

Plan 2010-2011



International Federation
of Red Cross and Red Crescent Societies

National Society organizational development process (supporting National Society development)

Executive summary

This is one of four sub-plans of the programme *Supporting National Society development*. Strategic planning, change management and legal base are core to National Society development. Other technical areas like resource mobilization, financial management, branch development etc. depend heavily on these core functions to be successful.

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, and
- **Ensure effective International Federation support** to National Society development.

As the International Federation continues to provide technical support to National Societies on **strategic planning, change management** and **legal base**, there is a need to ensure and promote a holistic approach to National Society development. Reinforcing strong linkages between the different programmes in International Federation will be essential when developing this integrated development approach.

A strong National Society is characterized by: 1) the capacity to respond to needs continuously at local level throughout its country; 2) a sustainable and diversified income; 3) credible governing and managing leadership; and 4) the ability to attract volunteers of all ages and from all layers of society through relevant work.

The key objective of the programme is to establish a Movement approach to National Society development and will in 2010-2011 focus on:

- Developing a framework for the Movement approach, outlining principles and guidelines of organizational development,
- Supporting National Societies in ensuring sustainable delivery of qualitative services,
- Supporting National Societies in strategic planning,
- Providing global support to National Society statutes revision update, and
- Establishing a National Society peer-to-peer system (ie. mentoring, coaching and bilateral initiatives)

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 1.0m ([Click here to go directly to the summary budget of the overall plan](#)).

Context

National Societies today face difficulties from their internal and external environment. Many member societies 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 leadership and the hardship of applying good standards and accessing reliable human and financial resources.

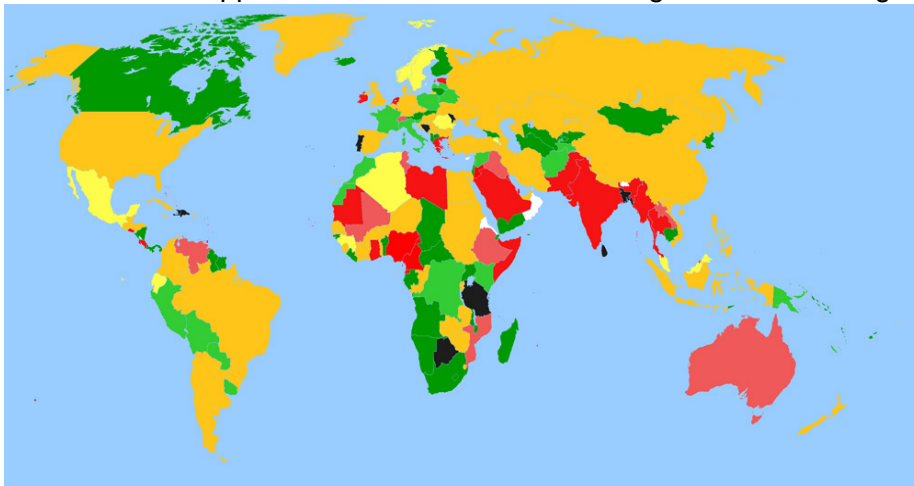
Disaster response is a development opportunity if National Societies take responsibility to actively plan and pursue it during emergency assistance operations. The first half of 2009 saw a reduction in the number of major natural disasters compared with the same period in 2008, with only eight International Federation emergency appeals being launched and 172 notified events. The International Federation and each National Society shall work towards self-reliance and sustainability of programming by both the operating National Society and the assisted population taking into account the long-term effect of emergency assistance on future development opportunities.¹

Effective use of disaster response as a development opportunity can contribute to the individual National Society when

- Positioning itself as the first visible actor preparing for and responding to a disasters and emergencies
- Promoting its statutes and positioning with the government
- Improving the image (public, staff, governance and volunteers)
- Increasing the volunteer and membership base
- Promoting the key messages
- Increasing national and international funding
- Promoting longer term programme partnerships

The individual National Society is in charge of its own development. The main actor in any change in a National Society has to be the National Society itself. It has to lead, carry out and take full responsibility for its own change. The National Society leadership decides who should drive and manage the change and how external change agents and resources should be used.² At the General Assembly in 2005, the decision³ was taken to support National Societies to strengthen their strategic planning and change management.

Today, it is difficult to establish how many National Societies that have strategic plans⁴. Each member society should have a comprehensive strategic development plan and it should reflect what the society reasonably and effectively could do.⁵ Of course, the plan should be based on priority needs in accordance with the National Society's mission and on the International Federation's strategic plans.



Since 1999 to date 139 of the 186 national societies has revised their statutes within the last 9 years (green, orange & black), leaving 47 societies with statutes that has not been revised towards the deadline of 2010 (red).

To date, 139 out of the 186 member societies have revised their statutes within the last 9 years. This leaves 47 member societies with statutes that have not been revised towards the deadline of

¹ International Federation emergency response policy, 1997, www.ifrc.org/Docs/pubs/who/policies/

² International Federation capacity building framework, 2003

³ 15th session of the General Assembly, 2005)

⁴ Strategic plans can also be called National Society development plan,

⁵ International Federation development policy, 1995 www.ifrc.org/Docs/pubs/who/policies/

2010. Strong national societies with credible leadership have clear up to date statutes and rules of procedures. These guides and protects the governance and direction of the National Society. It gives the organization the needed structure for its decision-making and protects the members and volunteers.

Since the 1999 the statutes has been on the Movement's governing bodies' agenda. Not only towards strengthening the society internally but also the auxiliary role and independence.

The Strategy of the Movement sets out that all societies should have statutes revised with in the last 10 years. Notably is that in 1999 when the goal was set, 21 societies had statutes that had not been revised for 20 years or more, of these 21 societies with already old statutes only 5 societies has to date taken the opportunity to revise statutes. For some societies, the domestic legal setup proves revision difficult.

The National Societies have portfolios with a diverse range of activities. In the last decades, the International Federation built expertise in some areas. However, when designing and determining the support to a National Society development effort, all activities of the Society have to be considered and embraced. Adopting a holistic view of the National Society development will facilitate in a long-term perspective a balanced and sustainable development.

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.⁶



The International Federation has technical staff supporting National Society development at country, regional, and global level. In mid- 2009, the total numbers of staff were around 60 working specifically in this area. When supporting National Societies in becoming stronger it is important that the immediate staff (International Federation and partners) is well equipped to provide the needed support.

Further to this, a peer-to-peer system on supporting and managing the OD process, thorough knowledge in the National Society legal framework, experience of change management could be of great value for the member societies. The present peer-to-peer system either is concentrated within the zone or based on “know someone who knows”. A structured competencies, language and society similarities database are desirable working forward for identifying the best support.

Priorities and current work with partners

A priority for 2010-2011 is to establish and promote a Movement approach to National Society development. As mentioned earlier, the International Federation has the task to act as a permanent body of liaison, coordination and resource to National Societies and to give them any assistance they might request. This can only be achieved by working in close partnership with the Movement partners to achieve collective results.

Efforts will be made to develop effective partnerships outside the Movement on good practice in the areas of strategic planning, change management and resource mobilization.

⁶ Statutes of the Movement Art. 6 4.a.

49 National Societies should embark on a revision process of their statutes. 22 of the member societies have statutes dating earlier than 1977. A specific focus on identifying the challenges of these National Societies is necessary, in order to understand to what degree these challenges are shared and how they best can be supported. Another important theme relates to the quality of statutes provisions and related rules of procedures on designing and reinforcing healthy governing structures. Towards supporting this focus will be describing the rights and responsibilities of the society's governing board and on best practices on the statutory protection of members and society relations. Another focus will also be on the development of guidelines on handling complaints and grievance procedures within National Societies.

This contextual work is coordinated globally. A valuable partner has been Advocates for International Development (AID) and their network of major international law firms.

To date, there is limited material on good practices on the revision statutes process. Greater effort will be made to facilitate the compilation and sharing of such practices. This knowledge would be useful to societies that for the first time plan an inclusive revision process engaging branches and members. It is also a high priority to identify and make available the excellent resources and experience in the Movement on strategic planning, change management and legal base. There is a lot of good practices among National Societies that will provide for valuable learning.

National Society organizational development process programmes in 2010-2011

Building National Society capacity when there are no solid foundations is a challenge and the development work cannot be sustainable. . Organizational development is work done to change the existing status. This change process must be internally driven with senior leadership commitment. Major planned changes in a National Society takes a long time (e.g. between 5 to 10 years) to complete. It is therefore important that it be done to achieve a holistic approach to OD and ensure that all levels of the National Society are involved and contributes to the change process in order for the outcomes to be sustainable. This includes the involvement of all sectors of volunteers, branch leadership and beneficiaries. .

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 Societies to create strong and sustainable organizations able to provide effective services to vulnerable people nationwide.
<p>Provide technical support to National Societies in their organizational development processes.</p> <p><u>Activities</u></p> <ol style="list-style-type: none"> 1. Map technical expertise on organizational development and develop a technical database. 2. Contribute to the development of a framework for the Movement approach outlining principles and guidelines of supporting National Society development. 3. Update and disseminate organizational development tools and frameworks (CWFNS)⁷. 4. Develop guidance on characteristics in reference to Strong National Societies (ie a key focus of Strategy 2020).

⁷ Characteristics of Well Functioning National Society

5. Further the promotion and facilitation of a National Society peer-to-peer system and coordinate the development of guidance and good practices around these initiatives.

Support National Society organizational development efforts through effective coordination by the International Federation with other Movement actors to maximise resources

Activities

1. Establish of virtual knowledge centre on organizational development.
2. Develop e-learning on organizational development.
3. Enhance coordination and skills development by organizing joint skills development training and knowledge sharing platforms with the ICRC and National Societies.
4. Study and maximise learning on

Provide National Societies with access to resources to better manage the change management process, and expand income generation activities at the local level

Activities

1. Review past training and skills development of OD practitioners (ie National Society and OD delegates) and make recommendations in improving the quality of training for more effective OD support to National Societies.
2. Support OD practitioners to improve competencies and confidence in support and work to National Societies.
3. Encourage modern management approaches in skills development, and the facilitation of innovative learning, and greater peer to peer mentoring and coaching for National Society personnel and volunteers.
4. Encourage the initiation of income generation projects in building competencies of National Societies to have a sustainable and diversified funding base.

Support National Societies to strengthen their legal base with the goal of preserving integrity through transparent legal and accountability mechanisms.

Activities

1. Expand on the pool of best practices and knowledge captured in the area of statutes revision and its outcomes in close collaboration with the zones.
2. Develop partnership with member societies on establishing and sustaining a peer-to-peer network for assistance on National Society statutes revision.
3. Organize a legal base meeting for members of the network.
4. Maintain and update the peer-to-peer network on National Society legal base.
5. Assist zone office staff and National Societies with revision process and workshop initiatives.

b) Potential risks and challenges

Change management and strategic planning are processes that require a commitment from the leadership of National Society. These processes also require adequate human and financial resourcing.

The current global legal base human resources and funding will end in the middle of 2010. Currently, the International Federation resources in the Joint Statutes Committee also provide technical support in this area.

Resistance to change and delays in undertaking statutes revision processes may be a challenge in National Societies. Due to established traditions between some societies and their governments, certain changes set out in the minimum requirements might be beyond the ability of the society to implement or will take more time and prolong the revision process. Another risk is also that the peer mentor is not available or is unable to commit time when he/she is needed due to other commitments. In addition, the continued engagement and retention of the peer network maybe a challenge. .

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 development have different roles and are interrelated. 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 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 closer situated International Federation staff gives qualitative support.

In the actual programme implementation, e.g. the development of strategic planning resources will be done in close collaboration with the different organizational levels and functions in the International Federation to ensure that the relevant and appropriate resources will be developed. The people involved in developing such resources can therefore be based in different geographical locations.

Platforms such as Sharepoint and FedNet are useful when facilitating knowledge sharing and collaborative work with both National Societies and staff in International Federation.

b) Partnership development and coordination

Strategic partnerships at all levels will be encouraged through this programme. E-learning modules in strategic planning, change management and a revised handbook on strategic planning for national societies and examples of good Red Cross and Red Crescent statutes will be developed by working closely in partnership with National Societies.

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 related to legal base, strategic planning and change management.

Promoting gender equity and diversity

Gender and diversity issues or obstacles are often country specific. Each in-country support will need to individually assess the gender and diversity challenges. Promoting gender equality and diversity amongst the workshop participants, revision groups and in governance structures are an integral part of all approaches and will further be promoted.

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 successes and challenges in organizational development with particular focus on legal base, change management, strategic planning.

This 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 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 are to be used in following up National Society leadership development throughout the International Federation.

INDICATORS

- % National Societies that have received direct technical support from the International Federation in their OD process.
- % societies receiving ICB or SOS support from the International Federation.
- % societies receiving support for urgent OD interventions International Federation.
- % of International Federation technical resources devoted to the Africa region (not applicable to zone/countries).
- # or % societies internal and external partners that have received International Federation guidance to better understand and support National Society development processes.
- % International Federation OD staff that has gone through basic OD training and/or refresher courses in the last two years to better understand and support National Society development processes.
- International Federation develops of a Movement Framework for support to National Society development through collaboration with ICRC.
- % societies with up-to-date strategic plans.
- % Secretary Generals and Presidents have accessed coaching, training, and resources for National Societies strategic planning and change management.
- International Federation develops a global framework and resources for National Society strategic planning.
- % societies that have updated their statutes in the last 10 years in compliance with International Federation guidelines of National Society statutes.
- % societies that have a relevant Red Cross or Red Crescent law or decree.
- % societies of that have annual audited accounts.
- % societies that have received direct technical support from the International Federation.

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.

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