

Plan 2010-2011



International Federation
of Red Cross and Red Crescent Societies

National Society leadership and management development (supporting National Society development)

Executive summary

This is one of four sub-plans of the programme *Supporting National Society development*. Effective leadership and management are imperative to the success of the National Societies in delivering services to the most vulnerable in communities. The International Federation has a major support role to play in relation to development of top-level leadership. This will enable them to initiate effective and tailor made strategies aimed at addressing challenges faced by their society

There is a critical need to consolidate the proven successes throughout the past decade and to devise relevant, effective and modern tools for leadership and management to meet today's multiple challenges. .

When implementing this sub-plan of the global programme *Supporting National Society development*, the cross cutting priorities are to:

- **Enable a Movement approach** to National Society development
- **Improve advocacy and knowledge management** on National Society development with emphasis on peer to peer mentoring and support, and
- **Ensure effective International Federation support** to National Society development.

The key objective of the programme in 2010–2011 is to support National Society governance and management in strengthening their ability to effectively lead the organization and its service delivery. The key target of this programme is the top leadership of the member societies.

In 2010 – 2011, the programme will focus on:

- Developing effective support mechanisms and resources for National Society leadership and management development.
- Supporting the leadership to develop national strategies for leadership development to be implemented in their National Societies.
- Encouraging peer-to-peer coaching and mentoring schemes.
- Exploring and establishing essential partnerships for National Society leadership development.
- Knowledge sharing and capturing for global tool development.

This plan should be read together with the overall plan *Supporting National Society development*. The total 2010-2011 budget for this sub-plan is CHF 0.7m ([Click here to go directly to the summary budget of the overall plan](#)).

Context

Throughout the last three decades, National Societies have been finding leadership and management to be challenging with a high turnover among senior management. Leadership renewal has also be an area of concern. In 2008, after wider consultations it was agreed that there is a need to develop a voluntary sector training to meet the identified needs of the leadership of our member societies. New secretaries general or presidents who do not have a background in voluntary sector management would especially benefit greatly from such training. .

Committed leadership is vital in achieving the mission of National Red Cross and Red Crescent Societies. Trained, informed and able leaders are needed to encourage and motivate staff and volunteers in order to achieve measured progress in statues, plans, audits, fundraising and other characteristics of a well functioning National Society.

National Society leadership must have a clear vision on how to develop their organization and services. This entails setting-up and leading an effective nation-wide organizational structure that will encourage and retain volunteers, as well as sustain the mobilization of resources locally to deliver ongoing services to vulnerable people. Based on past feedback and effectiveness of skills development programmes in leadership development, it is important that new modalities be explored moving away from traditional training approaches to innovative knowledge sharing beyond the classroom. This would include greater emphasis in sharing of good practices and lessons learned; applied learning through hands-on learning and peer to peer mentoring and coaching; the linkage of partnerships with internal and external actors.

The Strategy of the Movement reinforces the need for systematic training and sharing of knowledge among Red Cross and Red Crescent leadership at all levels of governance and management on the Movement's mission, history and organization and Fundamental Principles, as well as international humanitarian law. The memorandum of understanding between Lions Clubs International and the International Federation in 2009 also encourages partnership among National Societies in strengthening leadership development in their respective organizations for the collective goal of improving service delivery for vulnerable people.

Effective leadership is the responsibility of governance and management as well as the responsibility of staff and volunteers.

Priorities and current work with partners

Currently, we are developing partnerships with Movement and non-Movement actors with a track record of effectiveness in leadership and management. The aspiration is to build strong platforms of knowledge sharing and management on leadership and management issues.

In Africa, we are working with NEPARC and other networks on furthering leadership in Red Cross and Red Crescent Societies. . Furthermore, discussions have been initiated with higher learning institutions i.e. universities and other training institutions e.g. Africa and Asia. Other partnerships being explored include working with Oxfam, the Lions Clubs International, the Scouts Movement, Help Age and Doctors without borders.

In Europe, we are working with ACEVO (Association of Chief Executives of Voluntary Organisations) which continues to explore innovative ways to develop a new leadership for the third sector in a global society. We are also working with Euclid Network, a European network which connects and develops the third sector across Europe. Euclid is part of ACEVO.

In 2010 – 2011, the priority is to focus on:

- Developing in consultation with National Societies and OD practitioners support mechanisms and tools for National Society leadership and management development.
- Supporting the development of national strategies for leadership development and renewal this will foster continuity and sustainability in service delivery.
- Encouraging peer-to-peer coaching and mentoring schemes.
- Expanding partnerships for encouraging knowledge sharing and good practices on leadership among internal and external bodies.

- Promoting development of income generating programmes and projects with the aim of encouraging National Societies to strengthen its ability to have a diversified funding base.

This will support the National Society leadership to:

- Establish a leadership selection policy for the National Societies governance,
- Invest in National Society local leadership development and renewal.
- Attract volunteers of all ages and from all sectors of society through relevant work,
- Achieve a sustainable and diversified income base, and
- Respond to needs continuously at local level throughout the country.

National Society leadership development programme in 2010-2011

This programme aims at strengthening the leadership capacity of Presidents and Secretaries General and other senior management who are responsible for driving the vision of National Societies to deliver quality services to the most vulnerable of communities, nationwide.

Effective National Society leadership means managing change and achieving results.

- Change however must first take place at the leader's personal, non-measurable level before being reflected on the organizational and measurable level.
- Achieving effective leadership also highly depends on the working context and culture, and commitment of leadership to the change process. .

Strengthening National Society leadership is an investment in the short-term and long-term results of the National Society. . There are still gaps in many National Society leadership development approaches. Currently, most of the existing external leadership training and development initiatives relate to the public and corporate sector. This is not contributing to the development of National Society leadership development. The complexity, nature and diversity of National Societies require the development of a specific voluntary sector management training. Currently, this does not exist in the market. The International Federation secretariat aims to develop a tailor made voluntary sector management training in consultation with National Societies, NEPARC and other networks, and academic institutions.

This sub programme contributes to the overall purpose of the programme Supporting National Society development: *to mobilize and guide Movement actors to support National Society development in a harmonized and coordinated way.*

a) The purpose and components of the programme

Programme purpose
Support National Society governance and management to strengthen its ability to effectively lead the organization and its service delivery.

The leadership and management development programme budget is CHF 0.7m.

Provide technical support to National Societies in the development of governance and management.
<u>Activities</u>
1. Review and develop tools and resources on National Society leadership development.
2. Encourage and facilitate peer-to-peer coaching and mentoring for presidents and secretaries general of National Societies.
3. Capture and disseminate good practices and models of governance and leadership for global knowledge sharing.
4. Explore and contribute to the development of ISO26000, and implementation of the standards in

enhancing leadership and management, as well as an voluntary enabling environment.

5. Publish a quarterly National Society leadership magazine.

Support development of National Society leadership able to establish sustainable organizations.

Activities

1. Organise jointly with ICRC the Movement introduction leadership courses for new presidents and secretaries general of National Societies.
2. Provide technical support to National Societies on developing effective partnerships with external partners including governments, civil society, corporate sector, etc.

Support National Society increasing leadership abilities through innovation.

Activities

1. Organize a Red Cross and Red Crescent leadership and management development programme in modular format, which will target senior leadership of National Societies.
2. Develop and promote e-learning courses on leadership and governance.

Support National Society leadership and management efforts through effective coordination and collaboration within the International Federation and with other partners.

Activities

1. Provide the internal and external partners of National Societies with guidance to better understand and support National Society leadership and management development.
2. Support, coordinate and align the leadership and management development efforts on global leadership development initiatives.
3. Support the zone offices to access technical resources for leadership and management development.
4. Provide training and refresher courses on supporting National Society leadership development to International Federation staff who are engaged in supporting the National Society leadership.
5. Address and promote continued awareness of the importance of National Society leadership development through knowledge sharing platforms at the regional and country level, as well as with other humanitarian partners and corporate sector opportunities through Corporate Social Responsibility and employee volunteering initiatives.

b) Potential risks and challenges

A major challenge given the multiple demands of senior leadership of National Societies is to get their commitment to actively participate in skills development. A further challenge will be to secure adequate resources. There will be a need for the International Federation to devise innovative strategies on how best to work together in delivering this programme throughout the organization, reaching a majority of the National Society leadership.

One approach that will be taken is to consult with colleagues at different organizational levels and bodies as well as leaders of National Societies on the course content of the leadership development programme, and to continue to seek advice and evolve an effective peer-to-peer coaching and mentoring scheme that meets current needs. Another will be to strengthening the global partnerships for National Society development and overall Movement mechanisms for a harmonized approach to leadership development at the country, region and global level in an effort to support National Society strengthening.

Role of the secretariat

a) Technical programme support

The success of this programme will depend on successful coordination of all relevant stakeholders. In the International Federation, the functions of supporting National Society leadership development have

different roles and are interrelated. From a global perspective, it is essential strive for ensuring best use of resources, encourage collaborative work, refining existing practice and contribute to innovation. Coordination is a key method in the implementation of this plan as well as ensuring quality and consistency.

In this sub-plan, the working approach is to ensure implementation of the three cross cutting priorities and an inter-linkage with other plans. When providing support to National Societies, the intention is to ensure that the individual member society is supported based on expressed needs. The support should be provided as close as possible to the National Society. The role of the global function is therefore not to provide direct support to National Societies and instead ensure that qualitative support is given at the global level to OD practitioners closer situated to the member society or societies.

In the actual programme implementation, e.g. in the leadership development, the development of the new voluntary leadership training will be done in close collaboration with the different organizational levels and functions in the International Federation to ensure that the training is relevant and the outcomes sustainable. Some National Societies will be involved in the design and invited as participants when implementing the training. .

Platforms such as Sharepoint and FedNet will be used to facilitate knowledge sharing and collaborative work with both National Societies and staff in the International Federation. It will enable immediate facilitation and response.

b) Partnership development and coordination

Strategic partnerships at all levels will be encouraged through this programme. The National Red Cross and Red Crescent Society leadership development programme will be implemented in partnership with leading institutions in different geographical regions. Efforts will also be made to explore partnership opportunities with Lions Clubs International within the existing Memorandum of Understanding.

c) Representation and advocacy

The International Federation will continue to represent National Societies in international forums and actively participate in relevant national and regional decision-making bodies to promote issues of leadership development.

Promoting gender equity and diversity

Gender equity and diversity is an integral part of the leadership programme. Strong efforts will be made to ensure a balance of men and women in the leadership training programme and representation in national and regional relevant forums and networks.

In some National Societies, representation in leadership positions is heavily imbalanced in terms of gender. Efforts will be made to work with these National Societies to ensure that they enable a greater balance of men and women in National Society leadership positions. National Societies leadership must also be diverse to reflect the communities of which they are a part.

Quality, accountability and learning

Knowledge capturing will be imperative to the success of this programme. The programme will ensure that best practices in form of case studies are captured and shared amongst all National Societies. The programme will also produce resource materials reflecting practical examples of National Societies leadership successes and challenges. A strong component will be peer to peer mentoring and coaching. Thus, there will be many direct examples and experiences shared which will be relevant and useful to many National Societies.

The leadership and development programme will regularly be evaluated and the lessons learnt disseminated to all National Societies. The evolution of the programme will be communicated to the International Federation Governing Board, in the programme update and the development advisory body.

In the planning process of 2010-2011, a new planning guidance was used with new indicators to follow up the implementation of the plan as well as tracking the progress of National Societies. The programme indicators below will be in measuring the outcomes of the National Society leadership development focus throughout the International Federation.

Programme indicators

- % of National Societies governing boards that annually access International Federation support for board development.
- % of National Society presidents that have accessed International Federation support for coaching, training, and resources related to performing their role.
- % of National Society leaders appointed in the last three years that access the International Federation /ICRC leadership training.
- % of National Societies that regularly assess and evaluate their programmes and services.
- % of societies of that have a resourcing plan that ensures diversification of funding able to meet its core costs.
- % of societies with an up-to-date fundraising strategy.
- % of societies actively engaged in relations with external partners including government, civil society, corporate sector etc.
- # of societies involved in developing and piloting voluntary sector leadership and management resources (coordinated by the International Federation).
- The International Federation develops a peer-to-peer mentoring scheme for National Society leadership.
- The International Federation develops a leadership development resource within the Movement framework for support to National Society development.
- # or % internal and external partners of National Societies that have received the International Federation guidance to better understand and support National Society leadership development.

How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the International Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

Contact information

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