International Federation of Red Cross and Red Crescent Societies

NATIONAL SOCIETY DEVELOPMENT

Regional delegation briefing / South-East Asia / February2013

# Background

IFRC’s approach to organizational development and capacity building is shifting. The two concepts are no longer regarded as isolated and stand-alone approaches. Instead they are increasingly viewed as critical to an integrated approach to suppport more effective and sustainable national society programmes.

This is central to *Strategy 2020* with the building of stronger national societies one of the three enabling actions to achieve the three strategic aims of:

* Saving lives, protecting livelihoods, and strengthening recovery from disasters and crises;
* Enabling healthy and safe living;
* Promoting social inclusion and a culture of non-violence and peace.

# National Society Development Unit: Roles and functions

To help national societies deliver on *Strategy 2020*, the regional delegation’s national society development unit (NSDU) will play the role of partner, consultant, broker, advisor and coach, to support better and sustainable programming. NSDU will work with national society secretaries general, organizational development (OD) focal points, IFRC and ICRC delegation counterparts, and partner national society (PNS) counterparts to agree appropriate support to host national society (HNS) development processes. This will include:

* **Support to governance:** in legal base, statutory matters, branch development and partnership meetings.
* **Organizational development:** assistance to national society counterparts and stakeholders to assess, agree on needs and approach; and support to the implementation of change processes to improve the society’s relevance, performance and impact through sustainable services and programmes.
* **Capacity Building:** identifying with other core programme delegates/staff and PNS representatives the capacity building that is required; and develop plans to train such personnel to support these activities.

NSDU comprises one senior national society development advisor, one finance development delegate, one monitoring and evaluation delegate, and one administrative assistant. The team works closely with the SE Asia OD practioners network. NSDU also links in with the regional communications and advocacy unit.

NSDU supports national society development as required but has specific country-level focus on Philippines, Cambodia, Myanmar, Indonesia, Brunei, Malaysia, Vietnam and Laos.

# Organizational development

At a country level, NSDU is strengthening relationships with national societies, aiming to create an environment of trust and cooperation that will allow for open, honest and practical discussions on their development priorities.

## National Society strategic positioning

* Offer the national society governance and management ways to review their overall domestic positioning and to strengthen key areas of development work such as their legal base and strategic planning. This includes participatory methodologies to achieve internal consensus for change, ownership over critical analysis, and development of specific strategies to address identified issues.
* Support the national society to negotiate a harmonized Movement support plan to achieve its strategic plan, and to facilitate, as needed, a cooperation agreement strategy with Movement and other partners that builds sustainability and accountability;
* Assist national societies in learning from the experiences of other national societies operating in similar contexts and link to various knowledge sharing opportunities available within and outside the Movement under the coordination of IFRC’s Asia Pacific organizational development and volunteering unit.

## National Society change management

* Offer support to national society leaders and counterparts to sett internally owned change goals, objectives and expected results
* Advise appropriate national society change managers on development of holistic change processes described within a clear development plan
* Ensure that national society change managers have access to appropriate and relevant tools, policies, guidelines and internal and external support

# Capacity building

NSDU organizes training of appropriate local IFRC staff and national society programme counterparts to provide skills and tools to support national societies to identify their own capacity building needs.

## Capacity building in programming

* Assist national societies to review their roles, responsibilities, and capacity building needs so as to provide programmes based on the priority needs of vulnerable populations
* Advocate for regular self-assessment within national societies in the areas of health, disaster management, communications, humanitarian advocacy, resource mobilization, etc., to achieve the strategic aims of Strategy 2020

## Capacity building of systems and procedures

* Assist national societies to identify ways to strengthen planning and monitoring, human resource development, financial management, communications, and resource mobilization systems.
* Assist national societies to identify resource persons locally available or from the Red Cross Red Crescent Asia Pacific network to help develop skills and competencies of senior and middle management in agreed capacity building areas.

# Contact information

For further information, please contact:

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