

# Revised Plan 2011



## Learning and organisational development

### Executive summary

**This revised plan reflects the International Federation's global approach and activities when supporting National Society development.**

**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 IFRC 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 IFRC support** to National Society development.

On a global level, the approach is to provide coordination in all National Society development areas. In 2011, the global programme will focus on three areas and will be aligned to the new Strategy 2020:

- **Global Movement approach to National Society development**
- **Developing a culture of learning and research for furthering humanitarian and development efforts**
- **Supporting National Society organisational development process**

The budget for the learning and organisational development plan is included in the overall budget for National Society development i.e. 1.8m ([Click here to go directly to the attached summary budget of the plan](#)).

### Context

**In present day, National Societies 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>1</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>.

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<sup>1</sup> UN-OHRLLS 2009: The UN Office of the High Representative for the Least Developed Countries

**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>2</sup> Today the world's population numbers some 6.7 billion people and will increase to 8 billion people by the year 2025<sup>3</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>4</sup> The corporate sector increasingly focuses on developing the concept of social responsibility. By 2020, rising number of corporations will on a voluntarily 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 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 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:

- Have access to global OD knowledge on National Society development and provide them with coaching and technical support where requested.
- Undertake internal OD activities and make external support available where needed and requested

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<sup>2</sup> UN-HABITAT 2008/2009: The State of the World's Cities - Harmonious Cities [www.unhabitat.org](http://www.unhabitat.org)

<sup>3</sup> Bangladesh, Brazil, China, India, Indonesia, Nigeria and Pakistan will continue to comprise half the population in the world.

<sup>4</sup> ISO International Organization for Standardization, 2009: ISO 26000 [www.iso.org/sr](http://www.iso.org/sr)

- Ensure availability and access to academic knowledge and training on voluntary sector management and development.
- 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.** Learning and development is a cross cutting activity that concerns many areas of work throughout the International Federation as well as partner organisations. Most of the activities in this plan will be implemented in close collaboration with both Movement and non Movement actors involved in humanitarian work who share the vision of the Federation.

When implementing the plan, the secretariat will continue working with the following:

- **Red Cross Red Crescent Academic Network – Partnerships with Institutions of High Learning:** In the MENA region, IFRC is partnering with Asia é University through the Bahrain Regional Learning Centre to develop the Red Cross Red Crescent Leadership Development Programme for National Societies in the region. This will build on the accumulated knowledge on leadership development. Other initiatives as well as skills based learning and thematic research to uplift thinking in the humanitarian sector will be further pursued with University of Geneva, Ottawa University, Thunderbird University, and with other institutions of higher learning.
- **Knowledge Sharing Among National Societies:** Swedish Red Cross, Norwegian Red Cross, Danish Red Cross, British Red Cross and the American Red Cross are supporting various OD initiatives i.e. OD delegate review and Study on the impact of ICB and other OD and capacity building initiatives in strengthening long-term programme sustainability and development. All National Societies will be encouraged to share good practices, engage in peer to peer coaching and mentoring, bilateral and multilateral initiatives.
- **Movement Partners.** The International Federation and International Committee of the Red Cross will continue running a Movement Induction Course for new National Society Leaders. This course takes place once a year. A needs-based joint ICRC-IFRC-NS impact (International Mobilisation and Preparation for ACTion) programme for new RCRC staff who are to implement, manage and/or coordinate programmes internationally will be organised. There is an average of 28 courses organised per year worldwide.
- **International and Civic Organisations and Corporate Sector:** Partnerships with Lions Clubs, International, International Association for Volunteer Effort (IAVE), United Nations Volunteers, Association of Fund Raising Professionals, Eli Lilly, Nestle, etc, to enhance the opportunities for National Societies to explore in-country cooperation opportunities in areas of capacity building and community development.

The Learning and Organisational Development Programme stimulates new humanitarian and development thinking and helps National Societies to change and grow.

In 2011, the programme functions will include helping National Societies to:

- Enhance their leadership, organisational systems and capacities.
- Consider measures to enable transformations that allow them to realise their fuller potential in serving their communities.

In order to maintain these functions, the programme will seek to develop avenues and opportunities life-long learning and education through the Red Cross Red Crescent Academic Network based on accumulated Red Cross Red Crescent experience. It will also conduct analysis and research on the most significant humanitarian and development concerns that impact on our roles and responsibilities. This will help to lift up our thinking and expand quality assured professional development for staff, volunteers and members so that they are provided the skills and competencies to carry out their work effectively and meaningfully.

A stronger member societies in reference to Strategy 2020 are characterized 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 and members of all ages and from all sectors of society through relevant services.

## 1. Global Movement approach to National Society development

### The purpose and components of the programme

<b>Programme purpose</b>
<b>Provide a global movement approach to all Movement actors to support National Society development in a harmonized and coordinated way.</b>

The Global Movement approach to National Society development programme budget is CHF xxx (USD xxx or EUR xxx).

#### **a. Develop and maintain strategies for learning and OD that have Movement-wide support**

##### Activities

1. Establish a Movement approach to National Society development to effectively meet the humanitarian challenges and needs of vulnerable people, including platforms for facilitating the review process.
2. Develop a graduation process with specific milestones and deliverables for tailored OD support to address gaps and areas of growth through a scaled-up systematic approach for sustainable development.
3. Establish a Red Cross Red Crescent Academy Advisory Group comprising of internationally recognised educationists, thinkers, OD experts from within and outside the Federation, including selected representatives from institutions of higher learning.
4. Produce guidance and tools for effective implementation of the Movement Approach to National Society development by all actors.
5. Establish a cadre of OD advisers to be a resource pool that would be deployed to provide OD and Capacity building advice during disasters and in development.
6. Conduct a comparative research and develop guidance on “scaling up without harm” based on learning from the Asian Tsunami, Nargis Cyclone and Haiti Earthquake.

#### **b. Develop a harmonised capacity building framework**

##### Activities

1. Produce a Capacity Building Assessment Rubric (C-BAR) and guidelines for National Societies to utilize the evidence-based, self-assessment and peer review mechanism for furthering capacity building and an environment for sustainable development Conduct mapping of training courses and OD and capacity building tools by the Secretariat and National Societies.
2. Complete “Study on the impact of ICB and other OD and capacity building initiatives towards National Society strengthening and sustainable development” and build on indicators in the

context of disaster preparedness, response and development.

3. Pilot guidance and tools during operations, and in 2 National Societies per zone to contribute knowledge to RCRC academic network.
4. Develop Humanitarian Diplomacy case studies documenting their auxiliary role of National Societies and its contribution to National Policy.
5. Establish a skills development framework, curricula, e-learning, peer-to-peer initiatives to foster coherence in implementing a Movement Approach to National Society development targeted at OD, Cooperation delegates, staff and volunteers of National Societies.

## 2. A Federation-wide culture of learning and research for furthering humanitarian and development efforts.

### The purpose and components of the programme

#### Programme purpose

**Provide an organised framework that will strengthen the competences of those who work with us, and also stimulate new humanitarian and development thinking and academia that will extend the magnitude, quality, and impact of our business.**

#### **a. Provide tailor-made support in reinforcing a learning culture to National Society development**

##### Activities

1. Working within the priorities of the zone strategic plan, establish partnerships with identified institutions of higher learning and launch RCRC leadership development programmes in all 5 zones.
2. Provide technical support to other departments and zones on training methodology for development and organisation of skills development courses, integrated capacity building, etc.
3. Maximise the utilisation of the IFRC learning platform for global skills sharing and capacity building.

#### **b. Promote a Federation-wide culture of learning and research for furthering humanitarian and development efforts**

##### Activities

1. Establish a Red Cross Red Crescent Academic Network Advisory Group comprising of internationally recognised educationists, thinkers, OD experts from within and outside the Federation, including selected representatives from collaborating centres.
2. Establish partnerships between the Red Cross Red Crescent Academic Network and other institutions of higher learning to promote opportunities for uplifting learning and research to address humanitarian concerns and challenges.
3. Organise quarterly community of practice e-webinars with recognised experts in organisational development and leadership for National Societies and other humanitarian actors to participate in.
4. Produce on-line e-modules for governance and management development programme for National Societies under the framework of the Red Cross Red Crescent Academic Network.
5. Facilitate knowledge development globally by sharing good practices and promoting avenues for partnering among National Societies.
6. Establish and maintain online platforms and opportunities in the RCRC leadership development programme for engaging youth leaders.

### 3. Supporting National Society organisational development process

#### The purpose and components of the programme

<b>Programme purpose</b>
<b>Support National Society Organisational Development process to create strong and sustainable organisations able to change and grow.</b>

#### a. Provide tailor-made support tools to National Societies

##### Activities

1. Review and expand Capacity Building Fund (CBF) to enlarge scope of capacity development support to National Societies to include awarding proposals on entrepreneurship and innovation. Encourage and facilitate the use of National Society databank to enable more customised and contextual approaches to capacity building and partnerships among National Societies.

#### b. Further global partnerships and knowledge sharing among National Societies through

##### Activities

1. Conduct mapping of National Society technical capacities and partnerships.
2. Organise work exchange attachments with Movement and external partners to expand “learning by doing” and gaining a greater humanitarian space for scaling up professional competencies and networking.
3. Facilitate avenues for global partnership initiatives and capture knowledge development in addressing vulnerabilities and the digital divide.
4. Launch global partnership programme with 10 National Societies.
5. Facilitate global partnerships with National Societies in Africa focusing on promoting social mobilisation and developing a cadre of retiree “golden advisers” in building models for innovation in resource mobilisation.

#### 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 2010, the IFRC has not been able to fully realize the previous OD and capacity building plan. The current resourcing situation has been challenging. However, an approach that we are exploring with National Societies is the availability and facilitation of technical support on OD and capacity building efforts involving staff and volunteers through a peer-to-peer approaches and initiatives.

#### Role of the secretariat

In IFRC, 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 IFRC 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 and the maximised use of resources are key to the successful implementation of the plan, as well as ensuring quality and impact in achieving sustainable results. The OD support focuses on a holistic approach to strengthen National Society development for sustainable outcomes. National Societies will be encouraged to provide input and be engaged in the development of tools, guidance and methodology to further capacity building and knowledge development to benefit our Movement.

#### a) Technical programme support

The International Federation Secretariat works across technical departments to facilitate a dynamic and integrated approach to capacity building and knowledge development. More directly, tools and

guidance will be developed in consultation with zone offices and National Societies, as well as external partners, including corporate partners. Therefore, a variety of approaches involving National Societies and partners will have to be explored to meet the stated targets and maximise resources through the involvement of zone and field structures and National Societies.

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

Establishing strategic partnerships between the IFRC and the ICRC, National Societies, other organizations, institutions of higher learning, 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, with the partnership of external organisations.

### **c) Representation and advocacy**

The IFRC represents the National Societies in relevant global and regional meetings and processes related to National Society development. With strong focus on the establishment of the Red Cross Red Crescent Academic Network this will be the central focus of a strong representation and contribution to the global humanitarian community and space.

## 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 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 IFRC public website.

<b>How we work</b>	
<p>The IFRC's vision is to:</p> <p>Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.</p>	<p>The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:</p> <ol style="list-style-type: none"> <li>1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.</li> <li>2. Enable healthy and safe living.</li> <li>3. Promote social inclusion and a culture of non-violence and peace.</li> </ol>
<b>Contact information</b>	
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