



IFRC delegates hold a training session for volunteers and branch directors of the Slovak Red Cross on the registration and distribution of cash and voucher assistance to people fleeing Ukraine. © IFRC

NATIONAL SOCIETY DEVELOPMENT OPERATIONAL STRATEGY

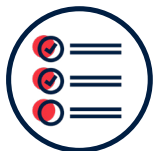
Ukraine and Impacted Countries Emergency Appeal (28/02/2022 - 31/12/2025)

National Society Development (NSD) is a key strategic priority for the Secretariat, as it underpins our membership's ability to respond to current and future crises. As the Ukraine and Impacted Countries Crisis response enters its second year, we are stepping up our efforts on skills and capacity transfer to the responding National Societies, recognizing that for many of them,

this Emergency Appeal presents a rare opportunity to solidify their core systems, preparedness for response and priority services. We are working together with each National Society's leadership to identify the areas in which they want to grow, and we are supporting that growth with the ambition to leave every National Society in the operation stronger than they were at the start.

TO ACHIEVE THEIR OVERALL DEVELOPMENT GOALS, IFRC GUIDES NATIONAL SOCIETIES TO:

- Strengthen their broader capacity and preparedness to respond, through building on existing capacity as well as enhancing areas that are foreseen gaps.
- Ensuring no harm is brought to the National Societies in the way they scale up; and that their development efforts are not negatively affected by the international support they receive or create sustainability issues at a later stage.
- Ensuring NSD is led by the National Societies themselves and that it is systematically integrated in the response.
- Aligning support by all Red Cross Red Crescent Movement partners on capacity strengthening during the response and reflecting it on the One National Society Development Action Plan.



IFRC'S NATIONAL SOCIETY DEVELOPMENT STRATEGIC PILLARS AND PRIORITY ACTIONS:

Recognizing the diversity of National Societies is central to the NSD approach: each National Society is set in a different institutional environment and, as such, one size does not fit all. Each NSD Plan is crafted to meet that individual National Society development needs, which can include organizational development,

core functions, preparedness for response, branch and volunteer management, or digitalization, among others. IFRC also plays a key role in the coordination and Federation-wide integration of NSD support, encouraging and facilitating peer-to-peer and bilateral connections.

STRATEGIC PILLAR 1

National Society-led Organizational Development:

- National Societies are supported in the identification and implementation of their development priorities
- The Organizational Development objectives identified by each National Society are achieved through tailored NSD support
- Relevant technical expertise is secured and mobilized to provide tailored NSD support

STRATEGIC PILLAR 2

National Society-led Core Systems and Preparedness for Response Strengthening:

- National Society core functions are enhanced according to the needs and priorities identified by each National Society and reflected in the NSD Plan
- National Societies' preparedness for response is enhanced

STRATEGIC PILLAR 3

Branch and Volunteer Management Strengthening:

- Branch development plans and budgets are developed and implemented
- Branch operational effectiveness is enhanced
- Connections between branches and headquarters structures are strengthened
- Branch sustainability is promoted
- National Society volunteer management and youth engagement are enhanced

STRATEGIC PILLAR 4

NSD Coordination:

- Movement-wide NSD efforts are coordinated with a focus on long-term and sustainable approaches
- The IFRC network and the National Societies undergo a digital transformation



At the Lodz branch of the Polish Red Cross, the IFRC team organized a training for volunteers and staff on Mental Health and Psychosocial Support, Community Engagement and Accountability, and Planning, Monitoring and Reporting. The trained volunteers are Ukrainian refugees who now live in Poland and support humanitarian work. © IFRC



CASE FOR SUPPORT

While the ongoing crisis in Ukraine has drawn extraordinary levels of support from inside and outside the Red Cross Red Crescent Movement, additional capacity and resources are necessary to ensure that the National Societies and the communities will receive the needed support. The operational budget will facilitate the establishment of the necessary HR structure at national, sub-regional and regional levels to provide the services and support described above.

Contact us

For more information on country plans, operational timeframes, and budget, please contact:

Head of Disasters, Climate and Crisis Prevention, Response and Recovery:

Andreas von Weissenberg,
andreas.weissenberg@ifrc.org

Regional Operations Manager:

Lorenzo Violante,
lorenzo.violante@ifrc.org

Head of Strategic Engagement and Partnerships:

Andrej Naricyn,
andrej.naricyn@ifrc.org

Head of Membership Services:

Liliia Bilous,
liliia.bilous@ifrc.org

Planning, Monitoring, Evaluation and Reporting Coordinator:

Bogłarka Bojtor,
boglarka.bojtor@ifrc.org

Communications Manager:

Corrie Gwyn Butler,
corrie.butler@ifrc.org



While this strategy is intended to guide IFRC's sectoral response throughout the duration of the Ukraine and Impacted Countries operation, we will remain flexible and adaptable, which means adjustments to the strategy may be made if deemed necessary to best meet changing and evolving needs in this protracted crisis.