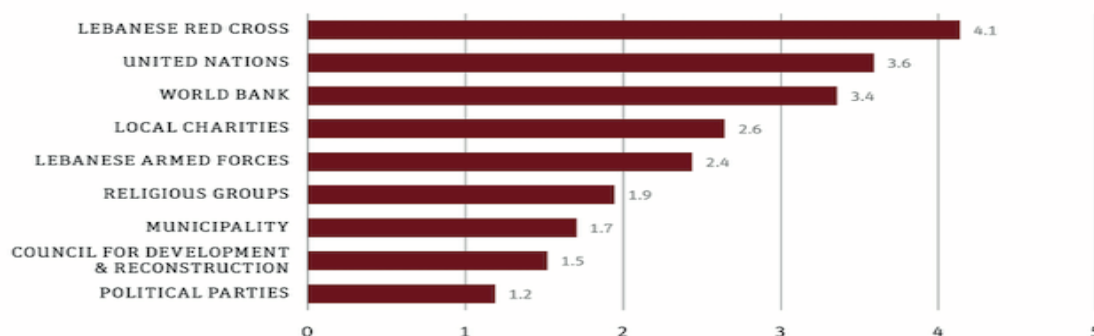
(ii) Investing in transparent reporting

LRC's finance development support was accompanied by several connected strategic investments in strengthening behavior change, responsibilities, and accountability to follow rules, report, account and measure. LRC's long-term investments in reporting and annual narrative reports have paid dividends.

Almost the whole Lebanese diaspora channeled their funds almost solely through LRC to support the victims of the Beirut Port Explosion, raising more than US $ 40 million dollars for emergency, and unconditional cash assistance after the disaster.

(iii) Diversifying income streams

LRC has always maintained a strong goal of striving for self-sustainability in local humanitarian action, and the resources that support it locally. LRC aims to mobilize approximately US $ 21 million of its annual US $ 30 million costs by 2023 and be at least 70% independent of international aid by then. In 2020 LRC received US $ 12 million from Movement partners. Although the Branches used to raise about US $ 4 million in the earlier contexts prior to the country's economic downturn and COVID-19, it is hoped that the new digital platform will raise an equivalent amount.

> *"People are seeing the difference in LRC on the ground, covering a lot of responsibilities without corruption and finding new services to offer. When people see you helping an elderly migrant father so neutrally, it creates emotions and they ask to join. One week ago, we closed the first recruitment for EMS volunteers for this year. In these online COVID-19 times, we received 350-400 applications for 35 vacancies in 3 weeks!"*
> Head of EMS Station, Beirut

In 2020/21 LRC realized that as Branches could not fundraise through traditional national face-to-face public campaigns due to COVID-19, it would support digital presence and fundraising through a dedicated webpage each. This enables each Branch to extend its communications, messages and news to its own international networks and encourage donations. 50% of branches have already signed up and been trained in use of the online platform.

Its successful application to the joint IFRC/ICRC "National Society Investment Alliance" (NSIA) funds aims to build LRC's further self-sustainability, replace local funding that was lost due to the economic crisis, and accelerate the development of its fundraising and communications capacities, and grow independent sources of diversified income, including from the significant global diaspora mobilized during the 2020 Beirut Port explosion response. The NSIA support has been, and will be, vital for this endeavor.

(iv) Auxiliary role support advocacy

Following the cut in Government funding for over a year in 2013, LRC continued to advocate for a new Lebanese Red Cross Law that would supersede the existing Decree and provide for greater Government support in return for providing its widely appreciated public humanitarian services.

Whereas LRC had enjoyed some financial support from the Ministry of Health for approximately 30% of its running costs, the impending economic crisis in country saw this amount decline from $ 8 million in 2018 to nothing in 2020. It is hoped that the promulgation of its new Law will bring resources in return for its auxiliary "public humanitarian services" as set out in the Model Law and Movement definitions of auxiliarity.

6. Managing partnerships

(i) RCRC Movement partnerships and coordination

> *"You need to trust your partners, and vice versa. For example, to be honest about being strong in operations but less so in support services. We discuss gaps with communities, Government and stakeholders"* Georges Kettaneh, Secretary General

During his leadership of Lebanese RC, the Secretary General has tried to ensure that LRC and Movement action in Lebanon has become increasingly:
- Well organised
- Well communicated
- Unified, with one plan to which all parts of Lebanese RC and the Movement (including 21 NSs, IFRC and ICRC) can contribute, and one consolidated LRCS budget

The early challenge focused on "re-educating partners" that coming with external ideas and funds to be spent on pre-designed strategies, delivered through bi-lateral and sometimes unilateral modalities, would not strengthen LRC's long-term sustainable capacities. LRC needed cross-cutting OD and capacity strengthening support, and developed a shared leadership mechanism with Partner National Societies contributing to organization-wide organizational development while also engaged in programme support.

> *"Red Cross is about image, and image is linked to continuously serving affected people whatever the circumstances for as long as they need. It comes back to our approach to developing programmes and services with partners as well. If we move into a programme, we have to see its sustainability first, rather than leave the public without a service after some time".* Georges Kettaneh, Secretary General.

In 2014, supported by IFRC, LRC convened a meeting of all partners and asserted its leadership. It asked all PNS to identify the areas in which they were committed to assisting LRC to build new minimum standards and build long-term, sustainable services. Roles were allocated in both service development and organisational development support areas (e.g. Norwegian RC in WASH, medico-social and primary health care development, and finance development; German RC in relief and DRR, and with ICRC in HR development; British RC in logistics development; Swiss RC in Blood Bank upgrading etc).

The initiative led to strengthened Movement cooperation and coordination modalities, but most importantly it led to the definition of new "Strategies" in each programme sector to define minimum standards and guide development and management of the sectors for several years ahead. It led to greater coordination between partners in several programmatic as well as Organisational Development and Capacity Strengthening sectors, coordinated by LRC as contributions to its own development plan. For the year between 2012 to 2020 examples included:

Type of support	Movement partners for different phases between 2012-2020
Operational (strengthening programme or service)	
EMS	ICRC, Norwegian RC, German RC
Blood Transfusion	Swiss RC
Medical services	Norwegian RC, Danish RC, Spanish RC
Disaster management	Danish RC, Norwegian RC
Organisational development and capacity strengthening	
OCAC	IFRC overall strategic support to the change process
Finance development	Norwegian RC, ICRC
HR development	ICRC, German RC
Procurement/logistics development	British RC
Volunteer management	Spanish RC
Fundraising & communications	Norwegian RC, ICRC, German RC, Swiss RC, NSIA
Branch development	Danish RC, Norwegian RC

However, in 2016 LRC chose to end the "focal point PNS" system which had become "power bases and a comfortable private club, attracting never-ending resources and empowering the PNS, not the LRC management of each sector!". Two specific coordination mechanisms also created harmonious support plans:

A **Movement Coordination Agreement** signed by all stakeholders defines Movement coordination, leadership and shared leadership, technical management, and resource mobilization roles. The mechanisms through which it is sustained and practiced comprise of a series of structured meetings:

> ⇨ Weekly tri-partite Heads of Delegations meeting (LRC, IFRC, ICRC)
> ⇨ Bi-weekly full partner group meeting
> ⇨ Bi-weekly closed long-term partner group meeting
> ⇨ Weekly bilateral meetings with representatives of PNS
> ⇨ Regular Technical Working Group meetings to debate and resolve sectoral issues.

"**Strengthening Movement Coordination and Cooperation" (SMCC)**[6]: LRC agreed to pilot the Movement's new tool to have a preparedness strategy in place to optimize coordination across all Movement stakeholders with LRC in the lead.

> *"We needed a strengthened and reliable coordination mechanism to prepare for and respond to disasters and crises. We had issues we needed to resolve in our Movement. IFRC was facilitative in supporting the drafting of the SMCC tool. We realized that some PNS come with resources and perspectives of their respective governments, with short-term objectives and little long-term capacity strengthening focus. With our long-term presence and understanding of our own communities, we needed to lead. IFRC helped us to identify our coordination weaknesses and how to strengthen our capabilities through this tool"* LRC Senior Manager

LRC decided to use SMCC as a means of defining clear roles, responsibilities, and accountabilities between all Movement partners. Under the "Movement Security Framework" in country, LRC is also positioned to manage the security umbrella and coordination for all PNS on its territory as a recognition of its years of capacity strengthening in this field.

(ii) External non-Movement partnerships

LRC has traditionally given priority to Movement partnerships, even though a number of UN and international organisations expressed interest to partner with its grass-roots access through volunteers in every part of the country. LRC exercises extreme care in collaborations with other local NGOs, which are only agreed on the basis of their non-confessional status and values, and if they add value to community impact.

Its auxiliary roles enable it to participate in and support key Government institutions such as the Disaster Risk Management Unit, Epidemics Committee, and coordination mechanisms of the National Disaster Response Plan. It also cooperates with the UN agencies through Cluster and sectoral Working Groups on issues such as shelter, basic assistance, and information sharing.

LRC has enjoyed a number of significant partnerships with UN Organisations (WFP and UNICEF in particular). From 2016-2020 it has also been engaged in a US $ 10 million "Madad Fund"[7] for Lebanon as part of multi-country assistance to support Syrian refugees. Whilst the initial partnering modalities were led by other National Societies, LRC achieved such consistent results that it finally accessed bilateral funds directly from the EU. This "localisation of aid" initiative is a strong example of EU funding directly to LRC's local Strategy, based on the outcomes of long-term NSD investments that produce effective due diligence capacities and humanitarian services outcomes.

7. Perspectives on good partnerships

> *"LRC sees "localization" as a process of strengthening local capacities to deliver quality services at scale. However, when we ask for support to deliver and expand our long-term services, we receive little support. Most of our partners don't want to support our Blood Transfusion Services or EMS as they perceive them to be "ongoing operations" and can only mobilise support from their donors for timebound projects with a beginning and end"* Nabih Jabr, LRC Under Secretary General

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6   The Strengthening Movement Coordination and Cooperation (SMCC) was launched to improve the Movement's capacity for efficient large-scale emergency responses, positioning the Movement in effective preparedness for response in the humanitarian ecosystem.

7   The overall objective of the proposal under the European Union MADAD Trust Fund is to provide a coherent and reinforced aid response to the Syrian crisis on a regional scale, responding primarily to the needs of refugees from Syria in neighbouring countries, and to those of the communities hosting the refugees and their administrations in order to build resilience and contribute to the recovery process.

LRC has three primary lessons from its partnerships to date:

(i)   All Movement and non-Movement partners must commit to long-term support of the National Society, and offer cross-cutting support to organization-wide development while also involved in their programme support work. A good example of this was German Red Cross who supported both the DRR awareness work in schools as well as LRC's wider HR development processes.

(ii) Partner coordination should be strong and strategic, led by the National Society and fully aligned to its long-term Strategic Plan objectives

(iii) Funds should be mobilized to support long-term operations (such as Blood supply or EMS in the LRC context) if we really mean "localization of aid" that strengthens "localization of humanitarian action".

8. COVID-19 response – the power of localization

The strengths of LRC as a fully localized actor were never more visible than the roles it played in the COVID-19 response during 2020/2021 through its US $ 3 million COVID vaccination programme. The weaknesses of the Governmental health system were that it only had hospitals and no other front-line response services. When patients contracted COVID-19 their only recourse was to go to hospitals, overwhelming them.

LRC's response included responding to the shortage of oxygen cylinders and concentrators (machines that can provide oxygen to patients at home), by setting up a system to receive donations of oxygen concentrators and supplying them to patients who need oxygen at home and are facing extreme difficulties. When patients recover LRC cleans the machines and offers them to new patients. Its existing DRR infrastructure helped it to be used for a holistic response and be prepared for such unseen eventualities.

Between February 2020 and February 2021 alone LRC, which remained the main provider of pre-hospital emergency care services in Lebanon, transported more than 18,000 COVID-19 patients. In December 2020, the average number of COVID-19 ambulance missions was 50 per day. Following the major increase in cases in January 2021, the average number of COVID-19 patients transported daily by LRC per day increased to 220.

> *"Our ambulance service has always used oxygen to provide pre-hospital care to patients, but due to massive increase in COVID-19 cases, in January we used up as much oxygen as we usually consume during 5 months"* Georges Kettaneh, LRC Secretary General

9. Conclusions

There is overwhelming evidence in all community stories gathered about how strengthened local Red Cross structures in communities have led to strengthened community resilience and preparedness for disasters and crises.

> *"I feel afraid," 14-year-old Amal Ibrahim said after the mock gunfire drill practice. "But when I think of the steps I should do, I feel less frightened because I know how to protect myself. Students' relatives are invited to learn about the drills — not least because otherwise they might risk their own lives by coming to school to try to save their children in a disaster. In studies we did, a number of the deaths and injuries were either caused by attempts to escape or to rescue others. The school training is also seen an opportunity to increase disaster resilience within wider communities. You can create this culture among children at schools, and then they will be able to transfer this culture to their families,"*

The Lebanese Red Cross has achieved a successful, and ongoing, organisational transformation process as a result of multiple interconnected factors and longitudinal NSD investments. Amongst the most important have been:

⇨ The power of transformative leadership

⇨ The recognition, acceptance and access given by the public and all diverse communities as a result of its passionate neutral, impartial and independent human resource base

⇨ The important of maintaining key basic services throughout all crises (for example, its Emergency Medical Services)

⇨ The proximity to communities through any kind of humanitarian events (the Beirut Port Explosion, refugee influx, COVID-19 etc)

⇨ An assertive relationship with its partners, ensuring long-term support models and sensitive understanding of its own strategic positioning amidst other humanitarian actors.

Mexican Red Cross case study
"Closer to the people"

1. Executive summary

> *"Previously, when you referred to the Mexican Red Cross, people automatically only knew it only for its national ambulance, health, and disaster relief services. We needed to design a strategy that was relevant to the needs of the communities. We needed actors, donors and allies who understood that strengthening our institution from within was our key strategy to better support the communities".*
> José Antonio Monroy, Secretary General of the MRC

The Mexican Red Cross's (MRC) has a strong auxiliary role, framed within its Presidential Decree and the National Civil Defense Plan. Its impressive range of physical infrastructure including hospitals, training institutes and disaster response warehouses are supplemented by its large number of specialist teams trained in disaster response and pre-hospitalization health care located across the territory.

Its "National Society Development" (NSD) investments over the years have assisted a continuously expanding number of vulnerable people each year. MRC's NSD investments show how certain services reached a consistently high number of people annually, while new services were added to respond to new needs across the country, as a result of MRC's transformation process over these years.

Organizational strengths	2013	2020
Number of members and volunteers	44,684	45,593
Trained paramedics	12,153	12,141
Number of youth	9,820	36,261 trained in culture of peace and co-existence
Specialist disaster responder	350	2301 222 USAR (Urban Search and Rescue) specialists 482 accident prevention trainers

People reached	2013	2020
Disaster response	699,722 families	4,869,356 direct + indirect 4266 in risk management 5,320 EQ resilience 833 flood resilience
	5,763,972	4,579,995 Plus 268,700 COVID-19 beneficiaries including 28,157 migrants 8778 migrants 18,135 psychosocial support 85,614 watsan and hygiene
Ambulance services	1,318,176	1,129,098
Disaster response supplies (fluctuate each year with the number and scale of disasters)	8,397,000 kilos	175,993 kilos (customized according to the profile of disaster needs of each year)

Faced with increasing numbers of disasters and emergencies, often affecting communities in very isolated areas, MRC's new senior governance and management team from 2012 onwards realized the limitations of a "response only" strategy and the need to equip communities themselves with the capacities to predict and mitigate risks, be prepared for immediate response, and reduce the loss of lives and livelihoods through their own actions.

This vision of being "closer to communities" required a "whole of organization approach" to build a new vision, a new modernized range of services, a new Branch development approach in its 32 Provincial and over 500 local Branches, and a new local sustainability model..

Recognizing gaps in public humanitarian service provision that left many isolated communities across the territory vulnerable to increasing hazards, risks and new social issues such as violence and migration in their lives, required a transformation process that reconceptualized a new role for Branches in their communities. This would need sustained NSD investments in engaging and consulting with communities; Branch empowerment, diversified member, volunteer and youth mobilization; and new local partnerships.

MRC's journey towards further "localization of humanitarian action" through its own locally-led initiatives and resources, demonstrates three specific approaches to "localization" in the Mexican context:

⇨ **Localization of multi-institutional partnerships for change** – by blending IFRC and International Red Cross Red Crescent NSD and programme development tools and support with those from local institutions to frame organizational and service reform agendas in a deeply local Mexican context.

⇨ **Localization of humanitarian preparedness and response capacities within communities** – by intensifying NSD investments in Branch revitalization; MRC community "brigades" as a permanent presence in their own communities; and local resource mobilization capacities to sustain local services.

⇨ **Localization of international corporate humanitarian partnerships** – by piloting, implementing, and learning from as well as contributing to local to global learning with innovative partnerships on issues such as the Zurich Flood Resilience Alliance Programme (2018-2024), the Community Earthquake Resilience Programme with the American and Canadian Red Cross (2018 onwards), and the Community Preparedness Programme with Land Rover from 2017.

2. Scoping the agenda for change

Since its foundation in 1910, MRC had built an impressive range of physical assets and institutions to deliver its well-defined auxiliary roles as an integrated part of the national Civil Defense Plan through its:

⇨ 32 hospitals

⇨ 21 nursing schools

⇨ 3 state training and education centres

⇨ 146 training facilities for medical emergency technicians

⇨ 1 national disaster warehouse

⇨ 1 national trauma centre

⇨ 1 anti-cancer centre

⇨ 9 blood donation centres.

However, a rapidly changing humanitarian landscape in Mexico demanded a fresh approach to empowering scattered communities to be better first responders to increasing numbers of natural hazards, risks and climate-induced disasters such as hurricanes, cyclones, floods, landslides, droughts, and forest fires. Two thirds of the country also suffer from significant seismic risk. The challenging reality of multiple vulnerabilities in people's lives required local solutions, and holistic community responses.

Set against a backdrop where 90 million people live in risk areas, of whom approximately 70% live in urban areas, 20.5% in rural areas, and 9.5% in semi-urban areas, MRC was challenged to conceive of ways in which its country-wide network of 32 State and more than 500 local Branches could assist communities to identify risks, mitigate against them, and build early warning systems and permanently localised response capacities that saved lives.

3. Defining a "localization of humanitarian action" niche for MRC's Branches

The increasing hazard, risk and vulnerability profiles of the country required new approaches to "localization" of services, partnerships, internal capacities to manage change, and locally empowered structures.

MRC's significant investments in NSD between 1995-2001 laid the groundwork in areas such as Statutes reform; updating operational, programmatic and financial aspects; and aligning these further to IFRC's and the Red Cross Red Crescent Movement's global standards. However, the focus of this phase of NSD had been largely HQ-focused.

As a result, MRC's new leadership from 2012 onwards recognized that the next phase of NSD investments would have to focus on Branches, whose traditional charity-focused activities remained largely autonomous, and lacked coordination and cohesion between all levels.

Branches would need to develop capacities to participate in a "bottom up" reassessment of the hazards, risks and vulnerabilities in their areas. They needed to prioritise the most vulnerable, while avoiding duplication of services provided by other humanitarian stakeholders. To refine and modernize its purpose further, MRC undertook its

Strategic Planning process in 2014/5 which included an external environment analysis to identify how it could address and work in localized humanitarian service gaps. Its findings emphasized clear added value roles that it could play in:

⇨ focusing on reaching localities with fewer than 2000 inhabitants, and/or socially marginalized people and communities whom government civil protection mechanisms had limited options to reach;

⇨ strengthening links between civil society and civil protection mechanisms;

⇨ moving beyond emergency care and response to strengthening community capacities to identify and manage risks and climate-sensitive adaptations, building local preparedness, establishing early warning systems and response capabilities;

⇨ promoting the Movement's Fundamental Principles and humanitarian values to contribute to violence mitigation, social cohesion and peace;

⇨ social mobilization and public communications campaigns to reduce vulnerability to disasters, enhance social responsibility and well-being, and form civil protection cadres at the community level;

⇨ improving sharing of hazard, risk, vulnerability or climate change data across research centres or institutions engaged in civil protection;

⇨ addressing the lack of dissemination on risk management in schools and educational institutions.

These findings gave a clear indication of the new high impact roles that Branches could also play in communities. Specifically, it helped to set the NSD agenda to build Branches' capacities to:

⇨ engage new community and institutional stakeholders;

⇨ update participatory vulnerability and risk assessments across the country;

⇨ strengthen local plans to transfer the roles of the first responder in disasters to communities with better local preparedness and response capacities;

⇨ identify relevant local services that would leave communities stronger, better prepared for climate-smart adaptability, and more socially inclusive and peaceful;

⇨ strengthen the long-term sustainability of local services delivered.

To achieve these transformational objectives, MRC needed partners who could both support its internal change processes, as well as strengthen its community resilience approaches.

4. Consolidating community voices in governance to strengthen MRC Policy and service development

In order to strengthen the influence that community voices could have over its policy making, MRC made NSD investments in amending its Statutes to introduce further democratization, decentralization, and participation of local community members, volunteers and youth in its policy making. Its Statutes development, carried out in consultation with the global IFRC and ICRC Joint statutes Commission in Geneva, further "sensitized" MRC to the voices and needs of communities it serves by:

⇨ expanding State Branch representation in the National Board;

⇨ expanding local Branch representation on their respective State Boards;

⇨ introducing rotation terms of elected governance at State, local Branch, and national levels to regularly refresh consciously diverse and accountable leadership;

⇨ conferring greater responsibility on Branch governance and management to contribute to the development of national plans, and thereafter implement and report on locally developed plans to deliver national priorities in contextualized environments;

⇨ giving more power to the National Board in designing and implementing Strategies (overcoming the earlier autonomy of Branches);

⇨ giving clearer roles to the Secretary-General to manage the implementation and enhanced monitoring of national Rules and Regulations.

MRC's NSD initiatives continued to emphasize its transparent, trustworthy, and diversity-sensitive nature to make it an organization that everyone would want to join. The amendments to its Statutes were the first step in a Branch revitalization process that ensured:

⇨ strengthened internal understanding of refreshed humanitarian mandates;

⇨ consistent humanitarian and organizational values at all levels;

⇨ clear participatory roles of all internal stakeholders in planning, policy development, monitoring and compliance processes;

⇨ reinforced transparency and inter-related roles expected in internal stakeholders at all levels;

⇨ institutionalizing of new organizational systems and protocols to strengthen integrity, risk management, and efficiency at all levels, including the establishment of an Ethics Committee to monitor the functioning of all levels;

⇨ strengthened due diligence systems including three levels of auditing – internal MRC audit, Government audit, and appointment of external third-party auditors such as KPMG at the national level, and national and local auditors at State and local Branch levels.

5. The management of MRC's localization process through cumulative Strategic Plans

(i) Alignment with IFRC Strategies

MRC's new leadership from 2012 onwards aimed at a stronger alignment of its Strategic Plans to IFRC's "Strategy 2020" and subsequently "Strategy 2030", both of which prioritised the strengthening of community resilience. IFRC's Strategies formed the backdrop of MRC's sustained long-term NSD investments to implement the new vision of "localization" over 3 phases, each of which faced its distinct challenges requiring specific solutions.

The following diagram shows MRC's systematic, longitudinal approach to participatory organizational analysis, development of new skills and competencies, and strengthening of local structures.
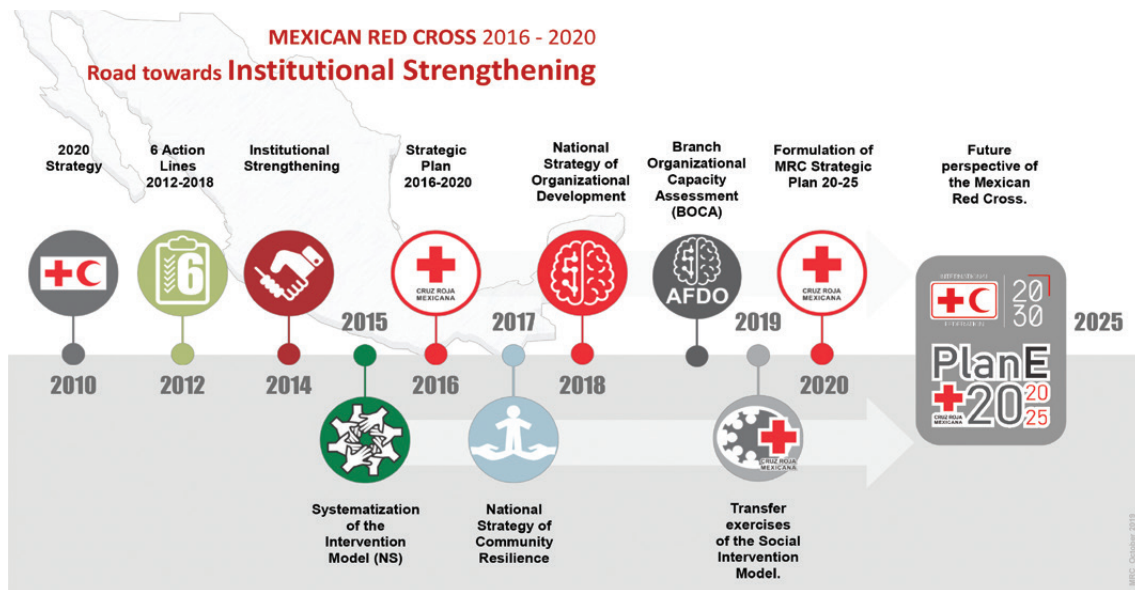
(ii) The 3 phases of MRC's transformation – a pathway to safer, more prepared and resilient communities

> **Phase 1**
> **MRC's "Strategy 2012-2015"**
> **Strengthening the organization and introducing a community resilience focus**
> Refreshed MRC's Vision, Mission, humanitarian and organizational values. It articulated 6 new "Action Lines/Priorities" in the areas of prevention, fundraising, technological innovation, training, and environmental awareness, with national Policies and Strategic Guidelines for their implementation across its 32 State and 550 local level Branches.

To implement its "Strategy 2012-2015" MRC's senior leadership decided to develop partnerships with two localized Mexican resource agencies:

Collaboration with a Mexican resilience-focused organization specializing in contextualized perspectives on resilience strengthening in the Mexican context, enabling MRC to also test, design and replicate some local pioneering community resilience building initiatives. This also enabled MRC to contribute practical experiences together with other National Societies to the development of IFRC's "Resilience Framework", eventually published in 2016.

Local strategic partnership with "Nacional Monte de Piedad IAP", a Mexican organization specializing in organizational development advice, support and joint analysis.

> *"We wanted external organizational analysis assistance to study lessons learned, to both improve the implementation of our existing Strategy, but also to lay the foundations for MRC's forthcoming "Strategy 2016-2020". We wanted our internal and external stakeholders, donors, and allies to understand that the purpose of strengthening our institution from the inside was to accompany communities better, and align Branches in a closer way with their communities"* José Antonio Monroy, MRC Secretary General

Although MRC's senior leadership had explored using the IFRC's OCAC process and tool to analyze its capacities and gaps, the process was found to be lacking in the way it limits the diversity and number of internal stakeholders in the organizational self-diagnosis stage.

As part of its commitment to invest in more diversified volunteers and reward and recognize volunteer action, it had started to count the number of volunteer hours and give them a financial value. In 2015 alone 1,909,421 hours of volunteer work were counted. By 2018 the number of volunteer hours had risen to 3,112,785 with a financial value of $50,347,791.

Inspired by these outcomes, and following the Fundamental Principles which guide National Societies to prioritise assistance to communities which no other institutions can reach, MRC intensified its NSD investments to transition into new local services by:

⇨ finding ways to better engage and empower communities;

⇨ expanding its principled base of local volunteers and empowering them to promote more locally-led humanitarian action in their communities;

⇨ and broadening its humanitarian services to locations where indigenous communities, socially marginalized and excluded groups such as migrants, and those internally displaced by disasters or violence lived.

**Phase 2
"Strategy 2016-2020"
Refreshing humanitarian priorities**

Prioritized 3 strategic lines - Relief, Health and Social Inclusion, in clearer alignment with IFRC's "Strategy 2020". These were to be implemented through three transversal axes across each humanitarian line - to improve quality in Prevention, Assistance, and Recovery, framed as the "Intervention Model".

In 2017, MRC's "Intervention Model" led to defining its "Resilience Strategy". Inspired by IFRC's "Resilience Framework", it took the three humanitarian strategic lines of "Strategy 2016-2020" and defined how they were to be delivered at HQ and Branch levels through cross-cutting capacity enhancement work at a community level.

INTERVENTION MODEL
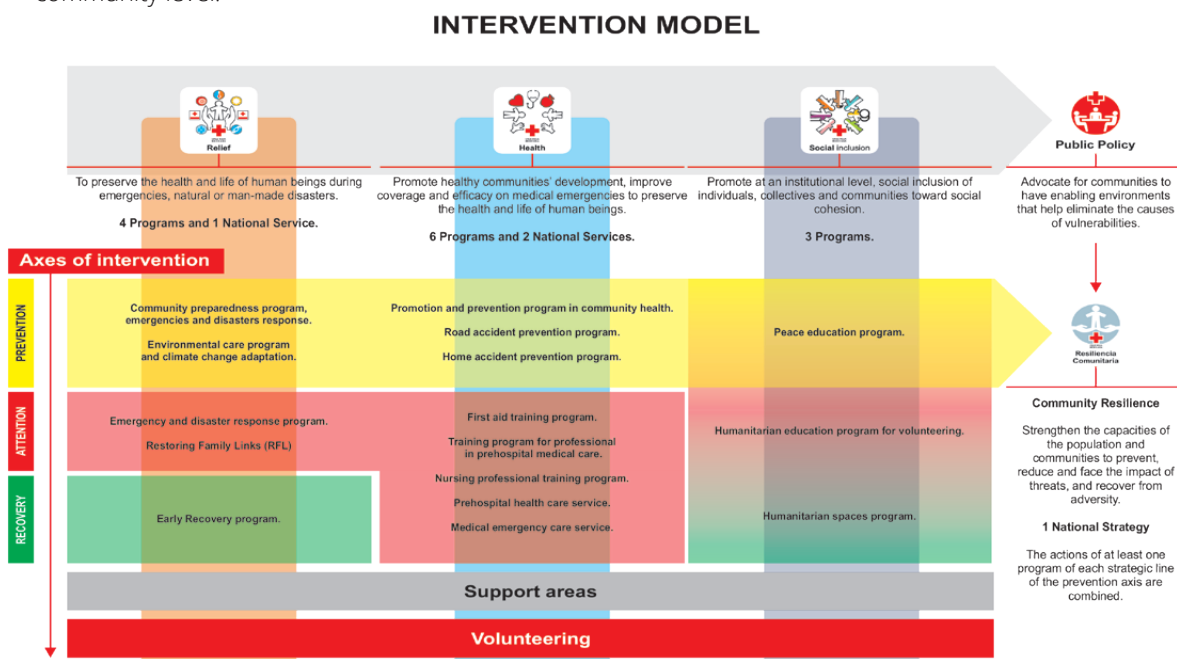
8   As a comprehensive assessment, OCAC not only provide an understanding of a NS capacity and performance in all the areas of work, but also of the relationships between those different elements to better manage organisational change, efficiency and effectiveness.

To strengthen youth participation, MRC youth were given their own platform. Pre-COVID-19 they used to hold two annual youth meetings, but more recently since meetings have gone online they now meet every 2 months, inviting specialist speakers and engaging more young people to join MRC. In the meantime, the overall delivery of the "Intervention Model" helped MRC to contribute to three interconnected dimensions of "localization":

(i) Working in the development-humanitarian-climate-adaptive- and peacebuilding continuum

MRC's definition of community resilience emphasized the continuous presence in communities to addresses their long-term development, preparedness and response to humanitarian emergencies and crises, climate adaptation, peace-building, and social inclusion needs in one continuum.

(ii) Enhancing organizational characteristics to contribute to resilience building

The implementation of resilience-building strategies in communities required NSD interventions to build Branches' capacities that:

⇨ maintained local participatory community activities;

⇨ mobilized fresh members, volunteers, youth, and local staff representing the full diversity of perspectives, cultures and needs in communities;

⇨ refocused plans and capacities to expand local, permanent, humanitarian presence in the most marginalized of communities;

⇨ introduced local community engagement and accountability mechanisms that resulted in greater community participation and feedback while strengthening their own resilience.

To deepen its learning on new resilience-focused approaches, MRC entered into three critically important new international partnerships, which showed immediate results in decreasing vulnerabilities in its targeted communities:

The Zurich Flood Resilience Alliance's "Flood Resilience Programme" (2018-2024): a multi-organisational and multi-sectoral partnership in which MRC's Branches mobilise diverse community volunteers, develop locally-led community programmes, update local assessments, share knowledge, and use evidence-based experiences to influence local and other authorities to help strengthen community flood resilience.

"After conducting local assessments, we know where areas of risk are located, and people now where to assemble so we can protect ourselves when danger approaches. The programme has helped me to connect more with people from outside and inside my own community. The Red Cross has become integrated into our daily life, providing training on health, First Aid, and helping to translate materials into our own traditional language" Community member

Community Earthquake Resilience Programme (2018 onwards): through the American and Canadian Red Cross Societies, formed in the aftermath of the two highly destructive earthquakes of 2017, to work with communities, including indigenous ones, to reduce the dangers seismic risks and ocean swells.

"4 years ago, a local woman died because we couldn't get her to hospital on time. We realized that health education is a necessity, as well as disease prevention and forming local Red Cross brigades to help all, but especially women and pregnant women to be safer. Once the community is aware of its vulnerabilities, it motivates us to work to counteract the dangers. Volunteers play essential roles in consolidating the community, promoting social solidarity, coordinating community response and managing our own well-being" Community member

The Land Rover "Community Preparedness Programme" (2018 onwards): through which MRC provides life-saving First Aid and other training to 55,000 men, women and children in low income communities to step in when an emergency happens.

"For us, a community that is out of reach from a lot of things, I am grateful for what we have learnt and the equipment we were just given – the walkie talkies – because it's a community with not a lot of phone reception. I know that with this we can offer our help so that we don't have to go through that again, where we lost the life of a young man because we couldn't do anything" Community member

"Our initial 8 resilience projects in communities threatened by earthquakes, floods and droughts in selected States emerged from our understanding that it is more cost effective and efficient to mobilise community prevention than to seek donor funds for the response. We found that in promoting prevention rather than response, we attracted a wider range of local volunteers, including corporate volunteers from corporates and industrial business units who wanted to make a difference to local communities in their areas by strengthening their preparedness and resilience. As part of MRC's "Roadmap for Community Resilience" the initial 8 have now expanded to 21 rural communities" MRC National Resilience Commissioner

Other partners were also sought to help develop appropriate support services to the increasing migrant populations settling in Mexico, and also travelling through it as part of the "human caravan" heading to the USA. In response to this unforeseen challenge during the development of its "Strategy 2016-2020", MRC developed a range of migrant support services such as assistance points, basic pre-hospital medical care and attention, re-establishment of family links, basic psychological support, hydration, violence prevention, and referrals to specialized institutions with the support of ICRC and other national partners. It is yet to decide on the need for long-term services in this area into the future.

(iii) A strategy to strengthen MRC's Branch reform process

MRC resourced its "Organisational Development Strategy" through its own funds. The key phases included:

- ⇨ developing guiding documents;
- ⇨ strengthening the HQ and Branch network of OD focal points or "champions of change";
- ⇨ national OD workshops in 2018 and 2019;
- ⇨ 15 BOCA/AFDO processes for Branches in urgent humanitarian contexts;
- ⇨ the implementation of MRC's Branch Management System to centralise information from State and local Branches. Although challenging, 68% of Branch information has been consolidated by 2021.

In order to undertake a structured and phased approach to Branch development as a part of its "localization of humanitarian action" goal, MRC used the above internal "socialization" processes to launch a four-step roadmap:

Step 1: Inventory of Branch services: The new categorization and alignment of services brought these under one clear objective, methodology, and set of measurement indicators.

Step 2: Confirming relevance: Every service or "project" had to respond to a community issue identified in the updated needs assessment, also linking it to a sustainability strategy.

Step 3: Mapping of Branch assets: linked to the strategic question of how to develop sustainability plans to retain them were deemed necessary.

Step 4: Volunteer mobilization: All volunteers and members could decide on which services from the nationally consistent catalogue were most important for their community and join those (e.g. join the relief strategy, or join the health strategy).

MRC's "Branch Management System" (SGD) software, created in 2016, focused more on Branch compliance monitoring against institutional checklists. However, with the support of the IFRC/ICRC NSIA funds, MRC aims to upgrade its use:

"The existing "Branch Management System" will transition from institutional compliance monitoring to a "first model" to show how programmes, services and capacities are developing in each Branch in an interconnected way, and how they are meeting the specific humanitarian programme and service indicators based on an improved "Social Intervention Model""

(iv) Overcoming internal resistance

To overcome internal resistance to change, MRC continued to use its own resources to fund the next phase of its transformation process through three further NSD interventions:

The creation of a "Special Projects Department" in 2017 reporting directly to the Secretary General and tasked with changing the mindsets of a wide variety of internal stakeholders to contribute to the new vision of Branches with more diversified, community-resilience building roles.

The creation of "change champions" in all the 32 State Branches. Although many saw the new function "as an expense, not an investment", commitment grew slowly and 7 Branches pioneered the new approach, specifically recruiting qualified personnel, demonstrating the benefits to others, and strengthening a joint national and local team to support change.

"They were our counterparts, "drivers for change" disseminating the new strategy and proposing local adaptations and innovations" José Antonio Monroy, MRC Secretary General

New Branch assessment and development tools in 2017/18 when MRC took an important step to study, adapt and contextualise the IFRC's "Branch Organisational Capacity Assessment (BOCA)" process. Redrafted and rebranded as MRC's own "Analysis of Organisational Development Strengths (AFDO)" process, MRC was careful not to promote it as a Branch "audit", but instead as an opportunity for all State and local Branches to "know who they are, and how to better align to their new Strategy 2016-2020". Using participatory methodology, it generated self-assessment exercises that assessed Branch's capacities, measuring their:

⇨ legal capacities to fulfill their humanitarian mission;

⇨ organizational capacities and assets (human resources, infrastructure, finance, administration, logistics, planning, monitoring, evaluation and reporting);

⇨ relationships and mobilization capacities (internal communication and decision-making, external relations and communication, and resource mobilization);

⇨ humanitarian performance;

⇨ conditions for growth.

An early test of MRC's new Branch capacities came in its response to the two earthquakes in 2017 where:

⇨ in Mexico City, more than 2,300 specialists in the rescue of people in collapsed structures participated in the rescue work and pre-hospital care in coordination with the Mexican Army, the Mexican Navy and Federal Civil Protection, Federal Police and the Mexico City;

⇨ hundreds of injured people Mexican Red Cross Hospital in Polanco, medical personnel, nurses and paramedics treated;

⇨ 16 Collection Centres were opened in various states of the country, in which 31,000 volunteers collaborated, 12,000 in Mexico City alone;

⇨ Socially responsible companies, academic institutions and governments of other nations also joined the cause;

⇨ 5,780 million kilos of humanitarian aid were collected, benefitting more than 2,100,000 people in the eight affected states to support the immediate needs of the population of 661 communities affected by the earthquakes.

The success of the new capacities and operation laid the foundation for the next phase.

**Phase 3**

"Strategy 2021-2025"

Strengthening organizational resilience, sustainability, localized presence, and reach

Investing in local capacity analysis and strengthened structures "closer to the people" to build resilience, safety, preparedness, and a culture of non-violence, social inclusion and peace

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(i) The first support from the IFRC and ICRC towards the transformation process

MRC's latest "Strategic Plan 2021-2025" aims to strengthen inter-connected aspects of the social intervention model, financial sustainability, internal processes, organizational learning, investment in individuals (volunteers, members, youth, staff and governance), and local structures at the community level (to accompany the resilience building aim).

Future perspective of the **Mexican Red Cross**
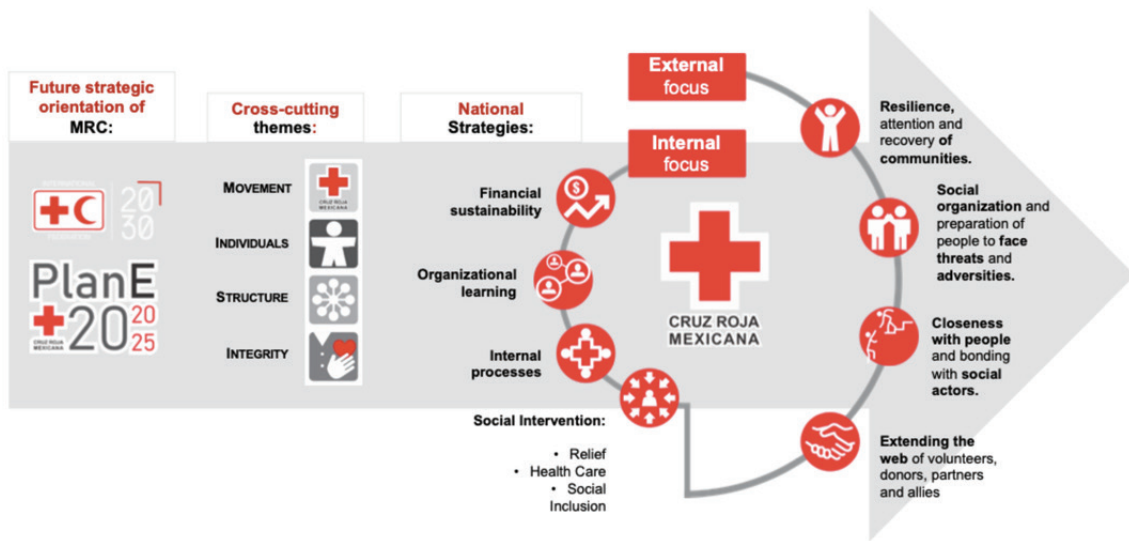
To support these objectives as a part of its longitudinal development, MRC successfully applied to the IFRC/ICRC "National Society Investment Fund (NSIA)" to develop a digital platform to monitor all MRC's services and upload real time data and reports from all Branches.

(ii) Implementing MRC's new "Social Intervention Model"

"Strategy 2021-2025" promotes an enhanced "Social Intervention Model (MIS)" which enables each State Branch to undertake its locally contextualized plans, set evaluation categories and intervention variables, and align to a national system of achievement indicators. In a final linkage between capacities and service targets, each Branch's operational plan of action (which had to include the capacities analysed in the AFDO exercise), had to incorporate:

⇨ social and vulnerability diagnosis;

⇨ problems identified in the programmes and services provided;

⇨ self-assessment of the relevance of programmes and integrated services in order to determine:

⇨ the current situation. b) the desired situation.

To increase locally-led humanitarian actions, MRC adopted and adapted IFRC's "Project Planning Guidelines" and encouraged volunteers to develop locally relevant volunteer-led services from a national menu. New data gathering technology led to stronger Branch reporting.

"The more we advance on the needs of communities, the more we should focus on doing it well. We needed to have reliable, timely information on common axes across the country. When COVID-19 came, we saw that reporting really improved as everyone saw Branches' contributions to strategic data and decision making". MRC National Special Projects Manager

MRC used the AFDO scorecards to categorize its Branches into 4 different levels of capacity:
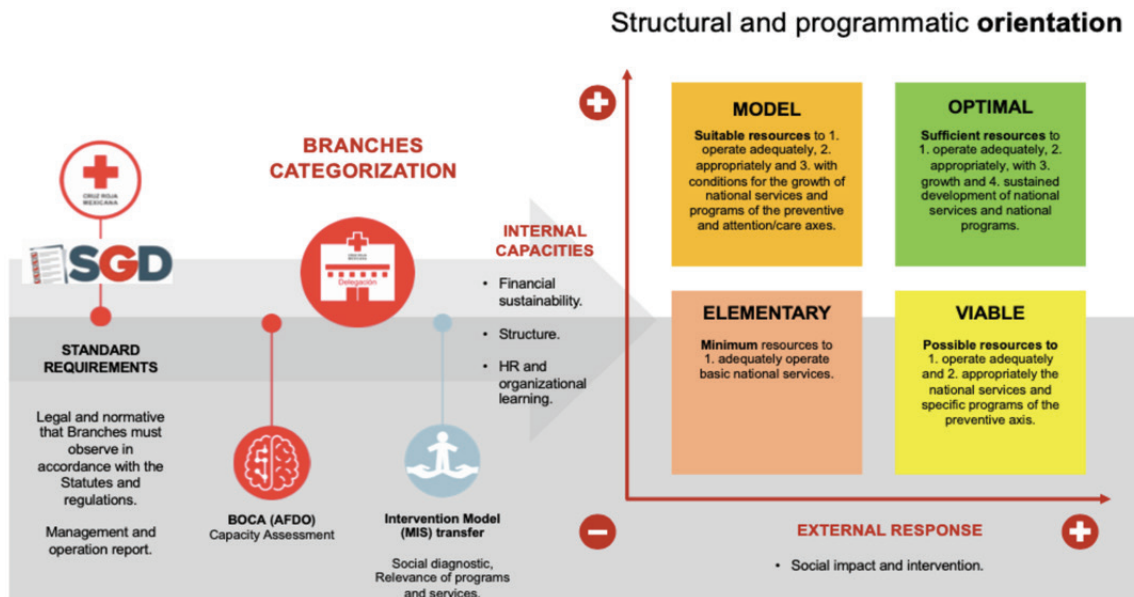
The assessment provided the platform for a stronger peer to peer support systems to use local knowledge to expand capacities across the Branch network. A number of instant positive gains were observed:

⇨ Branches in category B or C (Viable or Model) who had more capabilities to respond to community needs reached new vulnerable people as they must take up the strategy to help communities prepare for response;

⇨ new volunteers can choose from capacity strengthening options in 13 specific technical areas (programmes), contributing to their own professional development, helping to play clearer roles and attract more local community donations, and therefore building sustainability of locally-led action

⇨ the introduction of peer mentoring strategies based on improved sharing of knowledge, personnel and experiences across Branches to support mutual capacity strengthening

⇨ orientation and training materials translated into local languages, including those of indigenous communities, enabling more diversified communities to benefit.

"Localisation" for the Mexican Red Cross means understanding our own capabilities, the needs of communities, and being humble in an approach to balancing our resources in a more needs-based way. For example, since 2020 we have categorized 4 types of Branches, encouraging them to be more efficient, including in their assessments of local communities. This may mean that in some States a Branch doesn't need an ambulance but instead to develop other local capabilities to assist the most vulnerable people that no other organisations are responding to. But first, we needed to relook at our self and decide on a clear pathway to achieve this new form of localisation" José Antonio Monroy, MRC Secretary General

6. MRC's sustainability strategy – the "localization" of resources

MRC's longer-term sustainability strategy has focused on expanding partnerships in 4 dimensions:

(i) The role of Movement and non-Movement partners

Over the past 10 years the majority of MRC's specific NSD interventions have been self-funded thanks to its ability to use its national resources and income streams. This has enabled its partnerships with Movement components to focus more on peer support and knowledge exchange in the areas of organizational development, Branch strengthening, and resilience building strategies.

NSD funding source	2015 (USD)	2020 (USD)
MRC	51,087	137,338
Nacional Monte de Piedad	89,280	49,600
Turkish Red Crescent	–	20,000
IFRC/ICRC NSIA (2 years)	–	258,284
Total	**140,367**	**465,222**

The above summary demonstrates how MRC funded a significant percentage of its transformation process from its internal funds, while also seeing the strategic added value of partnerships with its Mexican partners in OD and resilience.

Its Movement partnerships provided sector-specific support, but none of them provided support to its organization-wide transformation processes. IFRC's global Policies, Guidelines, Frameworks and tools such as BOCA provided the strategic guidance for its resilience strengthening and Branch assessment processes, whereas ICRC's support was appreciated in strengthening its capacities to address violence and migration-related aspects of its services over the years.

Its partnerships with the American and Canadian Red Cross Societies in its "North American cluster" have provided equitable three-way peer support, mentoring, and strategic exchange of programmatic development material and support, particularly in the areas of community resilience programming.

(ii) Refreshing a vision for greater self-sustainability

Since 2012 MRC's new governance and management leadership team have managed three balanced income streams strategically to continue its commitment to funding its own organizational development and service expansion. These include:

⇨ 60-70% from national public fundraising campaigns spread over 2-3 months each year, and often supported by the President of the country;

⇨ 15-20% from income-generating activities and training fees through its schools for medical technicians, nurses, a variety of corporate training services, and private ambulances services to selected companies and institutions;

⇨ 10% in return for the public humanitarian services offered concerning its auxiliary roles at national and state levels (for services such as ambulances).

The national Fundraising Unit was strengthened with new personnel and directions in 2016 and to date investments in digital marketing and fundraising, and corporate partnership development, have led to significantly diversified income streams. It is anticipated that by strengthening digital systems for planning and reporting as well as fundraising, the NSIA fund will assist MRC to present a clearer and more appealing quantitative picture to donors of how, and on what, their funds will be spent, linked to human interest impact stories.

Building on Amazon's fundraising campaign during the 2017 Earthquake appeals which raised 60,000 donors, further sponsorship from Amazon's web service led to it building and hosting MRC's websites. As a result, each State Branch now has a website from which to reach new populations with messages about its services, volunteering opportunities, and appeals.

(iii) Individual and corporate fundraising expansion – NSD investments in reporting, communicating and transparency

Coupled with its increasing investment in social media messaging and transparent reporting on donations and impact, MRC has been able to expand its domestic fundraising and corporate partnerships by more transparently reporting on impact.

The preconditions and contributors for MRC's successful, sustained and growing NSD investments in resource mobilization have been:

> ⇨ the visibility of its core highly visible and highly appreciated, free public services;
>
> ⇨ investments in external multi-media communication platforms that can reach new audiences with messages promoting the Fundamental Principles and humanitarian values for social inclusion and peace;
>
> ⇨ the linkage with mobilizing new members, volunteers and youth to be socially inclusive ambassadors;
>
> ⇨ and mobilizing support for locally-led neutral, impartial and independent humanitarian action by Branch fundraising efforts in their own communities.

(iv) Enhanced auxiliary role funding

While careful not to become dependent on State funding, MRC's humanitarian advocacy efforts are nevertheless focusing on proposing new Laws at the state level for increased funding of a neutral, impartial and independent nature in return for "supplementing or substituting" public humanitarian services. Part of the strategy includes showcasing successful case studies of local state Laws which have led to quantitative and qualitative benefits in terms of humanitarian response and impact, to encourage other Laws to be passed.

7. MRC's external contributions to other humanitarian actors

In keeping with the learning goals of the "Localisation Workstream", MRC has consistently shared its humanitarian knowledge and capacities on a peer to peer basis with other Movement and non-Movement actors across the wider humanitarian sector to strengthen greater collective humanitarian impact. It does so in three dimensions:

- **As a strong national actor, MRC remains self-sufficient, but works with others through**
  - working on "Disaster Law" through advocacy with Government and other stakeholders;
  - coordinating, if necessary, all international assistance from Movement partners at times of national emergencies beyond a national disaster scope;
  - managing national emergency fundraising based on its long-term credibility and public trust in its integrity and transparent reporting;
- **As a strong member of IFRC's "North American Cluster", MRC**
  - shares mutual resources, assets and search and rescue and disaster response personnel with the American Red Cross and Canadian Red Cross at times of disasters (e.g. sometimes complementing ARC deployments or CRC field hospital with MRC search and rescue or paramedics deployments)

- shares expertise and good practices, experiences and technology to improve collaboration in response to transboundary emergencies or disasters, in partnership with the governments of the three National Societies (Mexico, Canada and the United States)
- exchanges volunteers and expertise (e.g. in fundraising tactics) and with students for research with Canadian Universities.

- **As a member of the IFRC's Inter-American Plan Conference and Plan of Action, MRC**
  - customizes Regional Resolutions, absorbs them into its own Strategic Plans as medium-term objectives, and implements them in locally contextualized ways.

8. Perspectives on good partnership that strengthen long-term organizational transformation and sustainable services

MRC's experiences of effective partnerships point to three specific learning points:

(i) Partnering with two strategic Mexican institutions to build **and fund** its organizational transformation and community resilience building strategies helped MRC accelerate a change process mindful of local cultural complexities.

(ii) Raising resources for its internal participatory strategic planning processes was a challenge, Movement and non-Movement partners failed to recognize the importance of providing timely support to such strategic change initiatives. The NSIA funds have enabled MRC to continue to build on a long-term, managed change process. However, MRC had to significantly reduce the size of its application to be successful, in the end only receiving support for one component of a wider 5 component strategy while at a strategic turning point moment.

9. COVID-19 response – the power of localization

As a powerful example of its localisation work and more recent NSD investments in strong Branch and volunteering systems that can reach hard to access communities in all parts of the country, MRC has made strong contributions to the national COVID-19 pandemic response through the strengths of its localised Branches and volunteers.

MRC's immediate "Guidelines for Branches" included protocols and SOPs for pre-hospital care, medical services, community and volunteer services and internal communications and reporting. It followed by activating its roles in the "National Response Plan for emerging Viruses", establishing financial reserves and procuring biosafety supplies. A further National Biosafety Manual and training was imparted to Branches who gathered and reported on daily data.

MRC reached a very significant number of people through its workshops on prevention and health promotion, education campaigns in the media and on social networks, and through its field hospitals and inter-agency alliances with other institutions. Its financial donations, corporate alliances and resource mobilisation enabled a logistics supply chain that reached the following numbers of people between March 2020 and July 2021:

⇨ 2,574,460 people reached through health prevention and promotion activities

⇨ 2,775,371 direct people reached

⇨ 63,792 pre-hospital care and medical emergencies suspected and/or confirmed patients treated

⇨ 16,781 registered cases of COVID-19 treated

⇨ 8,198 inter-hospital and social security transfers through ambulances

⇨ 1,333 operational ambulances, of which 281 ambulances equipped with biosafety capsules, dedicated to the exclusive transfer of COVID-19 patients across 32 States

⇨ 4,821 cases treated by MRC field hospitals

⇨ 40,345 migrants reached through medical services

⇨ 15,538 people reached with psychosocial support

The target groups reached by the above activities demonstrate the power of its localised volunteer and Branch network and collaboration with external agencies for collective action.

10. Conclusions

There is strong evidence that strengthening local Red Cross structures has led to more resilient communities.

"4 years ago, a local woman died because we couldn't get her to hospital on time. We realized that health education is a necessity, as well as disease prevention and forming local Red Cross brigades to help all, but especially women and pregnant women to be safer. Once the community is aware of its vulnerabilities, it motivates us to work to counteract the dangers. Volunteers play essential roles in consolidating the community, promoting social solidarity, coordinating community response and managing our own well-being" Community member

Mexican Red Cross's transformation process, sustained by longitudinal NSD investments made by both national and international partners, contained many important features that deepened its long-term local humanitarian impact. Amongst these were:

⇨ the adaptation of IFRC's tools for organisational assessment such as the Branch Organisational Capacity Assessment (BOCA) tool into a fully locally contextualised version

⇨ strategic partnerships with Mexican institutions who also provide long-term organisational development support

⇨ sensitive organisation-wide strategic planning processes that involved local Branches in the transformation plan over several conscious phases of consultation

⇨ renewal of leadership and strengthened orientation processes at all levels

⇨ balancing a strong auxiliary role with parallel investments in greater self-sustainability to mitigate against over-dependence on government or other external donors

⇨ strengthening community involvement in design, planning, monitoring and reporting of local relevant services and risk reduction programmes.

Turkish Red Crescent case study
"Preparedness for response –
building sustainable local capacities"

1. Executive summary

> *"Turkey is a large country and Turkish Red Crescent is a large and complex organisation with traditions and cultures. Change is achieved in incremental steps by a sustained leadership vision over time"* Senior Manager, TRC

Established in 1868, the Turkish Red Crescent Society (TRC, or Kizilay) is the largest humanitarian organization in country. In 2014 a new President, Governing Board and senior management leadership team launched an organisational transformation process to build on the achievements of the past and make significant adaptations to its organisational structure and services to remain relevant, focussed and responsive to rapidly expanding national and international humanitarian needs.

From 2012 onwards TRC realised that its traditional social services and auxiliary role didn't fully prepare it to respond effectively to a rapidly scaled up set of domestic needs, as well as those of an influx of migrants and people seeking international protection. In responseTRC launched a change process. Its goals were to re-envision a set of relevant updated services to meet the needs of all people on its territory, and to develop the upgraded, modern organisational capacities needed to deliver them

Its capacities and innovations, including the development of the world's largest "Red Cross Red Crescent cash delivery programme", emerged from many initiatives taken nationally under its own internal visionary humanitarian leadership, and with support offered through longitudinal Red Cross Red Crescent Movement (Movement) partnerships. These primarily included IFRC and other long-term partners such as the German, Danish, Norwegian, and other National Societies who supported its population movement programmes. Other significant multi-year partners included key UN Organisations (WFP, UNICEF, UNHCR, IOM, UNDP, UNOCHA), the World Bank, and over 250 international organisations including INGOs.

In parallel, at the national level TRC established a wide network of local partnerships with, and sponsorships from, the private sector, and relevant authorities in Turkey, while also increasingly relying on domestic income from its own social business investments to strengthen its overall sustainability and independence. The humanitarian outcomes and impact of its NSD investments are clearly visible, with measurable increases in both its organisational capacities as well as the numbers of people reached over the last 10 years.

Key Figures

	2010	2014	2020
People Reached & Assisted	1.234.321	4.431.212	26.016.591
Budget (Annual)	425.268.302 ₺	996.959.038 ₺	6.555.381.420 ₺
Income Generating Corporates Profit	+135.607 ₺	-1.367.613 ₺	+161.705.000 ₺
Branches	755 Branches	679 Branches 6 Representative offices	260 Branches 249 Representative offices
Staff	3.072	5.661	11.443
Blood Donation Centers	61	62	68
Voluntary Blood Donations (Unit)	1.014.520	1.860.258	2.429.302
International Delegations/Office	2	6	16
NSs Supported (Annual)	22	8	47
Amount of Received Donations	46.603.757 ₺	593.777.490 ₺	1.070.993.071 ₺
Donors	103.012	362.065	1.699.647
Active & Trained Volunteers	—	377	125.820
Owned Properties	3.836	4.287	5.197

Since 2014 a visionary leadership undertook a wide range of inter-connected "National Society Development" (NSD) initiatives through largely self-generated and self-managed resources. The ideas that accelerated organisational growth were driven by deep external vulnerability analyses and self-managed learning arising out its diverse partnerships.

This case study demonstrates how TRC delivered national auxiliary role responsibilities through empowered local Branches to increase sustainable, locally-led humanitarian action. It describes how longer-term NSD investments strengthened its local level Branch structures and the way they involved communities, decreased vulnerability to disasters, developed local collaborations for greater collective impact, and enhanced diversified income-generation streams to maintain the independence of its local humanitarian action. As such it contributes two specific dimensions of learning on "localisation" to the global Grand Bargain's "Localisation Workstream":

⇨ **Localisation of humanitarian presence and action** – building on the mobilisation of diversified volunteer and youth mobilisation; digitalisation of data and systems that enabled immediate operational decision making; strengthened partnership management and coordination capacities; and development of local Branch services based on relevant, modernised, and sustainable "locally-led humanitarian action" that contributes to safer, more resilient communities.

⇨ **Localisation of international humanitarian assistance** – demonstrating how TRC provided the platform for neutral, impartial, independent, accountable, and socially-cohesive local delivery of international and national humanitarian assistance to migrants and people requiring international protection in an accountable and locally culturally contextualised manner.

2. TRC's auxiliary roles and humanitarian context

(i) TRC's legal base

As auxiliary to the Government of Turkey, TRC plays an integral part in Turkey's National Disaster Response Plan (NDRP), working closely with the Turkish Disaster and Emergency Management Presidency (AFAD), the Directorate General of Migration Management (DGMM), and the Turkish Ministry of Foreign Affairs. To deliver its auxiliary roles effectively, TRC works closely with a wide range of national Ministries as well

as Provincial and local authorities to provide humanitarian services to both vulnerable local communities as well as those requiring international protection.

To deliver its auxiliary role in shelter and nutrition management in disasters, in a country with an annual average of 111 disasters, TRC has built an impressive decentralised local response-ready infrastructure.

As a result of significant NSD investments over the decades, TRC is an established and influential entity in Turkey. It participates in the coordination and management of humanitarian assistance across many sectors in the country.

In 2009, TRC revised its Statutes, ratified by the Turkish Government, to bring a new perspective to leadership and allow for organisational changes to strengthen effectiveness and agility, and reduce bureaucratic procedures. TRC's next objective is to propose an update to its Statutes at the end of 2021. Amongst the most important changes to will be:

⇨ Confirming the organisational purpose, vision and institutionalised reforms for the next 10 years

⇨ Aligning services to existising public policies and need for accredititation within related legislation

⇨ New organisational structures in the HQ and Branches

⇨ Reconfirmation of the establishment of the "TRC Investments" as corporate business units under the "Trade Law" to benefit from tax incentives and efficiency.

It is hoped that the Statutes revision process will also provide an appropriate humanitarian diplomacy opportunity to advocate for a new Turkish Red Crescent Law. Discussion will be held with the IFRC/ICRC's Joint Statutes Commission on both the draft proposed Statutes and Law to align both to Movement guidance.

(ii) TRC's humanitarian context

The country's Disaster and Emergency Management Authority (AFAD) states that Turkey ranks third worldwide in earthquake-related casualties and eighth in terms of people affected. Increasing climate-induced hazards and risks include riverine, urban and coastal flooding, avalanches, landslides, water scarcity, extreme heat and wildfires. More than 95% of the country geographically located in one of the world's most active earthquake and landslide regions where some 70 per cent of the population live.

It is hoped that the Statutes revision process will also provide an appropriate humanitarian diplomacy opportunity to advocate for a new Turkish Red Crescent Law. Discussion will be held with the global IFRC/ICRC's Joint Statutes Commission on both the draft proposed Statutes and Law to align both to Movement guidance.

Turkey hosts some 3.9 million registered people seeking international protection, mostly Syrian, with a further 115,000 others from Iraq, Afghanistan, Iran, Somalia, Pakistan, Palestine, Turkmenistan, Yemen and Uzbekistan, making it the host country with the largest such population in the world. These have basic needs related to services such as shelter, food, water, sanitation and livelihood. Poverty remains prevalent among the Syrian population due to the lack of access to regular income, and the high cost of living in urban settings.

3. The catalysts for organisational change

Challenged by a perceived slower response to the earthquakes of 1999 and 2007, TRC's leadership committed to an organisation-wide change process which included intensified approaches over its two Strategic Plans of 2010-2015, and 2016-2020. Early gains included TRC having enhanced responsibilities in the NDRP including as the primary partner in food aid provision, and in activating the youth to play more prominent humanitarian roles (recognising that 32% of the population is under 18, and 50% under 30).

TRC's "Strategic Plan 2010-2015" focussed on culture change, strengthening organisational processes, effectiveness and efficiency, and strengthening income generation in response to:

⇨ the rapidly changing humanitarian needs in country which required new and refreshed services with a newly trained staff and volunteer base

⇨ scaling up assistance to people seeking international protection and migrant populations by providing platforms for social cohesion and peace to respond to growing social tensions from the wider population about the quantity of humanitarian assistance going to them

⇨ being better locally positioned in Turkish communities to build their preparedness, response and recovery capacities in the face of recurrent disasters and crisis (with Turkey experiencing an average of over 111 disasters annually since 2012)

⇨ strengthening its enhanced auxiliary roles with professionalism and accountability through refreshed national and Branch structures, including in its NDRP responsibilities for the "Nutrition and Food Cluster" at national and local levels.

It included measurable progress indicators and a new "Performance Targets Planning Form". To achieve optimal implementation, in 2016 the President and Governing Board decided to appoint an external organisational development consultancy, Boston Consulting Group (BCG), to identify the key challenges and help with the transformation. This resulted in a significant management restructuring and recruitment of additional professionals; investments in communications and public relations to strengthen transparency, accountability and public and institutional trust; and a strategy to build greater self-reliance at all levels.

4. TRC's transformation process

(i) Organisational analysis

Since its foundation, TRC's priorities had focussed more on social services and local charitable initiatives. However, a number of large earthquakes, coupled with the Syrian crisis from 2012 onwards, compelled TRC's leadership to make new NSD investments to better deliver its auxiliary role services.

In 2016 TRC's traditional organisational characteristics comprised of a lack of cohesion in a number of dimensions. Branches had evolved with a large degree of autonomy, a HQ structure saw Departments working in "silos" with little inter-Departmental planning even in emergencies, and a lack of digital systems left TRC unable to collect and analyse humanitarian data quickly to facilitate effective humanitarian decision making.

> *"The Syrian crisis proved to be a game changer for TRC. With crisis comes opportunities, through new partnerships that bring learning, new humanitarian service concepts that replace more traditional charity-focussed social services, and a vision of building outreach capacity in all parts of the country to be of assistance, but also to build social cohesion, peace and understanding in the face of rising social tensions"* Senior Manager, TRC

The BCG report included flowcharts with new personnel roles and risk matrices, but delivery through an online system required coordination with the IT department. New Directors were hired in reconfigured Departments such as "Strategy and IT", "Corporate Risk Management and Compliance" (which included Risk Management, Internal Control, and Financial Control), and "Monitoring and Evaluation" amongst others to work closely together. The new senior management team were tasked to implement the key recommendations from BCG which included cross-Departmental tasks to:

⇨ Undertake a process inventory of over 600 traditional processes and consolidate them (eventually into 60 new defined processes)

⇨ Integrate all defined processes into one online SAP system which would manage everything from HR to travel, purchasing, logistics, budget, finance etc

⇨ Implement the new rationalised organisational structure through merit-based recruitment on professional salary scales, staff retrenchment, redeployment, and reskilling

TRC also conducted two more organisational assessment and certification processes with the aim of being recognised as a partner of choice for major external donors, as well as to strengthen its internal systems for quality, accountability and effective humanitarian service delivery.

IFRC's **"Organisational Capacity Assessment and Certification" (OCAC)** process in 2019 was used to further align its NSD investments to attain the international benchmark indicators contained therein (e.g. adopting new Policies and standards in areas such as "Prevention of Sexual Exploitation and Abuse" and "Fraud and Corruption").

TRC also undertook the **European Foundation for Quality Management (EFQM)** benchmarking process, modifying this corporate quality model by defining "customers" as donors and beneficiaries of services to customise it to TRC's needs.

TRC used the merged outcomes of both processes to guide specific organisation-wide transformation work, and also capacity strengthening objectives in a variety of Departments. In 2019 a 5-day workshop with all key internal stakeholders proved to be a key turning point. New synchronised systems and a three-phase implementation plan were agreed.

Phase 1: transferring newly agreed inter-connected systems into the SAP online software

Phase 2: developing a new business model to implement projects and operations which connected multiple departments and Branches

Phase 3: ensuring that all the new operational systems included expected contributions to indicators in the SDGs, IFRC OCAC, EFQM, and ECHO standards

Phase 4: strengthening "master data management" so that, "big data", could guide operational humanitarian decision making

"Now all Departments were working from the same baseline and understood the main objectives and priorities of transformation. A Review Commission discussed the roadmap progress, with the Strategy and IT Department following up on the process, and the Quality Management Department following up on service issues. The next step was to work with local software companies so that each Department could co-create the platforms it needed, but which would fit into the overall SAP platform. Disaster Management developed their integrated platform, as did other services such as Blood, Kizilay Payment systems etc" TRC Senior Manager, HQ

TRC was particularly fortunate in establishing a new local strategic partnership with a GIS software developer Esri who donated free support and online GIS platforms. To significantly improve its humanitarian impact, the GIS mapping could superimpose volunteer deployment information onto real time disaster management operational maps to make operational decision-making instant and more cost-effective.

The following visualisations show the system in operation with regard to volunteers deployed to support the wildfires response operations. NSD investments in strengthening volunteer and Branch abilities to gather local data which could be nationally aggregated and visualized through digitalization immediately intensified TRC's "localization of humanitarian action".

The NSD investments in SAP also led to more transparent and coordinated multi-Departmental platforms such as procurement and logistics software. These were now integrated so that the steps along the total process could be seen by all relevant national Departments and Branch stakeholders.
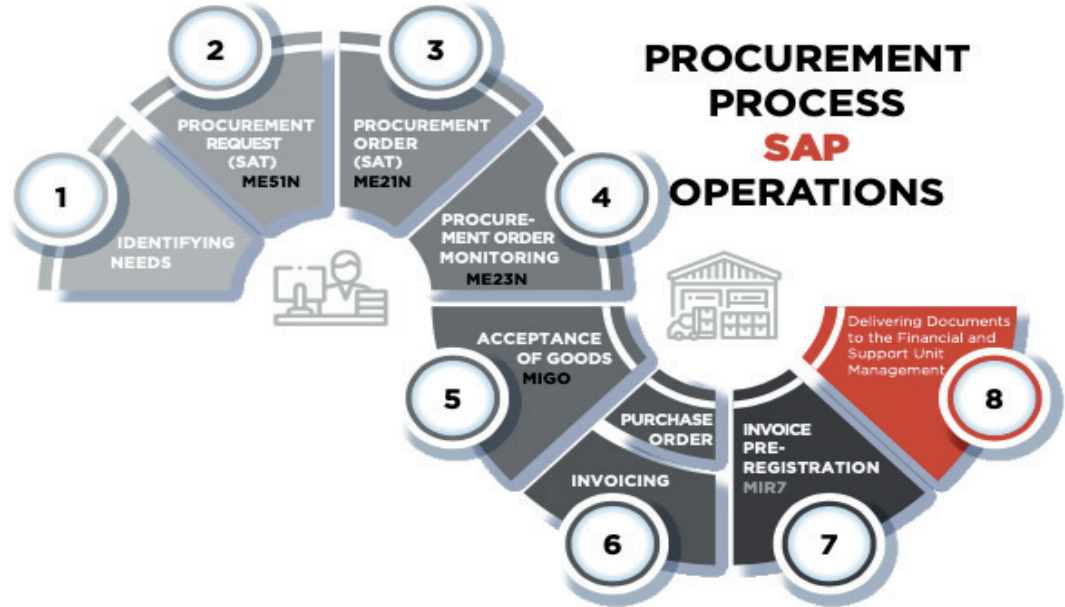
5. Strengthening Branches and new volunteering and youth initiatives for "localisation of humanitarian action"

(i)   Strengthening a volunteering and youth focus in Branches

TRC's NSD investments in Branch assessment since 2013/14 noted that some Branches were merely functioning, while others requested funds from HQ to sustain themselves but had no services. Using the assessment data, a Branch consolidation process resulted in the reduction of the total number of Branches from 752 in 2013 to 250 in 2016. However, new Branches now had individual scorecards and could contribute to unity across the organisation with targets in areas such as donation activities, digital reporting, and monitoring obligations.

The SAP system introduced in 2016 brought the Branch network into one cohesive online system, incorporating local capacity assessments, and aligning their SOPs and service areas to the nationally adopted systems.

> *"Since using our new e-documentation system, we can now see our Branches, their members and active volunteers, and how they are meeting certain criteria. They have 54 goals and agreed that if you don't meet the criteria you are at risk of closure. We introduced a 5-day leadership training and a Branch to Branch peer support portal".* HQ Senior Manager

In parallel a new focus was added with the establishment of new sections for women, youth and people with disabilities nationally as well as in every Branch to ensure socially-inclusive approaches in all its actions and structures. The organisational restructuring saw the Volunteering Department promoted to a Directorate, and TRC realised the need to manage volunteers and the volunteering cycle through digital tools.

> *"We realised we needed to find the volunteers we already had, and to mobilise a new generation of volunteers and youth. Data is everything in volunteer management. We needed to improve our understanding of what volunteers need, and how to create better conditions for them"* TRC Senior Manager. Volunteering Department

TRC's NSD investments in digitalised volunteering systems, within the wider SAP platform, now enabled volunteers to apply, have their profiles checked, undergo personality tests to check their suitability for a range of deployments, receive training in specific areas of interest, and link to online mobile phone App systems to monitor their location, duties performed, and real time feedback on operations. Further NSD investments in digitalized systems led to transforming the roles and support for volunteers and youth respectively as follows:

Volunteers:

➡ New volunteers were identified in new "units" within Branches focussed on Women, Youth, and People with Disabilities

➡ The creation of "neighbourhood volunteering leaders" to identify and support local vulnerable people with their needs

➡ A new website "Be your own volunteer" enabled volunteers to apply for specific assignments listed aligned to their professional or trained profile (e.g. from assisting finance department to deployment in emergencies). This enables immediate deployment under the direction of a specific "mentor" (recent wild fires and floods operations in Turkey benefited from such deployments and visualisations in HQ to monitor real time information and improve operational decision making to address gaps)

➡ Where previously volunteers didn't know how to contribute clearly, now their managed deployments in disaster-affected areas, for example, shows that they often contribute more than staff, which motivates them and also creates respect for volunteers

➡ The Kiizilay Academy has launched a blend of Online Learning Platform modules using IFRC's Learning Platform and other Turkish courses to meet volunteer requests for accredited courses in topics such as disaster and crisis management, protection, security

➡ Such active volunteering roles and the coverage of them in the media has brought TRC greater credibility for its visible volunteer services on the ground in every part pf the country

Youth:

➡ In 2013 a "Youth Sections Information Meeting" enabled exchanges across Branches which led to the Youth Summit in December with 235 participants from 43 youth sections across the country which developed TRC's "Youth Policy"

➡ Youth representatives were empowered to decide on themes for youth programmes in primary and high schools, with Youth Leadership Training in youth camps covering topics such as leadership, First Aid, disaster awareness, and addiction prevention

➡ The number of TRC Youth Units in universities rose from 89 in 2016 to 155 in 2020, with 75 Young Red Crescent Provincial Organisations, and 94 Young Red Crescent District Organisations

➡ Publications in 2016 such as "I Learn A Safe Life with TRC" for 4th grade students, and "Adventure Book" (for children aged 9-11) introduced to appropriate teachers and families to learn about TRC and also learn about disaster awareness and protection from natural disasters

➡ Youth were given a seat on the Governing Board, and with every university also having TRC youth unit this is a channel for empowered youth voices that lead to change

➡ In 2017 the "Kizilay Youth Volunteers" website was launched capturing and sharing the humanitarian initiatives and services provided by youth across the territory. It immediately won the national "People's Favourite" award in the social responsibility category

➡ In 2018 onwards youth volunteers applied, were selected, and trained to give lessons to both Turkish and migrant children in the Community Centres (CCs), starting a further consolidation of the local Branch, Youth Centre, and CC structures.

In 2020 the more detailed data on volunteers created the opportunity to begin counting the financial value of volunteering, and TRC could demonstrate that its 125,820 volunteers had conducted activities to the value of US $ 2,336,972 calculated at the daily minimum wage per hour in Turkey.

In the meantime, more and more volunteers were emerging from the previous "beneficiary" populations served by TRC's 16 Community Centres. The integration of these new volunteers into TRC's wider community work has strengthened social cohesion and brought new economic benefits to both the migrant and host communities as demonstrated in the following story of humanitarian impact:

In 2015, Nermin Naffakh's family moved from Syria where "we were in a bad situation because of the war" and settled in the capital city of Antakya in Hatay. One day, on the way to the market, she came across TRC's Community Centre and enquired about language classes. Soon afterwards, she started taking Turkish language classes at the Youth and Child Centre and eventually, with the encouragement of the Centre's education officer, went on to became a youth volunteer.

"Like most young Turkish Red Crescent volunteers, I first had to undergo various training sessions such as leadership programmes for the TRC's children's programme, communications skills, and psychosocial support. I helped with activities related to Child Friendly Spaces and assisted with the Ogretmen-im 'My Teacher' project in which university graduates teach both migrant and Turkish children. As a volunteer, my role included helping young school children under the project with their homework and tests.

I actually developed myself and my capabilities by being a volunteer. For my future [as a pre-school teacher candidate], I think it is quite important. Learning the local language had a big impact not only on my education but helped improve my social interaction with the local (Turkish) community, leading to improved social inclusion.

After four and a half years as a volunteer, nowadays at 18 years old I am fully occupied with volunteering at three Centres. TRC reconnected us to life and I would like to thank them for the opportunities they provided for us to discover our own skills and to start university and step into a beautiful future."

(ii) Consolidating volunteers and youth information for more effective deployments

The SAP system's integrated volunteer and youth database enabled TRC to deploy well-trained, appropriate and relevant profiles of youth and volunteers to undertake specific humanitarian missions. TRC also developed a number of volunteering programmes to boost the availability of local community-based disaster responders in all Branches to build a country-wide disaster prepared volunteer network. These included:

Training Camps for Volunteer Disaster Leaders to recruit, train, and manage volunteers in disaster management as "Basic Disaster Volunteer Instructors" under the coordination of the regional disaster directorates during regular times, and as "Volunteer Disaster Leaders" in the field during extraordinary times.

Basic Disaster Volunteering Project in which the trained Volunteer Disaster Leaders are foundations for the disaster volunteer capacity to be created within the branch.

Neighbourhood Disaster Volunteering Project to increase the disaster volunteer capacity for trained volunteers among the neighbourhoods within the Branch.

The following visualisation shows the results of the first full year of operationalisation of the new volunteer database within the SAP system. It is now a resource for all Branches, programmes and services to draw from, and deployments cannot any longer be duplicated.
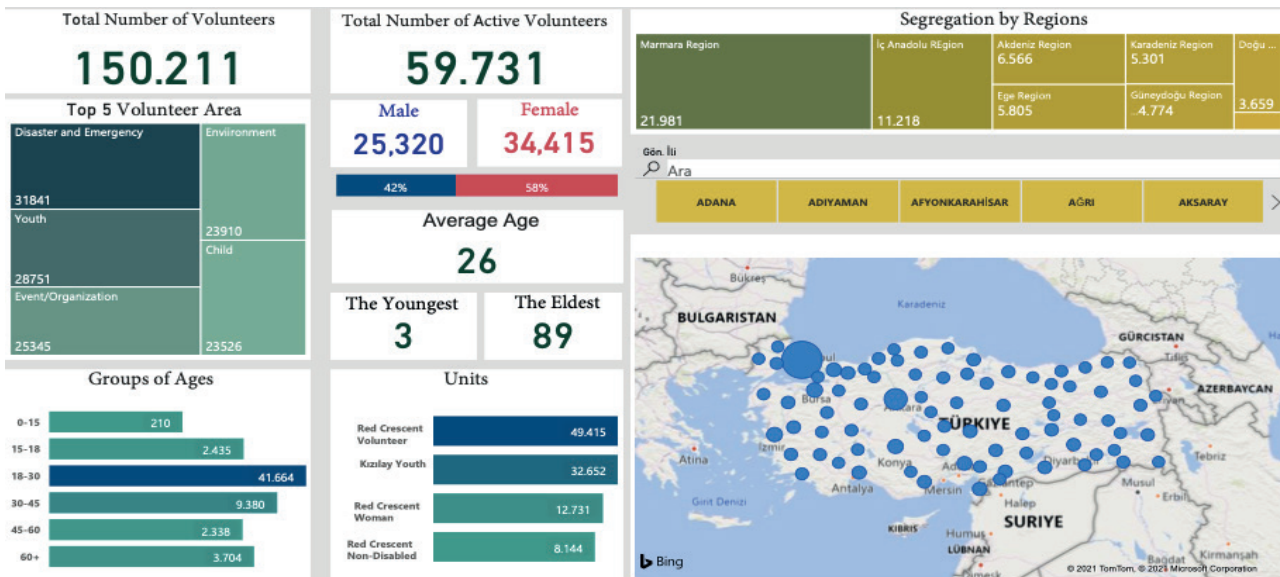
TRC has invested in NSD for transformation through digitalisation to expand its volunteer and youth base and engage more meaningfully with young people to continue strengthening the National Society. The online mobilisation and training modules now allow a managed learning path, introducing youth and volunteers to the Red Cross Red Crescent Movement and explaining how they can play an important role in shaping the future of humanitarian work.

Adapting IFRC's global Policy framework, TRC furthered customised and adopted a "Volunteer Policy" (2021); "Youth Policy" (2020); an "Ethical and Corporate Working Principles Policy" (2021) which includes many elements to advance gender and diversity and protection from abuse; and a local adaptation of IFRC's Youth Engagement Strategy (YES). It also piloted the Youth as Agents of Behavioural Change (YABC) module with IFRC's technical support, which includes further Movement orientation for participants at the annual TRC Youth Summer Camps.

6. The impact of TRC's transformation process on local and national humanitarian services

In line with its "Strategy 2016-2020", TRC intensified its work on enhancing its response disaster response, risk reduction and rehabilitation capacities. NSD investments in empowered local structures and decentralized systems aimed to strengthen its credibility by achieving "localization of humanitarian action" in several dimensions:

(i) Promoting new ideas for locally-led humanitarian action

"Building on lessons learned from its its large-scale cash programmes, TRC realised that Cash assistance alone was not enough, and blended it with integrated livelihood training that enables people to enter labour markets. Our "Strategy 2016-2020" therefore saw a new emphasis on investing in equipping vulnerable people with vocational skills, health living, and empowering them to end poverty by strengthening their resilience. We saw that a lot of households can be helped to transition from dependency on humanitarian assistance, and through their new self-sufficiency they can help others. We have so many examples where migrants who set up businesses started employing other families and local Turkish people too". TRC Senior Manager

The Project Management Proposal and Management responsibilities were decentralised to Branch levels to strengthen local decision-making and locally-led humanitarian action. It also allowed for clearer coordination and is based on a common resource mobilisation and management system. This encourages all stakeholders in Branches, and also at national level, to propose specific humanitarian services/projects for consideration.

All project proposals must be in alignment within TRC's prevailing broader Strategic Plan goals, and specific proposals are encouraged under the three new dimensions of focus in every Branch, namely Women, Youth and People with Disabilities. The Project Management Module overcame the traditional overlap and inefficiencies between HQ Departments and Branches who might have rushed to the same operational area without cross-departmental analysis, shared responsibilities, and team work.

(ii) Measuring change and impact in service delivery

The SAP system has also been used to introduce "Social Impact Management". A key NSD investment in Social Impact Management came when TRC sent 2 staff for training in the "Social Value UK" organisation. On their return TRC turned the outcomes of the training into Turkish courses, partnering with a national University. In 2021 25 staff have been trained in social impact management, with many more planned into the future. It is hoped that staff from other Turkish NGOs and humanitarian institutions will undergo the same.

> "Previously our humanitarian service management and monitoring systems concentrated only on outputs and outcomes. For example, "we trained 100 widows", but we didn't know the impact of those trainings in widows' lives. The solution was to ensure that all new project proposals in TRC MUST show a social impact, with targets integrated within the SAP system in respect to each customised project. Now we can use our digital systems to measure new impacts over the next 2-3 years and thereafter. If we can build effective social impact management approaches, we can change the ideas across the whole humanitarian sector in Turkey". TRC HQ Senior Manager

The NSD investments in the SAP system have therefore led to greater humanitarian accountability through digitalisation of data from local assessments, to integrated deployments across teams, and finally to social impact reporting.

(iii) A specific focus on strengthening disaster preparedness and response

TRC's three consecutive Strategic Plans 2010-2015, 2016-2020, and Strategy 2030 incorporate a range of NSD investments to develop and expand its disaster preparedness, response, and recovery structures, scope of services, and accountability standards. In the spirit of "localisation", the NSD investments in new organisational structures and systems have focussed on:

1. **Aligning TRCS's disaster response tools with the Red Cross Red Crescent Movement tools:** developing more staff in disaster response to contribute to national and international deployments

2. **Institutionalizing cash-based programming as a modality in its programmes and operations:** by partnerships with competent and accountable counterparts, and aiming to set up a reference hub for cash nationally and globally, with the capacity to deploy international cash experts to Red Cross Red Crescent Movement operations

3. **Positioning forecast-based action/financing in anticipation of future disasters and emergencies:** by positioning necessary skills, knowledge and resources in strategic locations for preparedness, mitigation and deployment

4. **Increasing public awareness of disaster risk reduction and the steps to take in the event of a disaster:** by building disaster risk reduction and community resilience amongst the general public, with a specific focus on all vulnerable groups in the host as well as migrant populations at most risk throughout the country. This includes steps to reduce disaster risk in schools, particularly in disaster

To improve the implementation of its auxiliary roles TRC continues to expand local partnerships with academic institutions and other related government agencies to identify emerging gaps in the health and disaster context of the country in the face of climate change, intensifying weather events, congested urban living, and disease outbreaks.

TRC's Health Department expanded its traditional health in emergencies response roles to improving the longer-term health resilience by building the capacities of staff, volunteers and local communities through peer training, a customised version of IFRC's community-based health and first aid (CBHFA) process and tools, preventive community health care and healthy lifestyle promotion, and psychosocial support (PSS) interventions.

TRC seeks to expand its efforts towards promoting equality and protection for women and girls through its programmes and operations. TRC is addressing the mainstreaming of "Protection, Gender, and Inclusion" (PGI) and Community Engagement and Accountability (CEA) elements throughout all its programmes and operations both within and outside the country. This will build on recently adopted strategies on Prevention of Sexual Exploitation and Abuse, and Gender and Diversity inspired by the IFRC global Policy framework.

TRC's use of IFRC's "Preparedness for Effective Response" (PER) self-assessment in 2020 assisted in commitments and targets for further organisational mainstreaming of the above priorities, with SAP providing an effective digital platform for integrating online training courses, minimum standards in operations, capacity strengthening goals at all levels, and social impact monitoring dimensions.

7. TRC's approach to "localisation of international humanitarian assistance" through the migration crisis response

TRC's operationalisation of the Fundamental Principles in providing neutral, impartial and independent assistance to people seeking international protection and migrants have generated a number of key turning points in its overall organisational development process.

Expansion of humanitarian services through dedicated and innovative programme structures: TRC has provided humanitarian assistance through a 'Syrian Crisis Humanitarian Relief Operation' launched in 2011 through 14 border relief points, and a subsequent "Community Based Migration Programme" launched in March 2016 under a new consolidated TRC Directorate of Migration and Refugee Services, TRC is now providing services to both people seeking international protection and host communities to ensure long-term social cohesion and peace-building elements to mitigate against social tensions.

Since 2015, TRC established 16 Community Centres (CC) in 15 cities with the highest numbers of migrants. They provide information on registration and services, protection-related prevention activities (case management, legal counsel, Restoring Family Links, and information dissemination), psychosocial support, vocational and livelihood skills training, social and harmonisation activities, language courses and health and hygiene activities.

11 of these CCs were supported by IFRC and funded by EU MADAD Trust Fund[9]. 3 Community Centres were supported by German Red Cross and 1 by Norwegian Red Cross. DG ECHO has been supporting all CCs for protection activities through 'Responding to Protection Needs of Refugees in Turkey project. At the onset TRC worked in partnership with World Food Programme (WFP) in the Emergency Social Safety Network (ESSN) programme, a social assistance programme, and with UNICEF in the Conditional Cash Transfer for Education (CCTE) programme, aiming to enable poor refugee families to send their children to school regularly. The protection cases identified through these programmes are referred to the CC case management teams, hence maintaining synergy with the wider services of CCs.

As of June 2021, the key statistics were as follows:
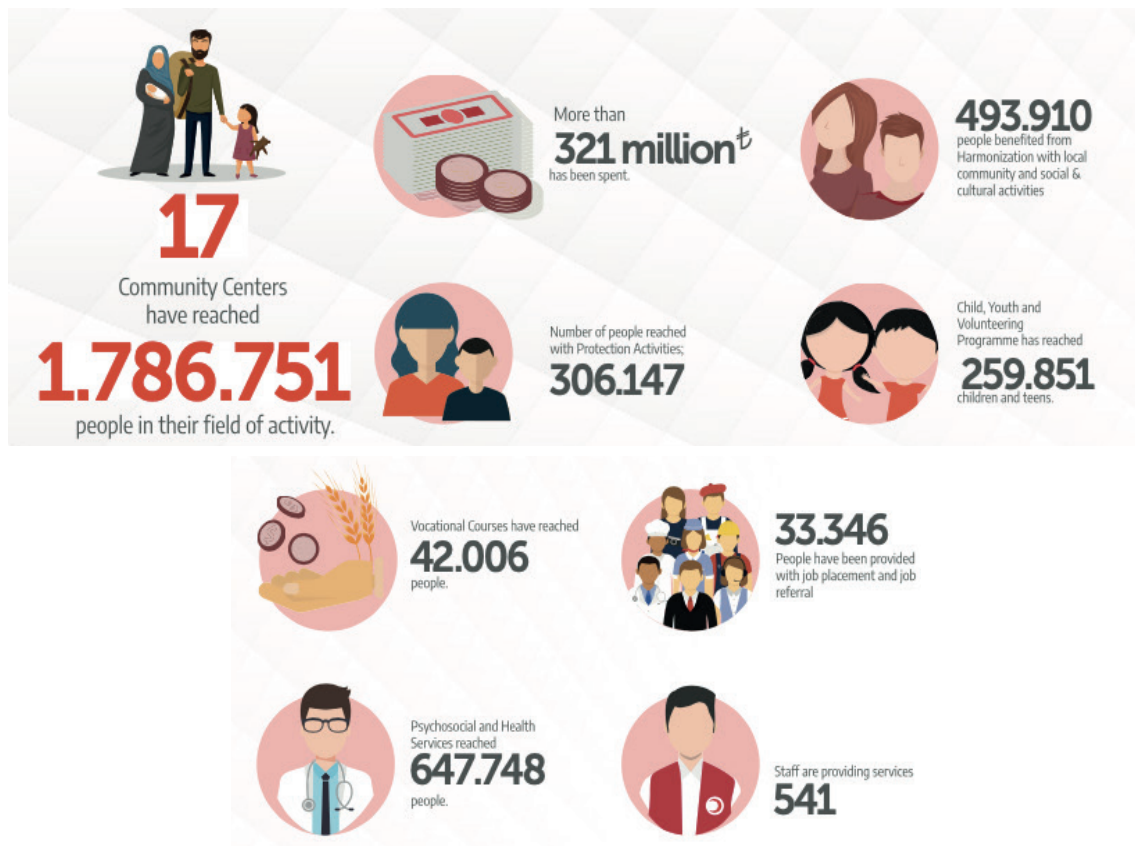
Learning gained from new expanded humanitarian partnerships: New partnerships with non-Movement actors brought new skills that will service TRC's longer-term community-based activities. For example, in May 2013 a partnership with UNICEF initiated child protection, prevention and awareness activities for children aged 4-18, including psychosocial support, social cohesion, youth empowerment and education support. These mainstreamed capacities now support children to overcome traumas, and increase the awareness of living together with different cultures, to support their personal development and access to education. Since the inception of the programme, activities have been implemented through 124 staff in 33 activity points, resulting in 4,411 volunteers being trained, and 2,720,839 activities conducted which have reached 664.648 children.

Digital innovations: TRC's "Kizalaykart", a cash-based assistance platform designed to help vulnerable individuals to meet their basic needs with dignity, was launched for Turkish citizens in 2011, but has

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9   The overall objective of the proposal under the European Union MADAD Trust Fund is to provide a coherent and reinforced aid response to the Syrian crisis on a regional scale, responding primarily to the needs of refugees from Syria in neighbouring countries, and to those of the communities hosting the refugees and their administrations in order to build resilience and contribute to the recovery process.

become a model for collaboration between humanitarian aid, public and private sectors and Red Cross Red Crescent partners. Five programmes, all of which rely on TRC's strengthened longitudinal NSD investments, have been implemented under Kizilaykart which in combination increase the resilience of the most vulnerable in conjunction with multiple partners as follows:

⇨ **"Emergency Social Safety Net" (ESSN):** provides basic needs according to the choices of people residing outside of temporary accommodation (supported by ECHO, Ministry of Family and Social Services, and WFP until 2020, and subsequently with IFRC)

⇨ **Conditional Cash Transfer for Education (CCTE):** originally for Turkish children to help access school regularly since 2o03, now included non-Turkish children from 2017 (supported by ECHO, Governments of Norway and US, and implemented in partnership with Turkish Ministries and UNICEF)

⇨ **In Camp Food Assistance:** for food and non-food e-cash vouchers for foreigners living in 6 temporary accommodation centres (originally supported by Governments of Germany, Japan, Norway and south Korea but now only by USAID)

⇨ **Vocational Course Incentive Programme (VCI):** offering incentive payments for vocational course trainees in livelihood development from both refugee and local populations (funded by IFRC in 15 cities, supplemented by Governments of Japan, German Development Bank, and Danish Refugee Council)

⇨ **Complementary Emergency Social Safety Net (C-ESSN):** for recipients who are unable to attend livelihood training courses (initiated in 2021, implemented by TRC and supported by EU DG NEAR)

As a result of these NSD investments and new capabilities, international humanitarian actors recognise TRC as a partner of choice due to its transparency, risk management, and due diligence standards. TRC's Cash programme is now the world's largest model of a "Red Cross Red Crescent Cash delivery platform". Through a "localisation of aid" perspective, it now cascades cash assistance through a wider range of local partners, managing clear, safe audits and successful humanitarian outcomes. Its excellence in cash-based assistance was further recognised when the system helped in COVID-19 pandemic.

With its community-based human resources, TRC is the only actor positioned to offer "localisation of humanitarian action" in a longer-term perspective, seeking to build resilience, self-empowerment, and positive social cohesion among both refugee and host communities.

Originally from Aleppo, Syria, 40-year-old Abdulnasir Diyap fled the conflict and violence of his city to Turkey in 2014 with his wife and children. He first sought out local blood donation services for one of his daughters who had blood cancer and found TRC as one of the main providers of blood services in the country.

"I also heard about the TRC Community Centre and the cash assistance (Emergency Social Safety Network/ESSN) programme from my community and also through Facebook and other social media. While the cash assistance helped cover basic needs, to supplement it Abdulnasir took a TRC Turkish language course, and combined classes in agriculture and animal husbandry, the latter a Turkish Red Crescent livelihood programme set up to enhance the capacity of vulnerable individuals through vocational training.

"As a result of the training I now makes a living selling dairy products as well as cattle to people in my local village. Thanks to the 2 cattle and milking machines donated by TRC, I have been selling milk and dairy products to the local community. People from the village also buy cattle from me. I took part in the Home-based Production Support, Small-scale Agriculture and Livestock Production Support project. This project supports beneficiaries who are skilled and certified but unable to join the labour market due to barriers they may face.

Today I own 24 cattle and my relations with my Turkish neighbours have also improved. They buy the products I produce and they trust me. My business was not affected during the Covid-19... and, in fact, I am currently having difficulty keeping up with my orders. The project healed me physically and mentally like medicine given to a sick person. Now [after the training courses] I feel valuable and am more engaged with the community. I feel happier".

8. Strengthening national and international partnerships

(i) Managing Movement cooperation and coordination

The TRC is the sole host and operational Movement actor in the country. Although other UN partners had traditionally supported the Cash transfer programme with TRC, in its latest tranche of the largest ever Euro 500 million Cash transfer programme, TRC chose deliberately to work directly with IFRC and the EU instead of its traditional UN partner organisation, thereby offering IFRC the chance to generate mutual learning that could benefit the global "Red Cross Red Crescent Cash delivery platform".

The International Committee of the Red Cross (ICRC) signed a three-year Memorandum of Understanding (MoU) with TRC in January 2017, to provide technical support in Restoring Family Links (RFL) for the benefit of displaced migrants hosted in Turkey. The partnership now continues with no ICRC presence in country.

Within the Movement itself, TRC has managed growth and learning by partnering with specific PNS. For example, Norwegian Red Cross supported TRC bilaterally with one community centre and one child protection centre, but also supported capacity strengthening in wider sectors of WASH, psychosocial support, and community health approaches. The German Red Cross has supported with three community centres, and through its bilateral project on Mental Health and Psychosocial Support for refugees and host communities in Turkey.

(ii) Partnership with non-Movement humanitarian actors

On the international front, TRC also currently works in partnership with UN agencies and other INGOs including the World Food Programme (WFP) and UNICEF using cash transfers as a modality to provide basic support for household needs, and encourage families to send their children to school, respectively.

As a result of its internationally-respected planning, monitoring, reporting, due diligence and audit standards, it has signed over 40 MOUs with UN, EU, INGO and other international organisation partners in Turkey. However, the challenge remains around sustainability of large programmes that leave behind significant assets but little sustainability of resources. For these reasons, a strategic decision was made to scale up Kizilay Investments to provide the answer.

9. Strengthening sustainability through social investment income streams

(i) NSD investments in communications and fundraising developments

TRC's NSD investments also focussed on stronger media coverage of its humanitarian impact stories. Between 2012 and 2020 its newspaper coverage increased from 18,207 to 34,528; TV news coverage from 3,640 to 16,359; and online news coverage from 0 to 221,857. As a result of increasing its national campaigns from 52 in 2015 to 83 in 2020, TRC increased its individual donors from 2,239,634 in 2019 to 5,977,643 in 2020, and its corporate donors from 12,081 to 26,434.

The 5,340 buildings donated to TRC ensure a steady income stream, but required investments in professional personnel skilled in estate management and development.

(ii) "Kizilay Investments"

A turning point moment in NSD initiatives that strengthened TRC's overall sustainability came five years ago when TRC's Governing Board decided to bring all its business units together under the single commercial company umbrella of "Kizilay Investments". Registered for tax efficient reasons under the Trade Law, it connected all TRC's diverse income generating activities and is 100% owned by TRC.

It is now TRC's largest donor, transferring its quarterly profits, using efficient business-based decision-making competencies, and continuously investing in new commercial ventures which are compatible with its mission and values. It is also engaged in knowledge sharing with other National Societies on innovative investment schemes.

10. Contributing to national and international humanitarian knowledge generation and management

TRC's "Rotational Delegate System" and other international deployments of its staff maintain peer support to a wide number of other National Societies. In 2020 alone, it conducted humanitarian aid activities in 57 countries on 3 continents with 16 offices and 68 local staff members. These operations assisted 8,250,000 people in need with government-supported humanitarian aid with an approximate value of USD 27,571,840. TRC currently has permanent Delegations in 16 countries:

TRC's transformation journey over the past 10 years leave it well placed to support others in areas such as organisational transformation processes; empowerment of people seeking international protection and migrant communities to be volunteer leaders and support others; digitalisation for service development and humanitarian accountability; disaster preparedness and response; and social investments through business models that generate sustainable income.

Other significant knowledge sharing contributions have been made consistently including contributing contents for Chapters of the IFRC's "World Disasters Report", and being an active mmber of the Cash Learning Partnership (CaLP) network, hosted by OXFAM, in order to contribute to the scope of the cash transfer learning internationally; and contributions to IFRC global webinars and "Red Talks".

11. COVID-19 response – the power of localization

TRC's NSD investments gave a strong platform to make contributions to the national COVID-19 pandemic response through its localised Branches and volunteers.

With a monthly total of 115 staff and 6,443 volunteers assigned, TRC's services have reached health institutions, schools, mosques, municipalities, soup kitchens, nursing homes, hospitals, public authorities, organized industrial sites, NGOs, police departments, various education centres, TRC staff, volunteers and beneficiaries as well as general public.

In its auxiliary roles TRC has been working with the Ministry of Health, Provincial Health and Education Directorates, District Governorships, other government agencies, as well as schools, UNICEF and TRC Branches and Youth Groups. Its services have included:

⇨ The production of 13,371,656 items of PPE, 3,480,000 masks, and 3,934 visors in its TRC factories

⇨ Distribution of 340,075 hygiene kits and aid in cash for PPE

⇨ 320 health trainings and 337 hygiene promotion activities

⇨ 80,381 people in Community Centres as the focal point for migrants and people seeking international protection, as well as vulnerable local populations

⇨ Distribution of 115,431 units of immune blood plasma from 10 of TRC's blood centres

⇨ 164,755 information activities and 582,469 COVID-19 awareness raising activities to the public

⇨ 184,755 individuals receiving psychosocial assistance, 54,244 household visits to offer psychosocial training

⇨ 326,643 social media posts, 18,688 TV public service announcements, 5,745,693 SMS sent, and 1,430,768 hits on TCS's "Stay home" webpage

⇨ 2,874 trainings to staff and volunteers, and staff and volunteer psychosocial support sessions

⇨ 7,941,021 hot meals provided to 1,294,490 people in quarantine locations across the country

⇨ Cash assistance for food to 857,860 beneficiaries, and 417,118 shopping cards

Internationally TRC has supported a total of 47 countries with 5,312,419 pieces of PPE, liquid disinfectant, and ventilators.

12. Conclusions

The is clear evidence to show how the strengthening of local socially inclusive volunteering, community centres, and Branch structures have contributed directly to long-term community resilience, social cohesion, and peace.

As a 40-year-old with a family fleeing conflict and coming to Turkey, I also heard about the TRC Community Centre and the cash assistance (Emergency Social Safety Network) programme from my community and also through Facebook and other social media. While the cash assistance helped cover basic needs, to supplement it I took a TRC Turkish language course, and combined classes in agriculture and animal husbandry in a Turkish Red Crescent livelihood programme set up to enhance the capacity of vulnerable individuals through vocational training. As a result of the training, I now make a living selling dairy products to the local community. People from the village also buy cattle from me. I took part in the Home-based Production Support, Small-scale Agriculture and Livestock Production Support project. This project supports beneficiaries who are skilled and certified but unable to join the labour market due to barriers they may face. Relations with my Turkish neighbours have improved . Now I feel valuable and am more engaged with the community. I feel happier.

Turkish Red Crescent's organisational change process has made direct contributions to strengthened, more visible and accountable services by consistent longitudinal investments in NSD. Some of the key success factors of this transformation process have incuded:

⇨ The power of digitalisation in achieveing much faster gathering and processing of vulnerablity and disaster response data and ensuring timely deployment of appropriate volunteers and personnel to respond

⇨ Strengthening local Branch presence and meaningful participation of communities in programmes and service development ideas and feedback roles

⇨ Promoting community volunteering across domestic and migrant communities to strengthen local social cohesion and peace

⇨ Investing in strategic socially conscious business streams that generate income while producing goods and materials aligned to the delivery of its auxilary role and humanitarian services.

PART 3

Synthesis report

1. Key cross-cutting issues

(i) Overview of impact of longitudinal NSD interventions

> *"We had to state very clearly – No response without development. Don't do disaster response without capacity strengthening. We want to develop minimum standards in all sectors to be functional as they develop. We need to support transformation in the National Society, and we mean organisational development support, not just capacity strengthening to pay for programmes and programme managers. We want to build long-term sustainable services"* National Society Secretary General

There can be no doubt that longitudinal investments in "National Society Development" (NSD) have led to strengthened capacities for locally-led, principled humanitarian action that have in turn reached significantly more vulnerable people.

The Case Studies contain wide-ranging evidence that show how NSD investments resulted in new local organizational strengths and capacities which increased contributions to individual and community well-being, social cohesion, peace, and resilience in the most challenging of humanitarian contexts. Numerous community level interviews demonstrate how NSD investments in local volunteer, youth, Branch and staff capacities resulted in in new local services that strengthened individual and community resilience. There are numerous examples of the practical results of NSD actions that built local level organisational as well as human capacities. Support for National Society investments in volunteering and youth development, stronger statutes that allow for more participatory systems, transparency and accountability sytems, and mobilization of human and financial resources to sustain local humanitarian action have in turn directly impacted positively on the greater quality, reach and scale of humanitarian impact.

There is much primary evidence for the above attribution between capacity strengthening, organizational development, and resulting greater humanitarian impact throughout the Case Studies. A wide variety of documented community level accounts document such examples of increased humanitarian impact, including some examples as follows:

> *"Our flood resilience project focused on strengthening local structures, recruitment and training of volunteers, completing community level assessments and surveys, and developing effective flood risk mitigation projects at the community level. 10 community-based volunteer teams were formed and 300 volunteers trained in 10 communities. In addition, 2 SATGANA teams were formed and trained. Mitigation plans (developed jointly with communities based on findings of various community level assessments) have been prepared in communities including waste management, construction of evacuation places, protecting river banks, tree plantation, developing green belts, and raising community awareness in health, water and sanitation, disaster risk and environmental protection." (Indonesia)*
>
> *"One of the youths who successfully completed the programme was a 22-year-old youth suffering from addiction, involved in frequent acts of violence. He had dropped out of school, started being engaged in radicalized groups... With this programme with the Red Cross we managed to capacity build this youth, in terms of reforming, more in the mental health and psychosocial [side of things] where we taught him the basic skills needed to start a business, and what you need to do to reform." (Kenya)*
>
> *"90% of our 3,400 Emergency Management Service volunteers are youth aged between 17-25. These "operational youth" start with 9-11-year olds in schools benefitting from humanitarian education and disaster drills, and then go on to promote IHL and peace in their communities. We modified our Statutes so that Youth are now on the local and national Governing Boards of our National Society.*

> *Resilience in the Lebanese context means a combination of livelihood support and DRR, but DRR means youth involvement too, helping to assess each village's risks and building training for preparedness and coordination". (Lebanon)*
>
> *"4 years ago, a local woman died because we couldn't get her to hospital on time. We realized that health education is a necessity, as well as disease prevention and forming local Red Cross brigades to help all, but especially women and pregnant women to be safer. Once the community was aware of its vulnerabilities, it motivated us to work to counteract the dangers. Volunteers play essential roles in consolidating the community, promoting social solidarity, coordinating community response and managing our own well-being" (Mexico)*
>
> *"Our "Strategy 2016-2020" therefore saw a new emphasis on investing in local structures to equip vulnerable people with vocational skills, healthy living, and empowering them to end poverty by strengthening their resilience. We saw that a lot of households can be helped to graduate from dependency on humanitarian assistance, and through their new self-sufficiency they can help others. We have so many examples where migrants who set up businesses started employing other families and local Turkish people too". (Turkey)*

Many of these achievements were possible thanks to the ability of National Societies to use a strategic blend of competencies, capacities and resources from within and outside the Movement. As such, these findings provide an insight that goes well beyond the International Red Cross Red Crescent Movement and shed light into what strengthened future collaborations across the humanitarian as well as other external sectors can generate by way of increased collective humanitarian impact.

As a result of longitudinal NSD investments, the above quotations and many others evidenced in the Case Studies show how locally capacitated and positioned Red Cross and Red Crescent members, volunteers, youth and staff have built their communities' strengths to better predict, mitigate, and manage risk, be first responders to disasters and crises, and build social cohesion and peace. Through NSD the goals of organizational resilience and community resilience therefore come together under one cohesive concept of "localization of humanitarian action".

However, the prevailing preference of external partners and donors to support short-term capacity strengthening rather than longer-term organizational development continues to leave National Societies challenged to find critical assistance to strengthen their longer-term humanitarian work:

> *"In spite of all the "localization of aid" rhetoric, the majority of our partners do not accommodate in their budgets allocations for our long-term organizational development. They continue with narrow project and programme-focused funding based on their own priorities and interest. If they are true to the rhetoric, they would recognize us as really local organisations, able to understand communities' gaps and address them in targeted ways. When they prioritized resources for COVID-19 they couldn't also focus on other parallel emergencies which we were working on".* National Society Senior Manager

## (ii) The importance of IFRC's guiding Frameworks

The findings of this Study reconfirm the key tenets of IFRC's **"National Society Development (NSD) Framework"** which stipulates that:

⇨ **Recognition should be given to the diversity of National Societies (NS)** – each being set within a different institutional environment, being a complex system with inter-related factors that change over time,

⇨ **Each NS has to define its own formula and drive its own development**

⇨ **The primary responsibility for the health of the organization sits with the Senior Leadership** – with formal and informal leadership also being found everywhere in the organization

> ⇨ **Services to the vulnerable must the key driver** – with the outcomes focusing on relevance, reach, quality and sustainability
>
> ⇨ **Support for NS should be based on the priorities defined by the NS themselves**

Successful NSD outcomes in terms of delivering better quality and reach of services, stronger organizational structures and systems, greater local sustainability, and improved disaster preparedness and response capacities have resulted from an implementation of the four Commitments of **IFRC's "National Society Development Compact"** which sets out roles for National Societies, their Movement and external partners, and their IFRC Secretariat, as to how NSD support should be delivered.

The IFRC's NSD Compact's first Commitment is **"Better identification of NS priorities in NSD"** – where NSD support focusses on the needs and strategic priorities identified by a National Society. The evidence from the Case Studies shows that a National Society's overall humanitarian impact is an outcome of the ability of transformative leadership to balance between six key areas of its development as follows, with partners needing to contribute balanced resources to enable NS to manage the inter-connected areas and achieve both organizational and service development:
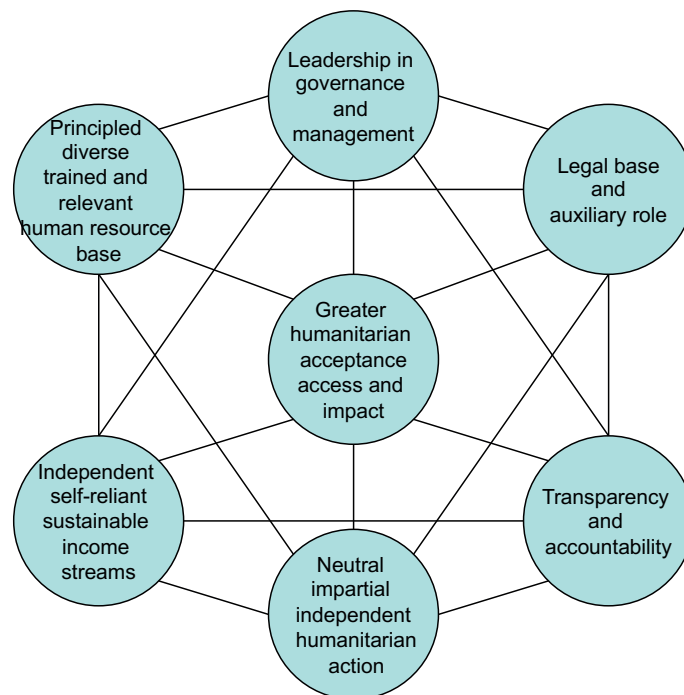
(iii) The availability of predictable, long-term funding support for National Society-led NSD and transformation processes

The IFRC has consolidated two specific NSD funds, both aligned to the Grand Bargain's objectives of building local structures, systems and capacities to support local Red Cross Red Crescent first responders to predict, manage risk, be prepared for and responsive to disasters and crises, and recover in ways that build resilience and accountability.

Both funds assist National Societies to achieve a strategic blend of **capacity strengthening** and **organizational development** work, but both funds are chronically under-resourced compared to the needs. The two complementary funds have the following characteristics:

(a)   IFRC re-engineered "Capacity Building Fund"

IFRC's "Strategy 2030", to which all National societies align, includes a clear focus on local action, volunteerism, trust and accountability, working as a distributed network, through humanitarian diplomacy, digitalization and innovative financing.

IFRC's Capacity Building Fund (CBF), realigned to the NSD Compact in 2021, supports NS to strengthen their capacities in four key areas as follows:

⇨ **Integrity, transparency, accountability, and risk management,** including policy development and capacity enhancement

⇨ **Financial sustainability** including auxiliary role and legal base strengthening, income generation and diversification, and financial system development and management

⇨ **Youth and volunteering development**

⇨ **Systems development and digital transformation**

In the prevailing absence of direct long-term funding from key partners and donors, the CBF supports as many NS as possible. It has a cap of CHF 50,000 per application, whereby NSs can apply for repeated allocations based on successful implementation of previous ones.

(b)   Joint IFRC ICRC National Society Investment Alliance" (NSIA) allocates funding in line with the IFRC Compact's Commitments.

The NSIA provides pooled, multi-year flexible financing, **prioritizing countries in very high to medium risk levels (according to the INFORM index)** to strengthen capacities to deliver relevant and effective humanitarian services.

Objectives: to

⇨ enhance the relevance, safe access, quality and sustainability of National Society services in line with the mission of the Movement and its Fundamental Principles

⇨ strengthen leadership, governance and systems at all organizational levels within National Societies so that they are accountable and transparent

⇨ increase National Societies' capacity to create adaptive financial and business development strategies and to generate diversified resources for enhanced organizational sustainability and stability.

Expected outcomes:

⇨ enhanced and sustainable National Society capacity to ensure rapid and sustained delivery of relevant humanitarian services at national and local levels

⇨ greater humanitarian impact and resilience at community level

⇨ increased institutional learning and knowledge-sharing and better coordination of National Society development among Movement components and the wider humanitarian sector.

With the main exception of the above mentioned funds, the ongoing strategic support by the IFRC and some examples of longer-term partnerships within the Movement, the Case Studies demonstrate the frustrations experienced by National Societies who have continued to experience the vast majority of donors and partners adhering only to short-term project-based funding. This lack of predictable long-term funding, identified by the Grand Bargain stakeholders as a critical determinant of success at the outset in 2016, continues to undermine opportunities for National Societies wishing to undertake a "fit-for-purpose" organizational reform process that can take 5-10 years, but that leaves them well positioned as stable, trusted, more sustainable and local actors as a result.

2. Conclusions

> *"Our National Society sees "localization" as a process of strengthening local capacities to deliver quality services at scale. However, when we ask for support to deliver and expand our long-term services, we receive little support. Most of our partners don't want to support our Blood Transfusion Services or Emergency Management Services as they perceive them to be "ongoing operations" and can only mobilise support from their donors for timebound projects with a beginning and end"* National Society Under Secretary General

The Case Studies generate learning that can be summarized in two forms:

⇨ a range of positive practices that demonstrate the internal and external factors that contribute to more relevant, local, effective and sustainable humanitarian services as a result of longitudinal NSD investments in capacity strengthening and organizational development

⇨ a set of ongoing challenges, often in the form of inappropriate partnering modalities, that hinder sustainable long-term organizational transformation, and therefore militate against the delivery, quality and reach of more effective humanitarian capacities, services and impact in the long term.

(i) Positive practices

Longitudinal NSD initiatives have led to a strengthening of "locally-led humanitarian action" through sustained investments in:

Strengthened humanitarian leadership

⇨ The power of transformative leadership leading to distributed gendered and diverse leadership, regular renewal, and sustained orientation at all levels

⇨ A zest for innovation and organisation-wide strategic planning processes that involve local Branches in the transformation plans over several conscious phases of consultation.

Neutral, impartial and independent positioning

⇨ The role of Red Cross Red Crescent in highly politicised and polarised environments and the importance of image building as real evidence of engagement with communities

⇨ Community respect and perception of NS as neutral, impartial and independent humanitarian actors

⇨ The development of, gendered and diverse skilled and organised community-based members, volunteers, and youth resulting in rrecognition, acceptance and access given by the public and all diverse communities as a result of its passionately neutral, impartial and independent human resource base.

Localisation of global standards

⇨ Adaptation of IFRC's Policies, Strategies, Frameworks, Guidelines and tools into fully locally contextualised versions.

Community-involving local structures

⇨ Socially inclusive local structures that involve disaster and crisis affected people in needs assessments and decision making to ensure that assistance is appropriate and meets their needs and priorities, strengthening community involvement in design, planning, monitoring and reporting of local relevant services and risk reduction programmes.

Local surge capacity strengthening

⇨ Decentralisation of management and of emergency response and development of surge capacities and systems that mean that most local disasters are managed with local resources

⇨ The power of digitalisation in achieving much faster gathering and processing of vulnerability and disaster response data and ensuring timely deployment of appropriate volunteers and personnel to respond.

Innovative sustainability strategies

⇨ Investing in risk assessments and due diligence analysis before piloting and scaling up financial investment strategies and business development

⇨ Strategic balancing of a strong auxiliary role with parallel investments in greater self-sustainability to mitigate against over-dependence on government or other external donors

⇨ Investing in strategic socially conscious business streams that generate income while producing goods and materials aligned to the delivery of its auxiliary role and humanitarian services

⇨ The importance of maintaining key basic services throughout all crises (for example, its Emergency Medical Services).

Due diligence and compliance systems

⇨ Strengthening organisational capacities in key professional areas in staff as well as in ex-officio appointments to Governing boards to diversity required skill sets in key oversight and policy guidance areas.

External networking and partnership building strategies

⇨ Facilitation of inter-institutional coordination roles combined with local presence across the territory

⇨ An assertive relationship with partners, ensuring long-term support models and sensitive understanding of its own strategic context amidst other humanitarian actors.

Strengthening the humanitarian, development, social cohesion and peace building nexus

⇨ Promoting community volunteering across domestic and migrant communities to strengthen local social cohesion and peace

⇨ Developing and maintaining proximity to communities through any kind of humanitarian events (conflict, refugee influx, COVID-19 etc).

(ii) Ongoing challenges that undermine long-term transformational processes

Destabilizing and undermining partnership practices

⇨ Short term project-funding culture in the vast majority of partners continues to be preferred to long-term OD support to improve overall organizational effectiveness and sustainability

⇨ Partners using their own "imported" systems to manage finances, reporting and due diligence in parallel to the Host NS's systems, undermining the latter

⇨ Partners employing staff (and sometime mobilizing volunteers) for their own projects using inconsistent salary grades, terms and conditions, and parallel structures that deprive the Host NS for long-term capacity enhancement and unified systems

⇨ Project budgets not having integrated NSD components or contributions to organization-wide capacity strengthening work (e.g. volunteering development initiatives for project-specific Branches rather than across the whole NS).

Lack of coordinated planning and support

⇨ Partners' support unaligned to NS's Strategic Plan or NSD objectives

⇨ Lack of "One NSD Plan" – sometimes due to Host NS not developing one, and sometimes due to partners not contributing to it even if it exists

⇨ Lack of consistent use of RCRC Movement coordination and cooperation tools (e.g. Strengthening Movement Cooperation and coordination, Movement Coordination Frameworks, Movement Coordination Agreements)

> ⇨ Inconsistent mapping of support available from multiple partners to strengthen synergy, strategic contributions, gap analysis, and collective impact.
>
> **Lack of local contextual analysis of partners**
>
> ⇨ Some partners not acknowledging specific contextual factors, especially in relation to sustainability (e.g. long-term support for core operations of NS in situations of protracted conflict and crisis unfunded in preference to short-term "project" focus).
>
> **inability of Host NS to demonstrate humanitarian impact as a result of new capacities**
>
> ⇨ Lack of investment to document consistent examples of how NSD inputs lead to strengthened local structures and capacities that in turn strengthen community resilience, preparedness for response, and well-being.
>
> **Lack of support to strengthen longer-term financial sustainability**
>
> ⇨ Lack of strategic support to Host NS by partners using NS resources and assets but leaving no sustainability strategy or resource mobilization capacities to sustain assets once partners leave.

3. Recommendations

> *"We used to have a range of partners who have respected our organization-wide development work over the years, but these have decreased and almost disappeared".* National Society Senior Manager in conflict-affected environment

The following Recommendations are framed for specific sets of Grand Bargain and Localisation Workstream stakeholders. The recommendations will lead to more coordinated, consistent and changed policies and practices that result in longitudinal, strategic support for organizational change processes that lead to stronger humanitarian services, impact and sector-wide learning.

(i) National Red Cross and Red Crescent Societies

> **Host National Societies**
>
> ⇨ Invest in regular review and development of long-term Strategic Plans in line with IFRC's Strategy 2030
>
> ⇨ Lead Movement coordination mechanisms such as "Strengthening Movement Coordination and Cooperation" (SMCC) to strengthen Movement Coordination Agreements (MCAs) for harmonized risk mapping, management, and NSD aligned to the achievement of the NS's Strategic Plan.
>
> **Strengthen innovative approaches to self-sustainability**
>
> ⇨ Adapt IFRC's Policies and Frameworks to local contexts, in particular the "NS Financial Sustainability Framework" to assess sustainable local humanitarian business models and income stream diversification
>
> ⇨ Regularly revise and update the legal base of Red Cross Red Crescent Law, Statutes and Codes of Conduct using the support of the IFRC ICRC Joint Statutes Commission and "Guidance for Statutes Revision" (2018) with humanitarian advocacy for updated auxiliary role in specific contexts.
>
> **Contribute to, and benefit from, enhanced knowledge sharing and peer support**
>
> ⇨ Optimize use and membership of IFRC global peer support mechanisms and communities of practice to engage in enhanced capacity sharing and collective knowledge development
>
> ⇨ Optimize use of IFRC Global Volunteering Alliance to ensure effective mobilization, safety, protection and insurance for diverse, neutral, impartial and independent volunteers and staff, adhering to Codes of Conduct

⇨ Make available change managers and experts to other NS as personnel on loan, or through the IFRC delegate system.

Partnering National Societies

⇨ Adhere to IFRC's "NSD Compact" Four Commitments and align all support to the achievement of the Host NS's Strategic Plan

⇨ Avoid parallel systems, structures and capacities

⇨ Contribute to the long-term organizational development goals of the Host NS as framed in a "One NSD Plan" beyond capacity strengthening in project-specific areas

⇨ Ensure synergetic contributions through collective mapping of multi-partner capacities and resources to optimize holistic support to the Host NS, avoid duplications, and contribute to greater collective impact

⇨ Advocate for long-term OD support from back donors as a pre-condition and embedded minimum standard in partnership support.

(ii) The International Federation of Red Cross and Red Crescent Societies (IFRC)

In Strengthen facilitation of joint learning and shared knowledge between National Societies

⇨ Facilitate and strengthen NS-led global knowledge sharing platforms with curated case studies, peer support exchanges, mentoring and coaching systems, and interactions with external experts in NSD thematic areas

⇨ Develop and disseminate customizable local Branch, national and regional good governance orientation programmes supported by peer support

⇨ Establish a senior governance and management global peer mentoring and coaching initiative to facilitate knowledge sharing on transformative leadership skills

⇨ Share good practice and customizable materials to support HR development practices.

Expand existing thematic "communities of practice"

⇨ Scale up "communities of practice" approaches to strengthen Regional Youth Networks that implement IFRC's YES and youth peer exchange and deployment schemes

⇨ Develop a "community of practice" for "Senior legal base advisors" available to support other NS on updated RC Laws, Statutes, and auxiliary role advocacy based on successful initiatives.

⇨ Develop a "community of practice" around Finance Development, Integrity, Transparency and Accountability themes including internal audit and risk management practices, supplemented by peer support systems

⇨ Establish a specific global "Knowledge Hub" on RCRC Business Unit development to facilitate "communities of practice", knowledge sharing and peer support in this area.

Demonstrate the impact of NSD investments on improved local community resilience, preparedness for response, and well-being

⇨ Document case studies of increased humanitarian impact as a result of support from the "Capacity Building Fund" and "National Society Investment Alliance" Funds to attract enhanced donor contributions

⇨ Facilitate case studies to demonstrate how NSD investments lead to strengthened local community structures, engagement, and resilience

⇨ Demonstrate how investments in Digitalization result in faster, more evidence-based humanitarian response and action.

> **Promote more assertively Movement coordination mechanisms to facilitate "One NSD Plan" approaches**
>
> ⇨ Develop and promote a coordinated "One NSD Plan" template to harmonize all NSD contributions and mapping in alignment with the NS's Strategic Plan in every country
>
> ⇨ Establish a senior NS OD and Change Management Specialists Group for deployment across NS for timebound support to change processes and the development of "One NSD Plan" approaches.

(iii) The International Committee of the Red Cross (ICRC)

> **Support IFRC-led initiatives for enhancing National Society Development**
>
> ⇨ Support IFRC-led "One NSD Plan" initiatives through shared financial and human resource contributions.
>
> **Ensure all operational budgets include NSD contributions**
>
> ⇨ Ensure that all operational programmes using NS assets and personnel include NSD contributions to organization-wide capacity strengthening and OD, not just to operational Branch levels
>
> ⇨ Invest support in IFRC-led global, Regional and national initiatives, rather than pursue an independent approach to systems development (e.g. financial management development or volunteering development in operational Branches alone).
>
> **Expand timeframe and assist National Societies over longer-time frames**
>
> ⇨ Invest in IFRC-led supporting NS to build long-term appropriate infrastructure and resource mobilization capacities to sustain assets after operations
>
> ⇨ Ensure operational cost contributions to Branch structures engaged in operations
>
> ⇨ Allocate multi-year funding to the above IFRC-led "One NSD Plan" initiatives
>
> ⇨ Participate in IFRC-led Knowledge Hubs on strategic NSD issues in conflict-sensitive environments (e.g. peer support for volunteers and staff in conflict-sensitive environments across NS)
>
> ⇨ Extend short-term "Cooperation budget" timeframes from 1-2 years to 3-5-year Cooperation Plans to include long-term, systematic integrated NSD support with other Movement actors.

(iv) UN and International Organisations

> *"Over the years our National Society has become the partner of choice for a number of the UN organizations particularly as the designated lead in emergency response. We worked closely with UNOCHA, UNICEF, UNHCR, UNFPA, WFP to deliver humanitarian services targeting the hard to reach communities. Through these partnerships we have been capacitated to build staff and volunteer capacities, and preposition response supplies in the national and regional level to facilitate rapid response during emergencies such as floods. In addition, we have been able to play joint coordination roles with the UN partners and government in the various thematic areas of partnership".* Senior NS Leader

> **Integrate OD support to long-term strengthening goals of the Host NS**
>
> ⇨ Allocate a proportion of all future operational funding support at global and country level to assist IFRC and respective NS to specifically support their governance, volunteering, youth and staff development schemes to continue to strengthen and sustain principled humanitarian action

> ⇨ Ensure all country level partnerships include contributions to NS capacity strengthening in the area of volunteer and staff safety, security, and insurance, and upgrading physical assets such as radio and communications systems to facilitate safety and security in conflict-sensitive and violent environments
>
> **Increase strategic global financial support to IFRC-led NSD initiatives to strengthen local humanitarian action**
>
> ⇨ Invest significantly higher resources in to IFRC's "Capacity Building Fund", and the joint IFRC ICRC "National Society Investment Alliance" (NSIA) fund to facilitate a strategic needs-based blend of capacity strengthening and organizational development support to respective National Societies
>
> ⇨ Contribute financial, and if appropriate technical support, to the above global IFRC-led initiatives to build local self-sustaining capacities of NS through expanded neutral, impartial and independent sources of diversified income to sustain humanitarian operations
>
> **Ensure sustainability of capacities and assets as a result of NS partnerships**
>
> ⇨ Build long-term, strategic partnerships with National Societies that strengthen local structures, volunteer and staff capacities, prepositioned response supplies in national and regional levels, including technical, digitalised and human resource systems that facilitate rapid response during emergencies
>
> **Promote NS participation in sector-wide humanitarian coordination mechanisms**
>
> ⇨ Increase NS participation in coordinated and collaborative sector-wide forums for planning and delivery of locally-led humanitarian action
>
> ⇨ Use the Cluster system to facilitate interoperability and shared resources to build NS assets and systems to increase collective humanitarian impact (e.g. warehousing and logistics skill building; nutrition capacity development; digitalization of data and assessment gathering tools; local multi-sectoral capacity enhancement support to NS volunteers and staff).

(v) Agree more specific definitions of different types of "localization" to better align appropriate support

It is recommended that the following typologies of "localization" generated empirically through operational experiences in the 5 Case Studies, require further debate, rationalization, and managed learning amongst the "Localisation Workstream" stakeholders. Once agreed, it will be easier to align the appropriate NSD inputs and resources to assist NS achieve the specific dimension of localization that is required in their given context. A different combination of NSD inputs are needed to achieve each outcome:

> ⇨ **"Localisation of humanitarian action"** – through NSD investments that diversify volunteer and youth mobilisation; strengthen local Branch self-assessment and vulnerability mapping capacities; digitalise data and systems that enable immediate operational decision making; and develop local Branch services based on relevant and sustainable "locally-led humanitarian action" that contributes to safer, more resilient communities
>
> ⇨ **"Localization of humanitarian presence"**– through NSD investments that build early warning systems; strengthen humanitarian architecture relevant to peace time as well as disasters such as Ambulance and blood transfusion services; ensure disaster-prepared human and physical assets in all geographically isolated parts of a challenging topography such as warehouses, first aid posts, and emergency operations centres that serve remote communities and locations
>
> ⇨ **"Localisation of preparedness for response"** – through NSD investments that strengthen integrated holistic services through decentralized service points in Branches; reactivate Branches' community-engagement mechanisms; and strengthen disaster risk and management through increased collaborations, simulations and drills with local governments, schools, and other relevant organisations, prioritizing the most disaster-affected areas

⇨ "**Localization of community preparedness and response capacities"** – through NSD investments that strengthen Branch capacities to empower communities as "first responders"; develop local units as a permanent presence in their own communities; and enhance local resource mobilization capacities to sustain local services

⇨ **"Localization of capacities to coordinate international humanitarian assistance"** – through NSD investments to strengthen National Society and Branch partnership management and coordination capacities; build cooperation models based on auxiliary mandates to play pre-determined, prescribed roles when asked to coordinate international humanitarian aid by national Governments in response to national disasters

⇨ **"Localization of humanitarian mandates through strengthened auxiliary roles"** – through NSD investments to strengthen and modernize Red Cross Red Crescent Laws and Statutes with updated auxiliary roles in response to changing humanitarian needs; and to locate a NS's auxiliary role contributions clearly within a wider civil defense system

⇨ **"Localisation of principled humanitarian capacity"**– through NSD investments to mobilise and retain a passionately neutral, impartial and independent member, volunteer, youth and staff base; principled governance; manage organizational and operational integrity; communicate transparent and credible information; gain access and acceptance to play social cohesion and peace-building roles in communities as a result of long-term principled presence; and demonstrate services that remain visibly open and accessible to all

⇨ **"Localization of capacity as an intermediary"** – through NSD investments in due diligence, transparent, effective and efficient systems; a strong human resource base that reduced the need for international deployments; and accountability mechanisms which make it a trusted partner and "intermediary" for international institutions such as the Global Fund and UN Organizations seeking to serve hard to reach communities

⇨ **"Localization of humanitarian financing and partnerships"** – through NSD investments to diversify local resources to strengthen independence of humanitarian initiative and sustainability; leverage public credibility and acceptance; strengthen and optimize funding for public humanitarian services through national auxiliary roles; and expand local collaborations with other humanitarian organizations for greater collective impact

⇨ **"Localisation of national and regional capability"** – through NSD investments in empowering and participatory structures for members, volunteers, staff and youth; modernized policies; distributed leadership systems; a professionalized human resource base offering peer support and mentoring to other national and international organisations to improve humanitarian impact; and leverage strengths to expand humanitarian capacity through peer mentoring and capacity strengthening support between National Societies in similar contexts

⇨ **"Localization of multi-institutional partnerships for change"** – through NSD investments that share good practice in blending IFRC and International Red Cross Red Crescent NSD and programme development tools and support with those from wider technical institutions in each national environment to frame organizational and service reform agendas in a deeply local context

⇨ **"Localization of international corporate humanitarian partnerships"** – through NSD investments to pilot, implement, and take to scale local to global learning through innovative partnerships in thematic areas, such as with the Zurich Flood Resilience Alliance Programme, and the Community Preparedness Programme with Landrover.

THE FUNDAMENTAL PRINCIPLES
OF THE INTERNATIONAL RED CROSS
AND RED CRESCENT MOVEMENT

Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service

It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity

There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, with 192 National Red Cross and Red Crescent Societies and around 14 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.