

INTERNATIONAL



FEDERATION



ICRC

The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, with 191 National Red Cross and Red Crescent Societies and around 14 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.

The International Committee of the Red Cross (ICRC) is an impartial, neutral and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance. The ICRC also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles. Established in 1863, the ICRC is at the origin of the Geneva Conventions and the International Red Cross and Red Crescent Movement. It directs and coordinates the international activities conducted by the Movement in armed conflicts and other situations of violence.





MOVEMENT APPROACH FOR NATIONAL SOCIETY LOGISTICS DEVELOPMENT

**“One solution customised
to the specific needs of each
National Society”**



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Movement approach for National Society Logistics
Development

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MOVEMENT APPROACH FOR NATIONAL SOCIETY LOGISTICS DEVELOPMENT

“One solution customised to the specific needs of each National Society”

The International Red Cross and Red Crescent Movement, with its unique combination of local, national and international roles and capacities, is well placed to champion and roll-out many of the recommendations outlined in the ‘Grand Bargain’ and the localisation of aid, which were agreed to during the 2016 World Humanitarian Summit. Investment in local and national responders, our National Societies, is one of the commitments adopted by the Movement.

Enabling action 1 within IFRC’s Strategy 2020 calls for “building strong National Red Cross and Red Crescent Societies”. A successful National Society Logistics Development programme of the Movement would include the following elements, which are inspired by the National Society Development Framework, IFRC 2013¹:



AIM

The National Society Logistics Development (NSLD) approach is primarily a change process by which it is envisioned that National Societies have adequate and sustainable logistics capacities and resources to support its mission of delivering protection and assistance services to people who are vulnerable in their territories, as auxiliary to the public authorities in their humanitarian work. It is part of a broader IFRC approach to accompany National Societies on their own journeys of institutional development and strengthening, ensuring that they are not only effective today, but that they are influencing and prepared for the future.

Aiming to foster collaboration, learning, mutual support and guidance harmonisation, a dedicated working group for support in Logistics Development was established in 2018 among National Societies, the IFRC and the ICRC. One of the deliverables of that group is this common Movement approach for NSLD. It relies on 10 principles to guide a process that aims to have the Host National Society in the centre, driving its own development —a customised solution to the specific needs of each NS— with a coordinated external support—when needed— from other Movement members and non-Movement partners, while considering logistics as a support function that should be part of an integrated National Society-wide development plan.



GUIDING PRINCIPLES

Self-development and ownership

It is recognised and respected that the primary responsibility for its own capacity development rests with National Society leadership. Not all National Societies might consider logistics as a priority area to be developed and this should be respected.

Mobilisation vs. substitution

External support offered by other Movement members could bring new ideas and experiences that are beneficial to the development process but should ultimately respect the decisions of the host National Society. Best practices and models from partners, such as in building partnerships,

¹ Document available online [here](#).

² In this document the term ‘Logistics’ is used to encompass different domains of the supply chain management: import/export, logistics planning, order, procurement, fleet, transport and warehouse management.

mobilizing resources, etc., should be tailored to the needs of each National Society and their specific context, building on existing local capacity.

Sustainability

To be effective, external support must align with the analysis and direction of the host National Society, fully owned by the National Society and designed for sustainability in the environment in which it is operating. Benefits to the host National Society should be sustained beyond the implementation period, once external support (including seed funding) comes to an end.

An exemption to this is external support for emergency response operations. In most cases, an emergency plan of action is designed so that additional temporary surge capacity in logistics provided by external partners (as per operational needs) is scaled down and dismantled as part of the exit strategy, bringing the National Society back to its capacity levels before the humanitarian crisis.

Coordination

In order to avoid duplications, better identify and fill the support gaps, and make efficient use of the Movement's collective resources, members of the Movement should provide external support to host National Societies in a coordinated manner. The IFRC has an important role to play in fostering collaboration and creating spaces for the different Movement members to contribute in a way that complements each other's strengths. IFRC regional operational logistics procurement and supply chain units should identify logistics development needs within their geographical scope (via constant monitoring) and proactively promote the matching of support requests with other members' capacity to step in, based on regional priorities. Another perceived added value from the IFRC's proactive guidance regionally, is the expected positive influence for a better coordination environment across the Movement. Based on this spirit and with the IFRC in its coordination role, Movement members are expected to first contact the IFRC regional units to discuss the most efficient and effective use of capacity development resources before engaging directly with host National Societies in any Logistics Development initiative.

Shared understanding

Using a consistent and commonly agreed approach and minimum standards among Movement members for logistics development will achieve similar results regardless of which member is engaged in supporting one National Society. Although the logistics development plan might be unique according to each National Society's needs and context, the approach or methodology is standardized to maximize impact.

Holistic approach

A National Society is composed of different parts that are interconnected and interact with one another. The logistics set-up operates and must fit with the organisational, programmatic core activities³ and support functions of the National Society, as per the organisation's strategy. A change is seldom a single change; but a chain of changes. Any logistics development could not be sustained if it is not an integrated part of a National Society-wide development plan.

Contextual

Not all National Societies need the same type of support, nor are ready for longer-term engagement in a logistics development programme. Short-term, time-bound and small-scale capacity building activities can still be requested by or proposed to a National Society, where it is more suitable. It is important that the National Society's leadership is aware of and understands the different types of development approaches, their benefits and requirements, in order to decide on the more suitable approach for their organisation. To avoid any frustration, expectations of both the National Society and the external partner providing support need to be aligned according to the selected option.

Accountability⁴

In supporting a National Society's self-development, members should choose to support only where they trust that there is a self-development strategy and plan, leadership support and demonstrated actions. Such development support should be associated with relevant and agreed milestones for achievement and a reasonable rate of success.

³ Preparedness for disaster response might be one of NS' core programmes, but not the only day-to-day core activities.

⁴ Most of it extracted from the document 'Building strong National Societies', IFRC 2011, section Good "supportership".

If a National Society is not ready or able to make productive use of the external support, then it could be supported through peer engagement and dialogue to move towards the agreed direction. Transformation is usually a long process requiring constant engagement and adequate investment in terms of resources. Identifying the right moment for a National Society to offer support is not an exact science: it relies on experience-based judgement and trust.

Support function

Logistics development is not a stand-alone goal; the primary impact can be measured through the services a National Society is able to deliver. Logistics development is a continuous and iterative process, evolving as programme needs and context changes. National Societies must therefore endeavour to continually improve its service in the areas of: relevance, quality, reach and sustainability.

Peer network

Where possible, National Societies that have successfully developed its logistics function should document and share, across the Movement, the process that was followed to inspire other National Societies to benefit from the Logistics Development programme. Peer-to-peer support should be encouraged within the Red Cross and Red Crescent network as a way of learning from and supporting others. Continuous improvement is based on learning from failure and success. The IFRC shall capture best practices in logistics and advocate its dissemination via regional and global networks of Movement members. In addition, lessons and areas for improvements should also be compiled by the IFRC in a database where members can continuously learn from.

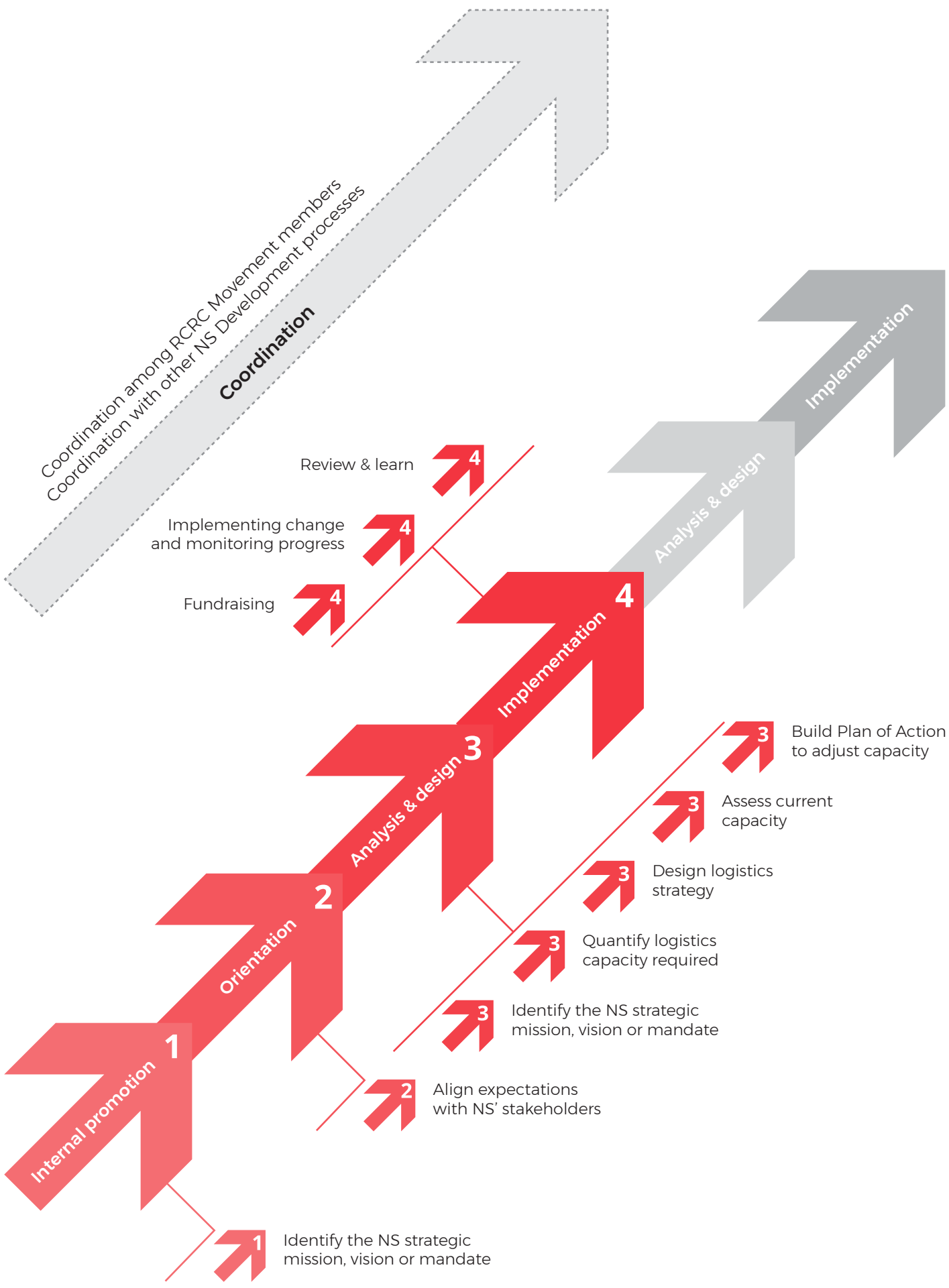


ROLES AND RESPONSIBILITIES

Involving different stakeholders is an important factor when looking for strategic support and long-term sustainability in managing organisational change. The RACI matrix presented in this section aims to summarise some of the interrelations and responsibilities between some of the partners that might play a role in Logistics Development. The following definitions are used:

- **Responsible:** People or stakeholders who undertake or implement the work. They must complete the task or objective or make the decision. Several people can be jointly Responsible.
- **Accountable:** Person or stakeholder who is the “owner” of the work. He or she must sign off or approve when the task, objective or decision is complete.
- **Consulted:** People or stakeholders who are active participants and need to give input before the work can be done and signed-off on.
- **Informed:** People or stakeholders who need to be kept informed and provided with updates on progress or decisions. They do not need to be formally consulted, nor do they need to contribute directly to the task or decision.

In line with the first principle described on page 1, the host National Society is accountable for its own development, and any external support requested from Movement partners should ideally be limited to an advisory/coaching role.



PHASE	ACTIVITY	OBJECTIVE
Internal Promotion	Get interest from the host National Society	Spark National Society's interest to focus on its logistics capacities. This includes explaining the Logistics Development process, the various offerings and benefits to the organisation, ranging from short-term quick fixes to long-term strategic change. Open the door to further steps, even if current interest is only in an 'ad-hoc' approach.
	Align expectations with National Society's key stakeholders (scoping mission)	Through participative, inclusive, open and frank discussions with staff and stakeholders, understand what the National Society really wants or needs (short-term fixes? long-term change?), explain all the implications of the NSLD approach before deciding to engage or not, assess whether the logistics development process is the right process, and if that is the case, identify and agree on the most appropriate modality.
Analysis and Design	Identify the National Society's strategic mission, vision or mandate	Identify the National Society' strategic role within its national context to remain relevant by listing all of the programmes it is currently running and planning to run in the mid-term.
	Quantify logistics capacity required	Estimate the ideal logistics capability required to support the implementation of the National Society's strategy
	Design logistics strategy	Identify different possible options (in-house, outsource, hybrid) and analyse which ones would best fit the logistics support services required by the organisation (using fix/variable costs as one of the variables to ensure sustainability)
	Assess current capacity	Identify the gap between the present situation and the ideal future state
	Build Plan of Action to adjust capacity	Close the gap through planning, utilising internal and external resources, in close coordination with existing or foreseen National Society Development or Preparedness for response processes. Using a phased approach, different smaller projects could form part of the National Society Logistics Development Plan
Implementation	Fundraising	Look for the required resources in the plan of action, including funding and engagement with partners (national and international) Coordination role of the IFRC, facilitate the matching of requested support with existing resources across the Movement.
	Implementing change and monitoring progress	Continuous monitoring and reviewing of activities to ensure that they are according to plan, adjusting when needed. Measure impact
	Review & learn	Reflect and extract lessons learnt from the implemented change process. Evaluate impact of the process. Decide to start a new iteration of 'identification-assessment-implementation'
Coordination	Coordination among Red Cross Red Crescent Movement members	Proactive scoping of National Societies' needs in the region for Logistics Development, looking to match them with available capacity/ resources in the Movement
	Coordination with other National Society Development processes	Establish interlinks with other National Society Development and Preparedness processes (ex. OCAC, PER), advocating National Societies to define holistic Development Plans

RESPONSIBLE	ACCOUNTABLE	CONSULTED	INFORMED
Movement partners in-country	IFRC Regional Logistics	Movement partners in country IFRC regional Director, NSD and Preparedness coordinators	Logs Dev working group
Host National Society Logs Dev adviser ⁵	Host National Society	Movement partners in country ⁶ IFRC Regional Logistics	IFRC regional NSD and Preparedness coordinators IFRC Logistics ICRC cooperation coordinator
Host National Society Logs Dev adviser	Host National Society	Movement partners in country	IFRC Regional Logistics
Host National Society Logs Dev adviser	Host National Society	Movement partners in country IFRC Regional Logistics	
Host National Society Logs Dev adviser	Host National Society	Movement partners in country IFRC Regional Logistics	
Host National Society Logs Dev adviser	Host National Society	Movement partners in country IFRC Regional Logistics	
Host National Society Logs Dev adviser	Host National Society	Movement partners in country IFRC Regional Logistics	IFRC regional NSD and Preparedness coordinators ICRC Regional Logistics delegate
Host National Society Movement partners in country	Host National Society	Movement partners in country	IFRC regional NSD and Preparedness coordinators IFRC Regional Logistics
Host National Society Logs Dev Project Manager ⁷	Host National Society	Movement partners in country IFRC Regional Logistics	
Host National Society Logs Dev Project Manager IFRC Regional Logistics	Host National Society	Movement partners in country	IFRC regional NSD and Preparedness coordinators Logs Dev working group
IFRC Regional Logistics	IFRC Regional Logistics	Host National Societies Movement partners in country	Logs Dev Working Group ICRC Logistics Head of Sector
IFRC Regional Logistics IFRC Regional NSD and Preparedness coordinators	IFRC Regional Logistics	IFRC Regional Director	IFRC Logistics ICRC Logistics Head of Sector

⁵ Logs Dev adviser. Depending on resources available and which organisation is best place in one specific country/context, it could be one specialist from a PNS, ICRC or IFRC.

⁶ Movement partners in country. Depending on the context it might include also non-Movement partners of the Host National Society with presence in country and interest in support its capacity strengthening process(es).

⁷ Logs Dev Project Manager. Depending on resources available and which organisation is best place in one specific country/context, it could be one specialist from a PNS, ICRC or IFRC.

The Fundamental Principles of the International Red Cross and Red Crescent Movement

Humanity The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.