

# Plan 2010-2011



International Federation  
of Red Cross and Red Crescent Societies

## Supporting National Society development

### Executive summary

This plan reflects the International Federation's global approach and activities when supporting National Society development<sup>1</sup>.

Central to the plan is to ensure membership services to our member societies and those in formation, as well as that their development needs get sufficient attention and support.

The goal of the programme is to support our member societies to create strong and sustainable organizations able to mobilize and maintain networks of volunteers providing effective services to vulnerable people, nationwide.

A key to success of National Society development is that the International Federation succeeds in mobilizing and guiding Movement actors to support development in a harmonized and coordinated way. Therefore, the priorities of the global function supporting National Society development are to:

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

On a global level, the approach is to provide coordination in all National Society development areas. However, in 2010-2011, the programme outlined in four areas that were identified through a planning and analysis exercise considering needs expressed by National Societies as well as governance decisions of the International Federation in the recent years. Globally, the focus will be on:

- [National Society organizational development process](#),
- [National Society leadership development](#),
- [Volunteering development](#), and
- [Youth development](#).

The total 2010-2011 budget is CHF 3.0m (USD 2.9m or EUR 2.0m) ([Click here to go directly to the summary budget of the plan](#)).

### Global technical focus when supporting National Society development



National Society development embraces many technical areas. The graphic illustrates the four global focus areas of the National Society Development department for 2010 – 2011.

At zone and country level, this picture may differ depending on the specific needs of the societies.

<sup>1</sup> In recent years, this plan was labelled as Organizational development and/or Capacity Building. Currently, a gradual shift is towards a more holistic approach to National Society development and might therefore not be reflected in all plans of the International Federation.

## Context

In 2009, there exist 186 recognized National Societies<sup>2</sup>. In present day, they face a wide variety of challenges. Over the coming years, new challenges will arise. This will greatly influence how the National Societies organize themselves and address the humanitarian needs of their communities.

Some of these member societies are situated in the forty-nine least developed countries.<sup>3</sup> In these, the International Federation expresses the development needs of National Societies through 21 country support plans and 27 regional country support plans<sup>1</sup>.

The least developed countries represent the poorest and weakest segment of the international community. Extreme poverty, the structural weaknesses of their economies and the lack of capacities related to growth, hamper efforts of these countries to improve the quality of life of their populations. These countries are characterized by their defencelessness to external economic shocks, disasters and communicable diseases.

For these and other National Societies, some of the external factors will put great stress and pressure on them. The non-exhaustive list below present some of the major factors to consider when providing strategic development support to the member societies.

- **Over 90 per cent of the increase of the world's population will be in urban areas of developing countries and large urban areas will increase in number and grow in size.**<sup>4</sup> Today the world's population numbers some 6.7 billion people and will increase to 8 billion people by the year 2025<sup>5</sup>. The total urban population in 2025 will be 4.5 billion in comparison to the 3.4 billion in rural areas. In 2025, across 90 countries there will be 250 urban areas that will be made up of more than 2 million people each. Two regions require particular attention: South Asia and Africa. Urbanization, especially in sub-Saharan Africa will be characterized by urban primacy and slum formation.
- **The number of young and older people will increase and form an important base for volunteering.** Worldwide, the population will age. In 2025, the "baby boomers" of the 1950s and 1960s will be between 65 and 75 years of age. Population aging is most serious in Europe and Japan. China will experience a dramatic increase in the proportion of elder people. Many countries in the developing world show youth bulges in their demographic profile. Children and adolescents comprise at least 40 per cent of the population. In the developing world, home to 85 per cent of youth, unemployment rates are high.
- **The emerging economies are likely to continue with rapid modernization.** Economic growth and prosperity that excludes large portions of a country's population may not pave the way for peace and democratic institutions.
- **Governments take a greater interest in the volunteer involving sector.** Increasingly governments pursue the regulation of the volunteer involving sector and seek avenues to make use of the non-profit sector for economic and social development.
- **The number of actors in the humanitarian field of action is increasing.** Consequently, the major NGOs strive to professionalize the volunteer involving sector.
- **Corporate social responsibility will influence the volunteer involving scene.**<sup>6</sup> The corporate sector increasingly focuses on developing the concept of social responsibility. By 2020, rising number of corporations will on a voluntary basis adhere to the [ISO 26000 Social Responsibility](#).

Beyond the presented external challenges that will arise, **National Societies today already face difficulties** from their internal and external environment. Many are exposed to conflicts and responding to large and medium sized disasters. Several National Societies face internal crises, integrity issues, challenges in ensuring financial sustainability as well as the regular turnover and exchange of

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<sup>2</sup> The Maldivian Red Crescent is a formed National Society but has not joined the International Federation as a member. Bhutan has no recognized National Society.

<sup>3</sup> UN-OHRLS 2009: The UN Office of the High Representative for the Least Developed Countries

<sup>4</sup> UN-HABITAT 2008/2009: The State of the World's Cities - Harmonious Cities [www.unhabitat.org](http://www.unhabitat.org)

<sup>5</sup> Bangladesh, Brazil, China, India, Indonesia, Nigeria and Pakistan will continue to comprise half the population in the world.

<sup>6</sup> ISO International Organization for Standardization, 2009: ISO 26000 [www.iso.org/sr](http://www.iso.org/sr)

leadership and the hardship of applying good standards and accessing reliable human and financial resources. Throughout the last three decades, National Societies have been struggling with leadership development. Since the 1999 to date, 139 out of the 186 member societies have revised their statutes within the last 9 years, leaving 47 societies with statutes that have not been revised towards the deadline of 2010. When looking at the strategic planning, it is difficult to establish how many National Societies have a strategic plan.

The International Federation will support the member societies to ensure that they will become better prepared to face the challenges of today, and of tomorrow, and to make the best use of what are often limited resources. This is going to be done by supporting the leadership of National Societies to:

- Utilize the current formative NGO sector in many developing countries to create startling opportunities when developing volunteerism.
- Take up the challenge with small emerging local community based volunteer involving organizations and establish both partnerships and a Red Cross Red Crescent presence in the communities.
- Encourage active participation and representation of youth in all areas of humanitarian work and decision-making structures.
- Encourage and promote knowledge sharing and peer to peer mentoring and support, and bilateral/multilateral initiatives, as well as furthering partnerships with like-minded organizations, governments, corporate sector and civil society.
- Explore and develop in partnership with the national government, the auxiliary role of the National Society.

## Priorities and current work with partners

**The task of supporting the development of strong National Societies is wide ranging and complex.** Different actors provide development support to National Societies. All components of the Movement need to work together, and with all possible donors and external partners. The International Federation has the task to act as a permanent body of liaison, coordination and study between National Societies and to give them any assistance they might request.<sup>7</sup>

Most of the activities in supporting National Society development relies on the great involvement and valuable contribution from internal as well as external resources such as;

<b>Corporate sector</b>	The <b>Lenovo</b> and <b>Ely Lilly</b> supporting development of innovative youth health services and projects.
<b>Centres of excellence</b>	The <b>Psychosocial support centre</b> in Denmark to develop of a psychosocial support system for volunteers.
<b>United Nations</b>	<b>UN Volunteers</b> in the lead-up activities to and during IYV+10 in 2011
<b>Movement bodies</b>	<b>The International Committee of the Red Cross and the French and Belgian Red Cross societies</b> to promote the dissemination of humanitarian values and international humanitarian law among young people through the activity called "Raid Cross".
<b>International NGOs</b>	<b>Lions Clubs International</b> to enhance the opportunities for National Societies to explore in country cooperation with the local Lions clubs with particular focus on volunteering and emergency response.

A key to success of National Society development is that the International Federation succeeds in mobilizing and guiding Movement actors to support development in a harmonized and coordinated way. Therefore, **the priorities of the global function** supporting National Society development are to:

1. Enable a Movement approach to National Society development,
2. Improve advocacy and knowledge management on National Society development, and
3. Ensure effective International Federation secretariat support to National Society development.

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<sup>7</sup> Statutes of the Movement Art. 6 4.a.

# Supporting National Society development in 2010-2011

The Supporting National Society development programme with its technical sub plans have been informed, taken into consideration and aligned to decisions of the International Federation's statutory bodies, the statutes of the International Federation, the Strategy 2020 planning process and the current needs of National Societies as well as looking ahead on future changes. The programme has been developed in consultation with OD Zone coordinators to align and ensure effective implementation of plans to support and facilitate a harmonized approach to National Society development.

**The goal of the global National Society development programme** is to support the member societies to create strong and sustainable organizations able to mobilize and maintain networks of volunteers providing effective services to the vulnerable nationwide.

This aim is to contribute to stronger member societies that are characterized<sup>8</sup> by

- Capacity to respond to needs continuously at local level throughout its country,
- Sustainable and diversified income,
- Credible governing and managing leadership, and
- Ability to attract volunteers of all ages and from all sectors of society through relevant services.

The National Society development programme involves many different technical areas. On a global level, the approach is to provide global coordination in all development areas<sup>9</sup>, however to focus in the coming years on:

- Supporting National Society organizational development process,
- National Society leadership development,
- Volunteering development, and
- Youth development.

These four areas were identified through a planning and analysis exercise considering the needs expressed by National Societies in recent years as well as considering governance decisions<sup>10</sup> of the International Federation. These three priorities are cross cutting and influence each thematical area in the programme implementation. The table below show some of the common issues for all programmes.

Technical Area Priorities	National Society OD process	National Society leadership development	Volunteering development	Youth development
<b>Enabling a Movement approach to National Society development.</b>	<ul style="list-style-type: none"> <li>• A Movement strategy and framework</li> <li>• Guidance to national and international partners of the International Red Cross and Red Crescent Movement</li> </ul>			
<b>Improving advocacy and knowledge management</b>	<ul style="list-style-type: none"> <li>• Spearheading and encouraging innovative work.</li> <li>• Pool of best practices and lessons learned.</li> <li>• Establishment of guidance and tools</li> <li>• Knowledge capturing, sharing platforms and tools to meet regional context.</li> <li>• Global partnerships with bilateral and multilateral peer-to-peer support and mentoring.</li> <li>• Centres of excellence with a focused geographic spread.</li> </ul>			
<b>Ensuring effective International</b>	<ul style="list-style-type: none"> <li>• Basic training and/or regular refresher courses to update skills and knowledge using a wide variety of techniques e.g. e-learning, internal and external resources.</li> </ul>			

<sup>8</sup> Matthias Schmale, Under Secretary General for Development, International Federation, 2009.

<sup>9</sup> See picture on cover page for illustration of areas.

<sup>10</sup> Constitution of the International Federation: Art. 5: Membership services are the essential support derived from the constitutionally mandated functions and should be offered to the National Societies to inspire, encourage, facilitate and promote their humanitarian and related programmes.

<b>Federation support</b>	<ul style="list-style-type: none"> <li>• Guidance and support to staff management, recruitment and development process.</li> <li>• Guidance for all International Federation programmes and membership services, and technical support through the zones, regional and country offices.</li> </ul>
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## Supporting National Society development

### a) The purpose and components of the programme

#### Programme purpose

**To mobilize and guide Movement actors to support National Society development in a harmonized and coordinated way.**

The supporting National Society development process programme budget is CHF 3.0m (USD 2.9m or EUR 2.0m).

#### Programme components

##### **National Society organizational development process** (detailed plan 2010-2011)

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

1. Provide technical support to National Societies in their organizational development processes.
2. Support National Society organisational development efforts through effective coordination throughout the International Federation.
3. Provide National Societies with access to resources to better manage and National Society strategic planning and change management.
4. Support National Societies to strengthen their legal base towards preserving the integrity through transparent legal and accountability mechanisms.

##### **National Society leadership and management development** (detailed plan 2010-2011)

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

1. Provide technical support to National Societies in development of governance.
2. Support development of National Society leadership to enable a sustainable organization.
3. Support National Society leadership abilities through innovation, practical and applied learning, and peer to peer mentoring and support mechanisms.
4. Support National Society leadership and management efforts through effective coordination and collaboration within the International Federation and with other partners.

##### **Volunteering development** (detailed plan 2010-2011)

Purpose: Support National Societies with the tools and resources to mobilize and maintain networks of volunteers.

1. Support National Societies in their volunteering development and management efforts.
2. Support National Societies and partners to better manage volunteering in emergencies such as conflicts and disasters.
3. Support National Society volunteering development efforts through effective coordination within the International Federation.
4. Support National Societies in promoting an enabling environment for volunteerism in their national contexts.
5. Support National Societies to address volunteerism in mega-urban settings.

##### **Youth development** (detailed plan 2010-2011)

Purpose: Support National Societies to strengthen the base of youth volunteers.

1. Support National Societies in their youth development efforts.
2. Promote and support youth involvement in National Society programs and services, as well as regional networks

3. Support National Society youth leadership development.
4. Support National Society youth development efforts through effective coordination within the International Federation and with external organizations

## **b) Potential risks and challenges**

One main challenge is the imbalance between the increased interest and needs of National Societies in relation to available financial and technical resources. In 2008-2009, the International Federation has not been able to fully realize the previous OD and capacity building plan. The current resourcing situation has not enabled the secretariat to fully engage in all areas. One approach to address this has been to make available technical staff and volunteers through a peer-to-peer system. However, even this approach will require human resources to deliver and ensure quality support.

## **Role of the secretariat**

In International Federation, the functions of supporting National Society development have different roles and are interrelated. However, the rationale in this plan is to establish a strong team in the International Federation supporting National Society development, with clear mandates, roles and responsibilities for each staff member.

From a global perspective, it is essential to 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 the plan as well as ensuring quality and consistency.

In each of the technical sub-plans, the working approach is to ensure implementation of the three cross cutting priorities and an inter-linkage. When providing support to National Societies, the intention is to ensure that the individual member society is supported based on expressed needs and is central to the OD process. The OD support should focus on a holistic approach to strengthen National Society development for sustainable outcomes.

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 right training is developed. Some National Societies will be involved in the design and invited as participants when piloting the training. The people involved in developing such training can therefore be based in different geographical locations.

## **a) Technical programme support**

The International Federation has technical staff supporting National Society development at different levels. In middle of 2009, the total numbers of staff were around 60 working specifically in this area. 49 per cent of these positions were based in Asia Pacific, 15 per cent in Africa, 11 per cent in Americas, 2 per cent in Middle East North Africa, 8 per cent in Europe and 15 per cent at the office in Geneva.

At global level in Geneva, the current staffing is 10 people. The required staff for the implementation of the plans for 2010 is greater than the existing staff. In 2010, the intention is not to increase the staff number in the Geneva based team. Therefore, different approaches will have to be explored together with partners to find solutions and means of implementing the activities in the plans. It is not a necessity that all staff be based in Geneva, e.g. in the volunteering development the staff could be based in a National Society.

## **b) Partnership development and coordination**

Establishing strategic partnerships between the International Federation and for example the ICRC, National Societies, other organizations, institutions, universities and the private sector brings together assets to more effectively support development. Thus, a key priority is to enable a Movement approach to National Society development.

## **c) Representation and advocacy**

The International Federation represents the National Societies in relevant global and regional meetings and processes related to National Society development. In 2010 and 2011, this will particularly be in relation to the preparations and implementation of the IYV+10.

## Promoting gender equity and diversity

Gender balance is always promoted in the implementation of each area of this programme, to make sure that males and females have equal access and opportunities. For example, promoting gender equity and diversity amongst the volunteers is a fundamental component of the International Federation Volunteering Policy and is integrated in each activity within the volunteering development plan. The International Federation Youth Policy calls on National Societies to make special efforts to encourage young women to take on more active roles, especially in leadership positions. The promotion of respect for diversity and consequently a more diversified volunteer base is viewed as a key for success to reaching further community minority members.

## Quality, accountability and learning

An essential component in the programme implementation is about capturing, refining, developing and sharing knowledge on good practices. In the planning process of 2010-2011, a new guidance was used with new indicators to follow up the implementation of the plan as well as tracking the progress of National Societies. Each programme area has its own set of specific technical indicators, which will be used to measure and evaluate impact, and can be found in the individual plans. On a regular basis, the progress of the programme is reported to the Governing Board and its advisory bodies and commissions. Bi-annually programme updates are provided to the Governing Board and for public information on the International Federation public website. Based on the International Federation pledge 129 on youth development, a global youth consultation will have to be undertaken in 2010 to report on the progress made at all levels since 2007.

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".	<b>Global Agenda Goals:</b> <ul style="list-style-type: none"> <li>• Reduce the numbers of deaths, injuries and impact from disasters.</li> <li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li> <li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li> <li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li> </ul>
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