

# **AFRICA** NATIONAL SOCIETY DEVELOPMENT PLAN



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**AFRICA**  
NATIONAL SOCIETY  
DEVELOPMENT PLAN



# CONTEXT

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African Development Bank's 'Annual Development Effectiveness Review' (2019) indicates that Africa's global competitiveness is improving. More investors are attracted by Africa's growing youthful and affordable workforce. With the advent of mobile money, 49% of Africa's population continues to experience financial inclusion while contributing broadly to the economy through its impact on financial and food security, employment, human and social capital accumulation (knowledge, skills, and networks). Key enablers of this increased industrial growth include establishing special economic zones, focused support to small and medium enterprises, and customized interventions in key markets.

Africa's economic growth stabilized at 3.4 per cent in 2019. This was expected to pick up to 3.9 per cent in 2020 before interruption by COVID-19 and 4.1 per cent in 2021. Growth's fundamentals also showed signs of improvement, with a gradual shift from private consumption toward investment and exports. For the first time in a decade, investment accounted for more than half the continent's growth, with private consumption accounting for less than one third. The 2020 Outlook highlights, however, indicated that growth had been less than inclusive. Only about a third of African countries achieved inclusive growth, reducing both poverty and inequality<sup>1</sup>

In sub-Saharan Africa, ongoing conflicts, natural disasters due to climatic change, and leadership and governance challenges threaten the achievement of equitable gains. As a result, many governments and communities are struggling with food insecurity, unplanned urbanization, population movement and migration, unprecedented epidemic outbreaks, chronic illnesses, and scarcity of basic goods and services.

## Impact on African National Societies

Africa is rich in natural resources, human and social capital, innovations, entrepreneurial drive, volunteer potential, and general global interest for development. However, the continent is faced with the challenge of shrinking democratic space, social injustice, human rights abuses, insecurity and the devastating consequences of conflicts and natural disasters.

Owing to these challenges, the National Red Cross and Red Crescent Societies operate in a complex environment and are under-resourced in situations where their services to meet the needs of millions of vulnerable people are in increasing demand by local governments, communities and individuals. The needs of the IFRC and its members are urgent, immediate, substantial, constant and growing. No other continent faces such dire need, with no clear boundary between capacity and vulnerability. It is essential that vulnerable populations in the continent receive strategic, relevant, sustainable and timely interventions from our National Societies. Africa Region Transformation Strategy in the Security field will continue raising the profile of IFRC in this area by high-level advocacy, the introduction of thematic specific initiatives, direct engagement with African National Societies in creating a thematic security platform extending capacity building in our area of expertise.

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<sup>1</sup> Afdb – Africa Economic outlook 2020



### **Organisational Capacity Assessment and Certification (OCAC)**

**OCAC is a complex process comprised of two distinct assessments**, one a self-assessment, the other a peer-review, each time followed by a comprehensive set of organisational development interventions that are tailor-made to address specific capacity deficits that were identified during the assessments. The self-assessment focuses on capacities that **critically affect our capacity to exist and survive, to organise ourselves, to relate and mobilize, to perform and to adapt and grow**. The peer-review rather looks at our relevance to beneficiaries and our potential for impact. At the end of the whole process, success is formally acknowledged by the Federation's Governing Board through what is called "certification".

## State of African National Societies and Challenges

National Societies in Africa have made and continue to make significant progress. However, only a few are stable. A considerable number still face governance and leadership challenges despite ongoing political, technical, and financial support from the Movement. National Societies are the front-line humanitarian service providers. Their active role in emergency operations like COVID-19, amid other protracted and emergency crises, has strengthened community trust, expanded their scope, and increased their relevance as essential support to governments in the humanitarian field. Furthermore, COVID-19 has presented many African National Societies with unprecedented access to funding and new partnerships, which, if managed well, have the potential to translate into longer-term and more sustainable income.

The essential support role that National Societies play has led to effective partnerships with local authorities. This presents an enabling space for dialogue with governments and stakeholders. However, to ensure optimal benefit from these, there is an urgent need to strengthen good governance, good management and good leadership, and to increase investment in youth and volunteers, and obtain financial sustainability at the National Societies.

Although respective National Societies would wish to integrate National Society Development activities during humanitarian response, the Movement's structural complexities deter this, despite funds being available. This challenge prompted the National Society Development unit to develop initiatives to be implemented by the unit's various sections, guided by Strategy 2030 and IFRC Secretary General's Agenda for Renewal.

Through the IFRC's plan and budget for 2021 - 2025, IFRC Africa Region is positioning itself to work for and with Movement partners to ensure strong, relevant, and sustainable Africa National Societies. This will involve support to strategic outputs, including reviewing and developing strategic plans, Red Cross laws, auxiliary role texts, financial sustainability, humanitarian diplomacy, youth and volunteering, governance and leadership. The new approach plan will see highly engaged, accountable and trusted National Societies able to implement the five strategic priorities of the 2021-2030 Strategy directly and collaboratively.

### The Five Priorities



**Climate and  
environmental  
crisis**



**Evolving  
crises and  
challenges**



# GOAL

The goal of the National Society Development Plan is that **African National Societies are supported in their ability to deliver quality services that are relevant, sustainable and leave no one behind.**

## Outcome

- 1 Strengthened governance and leadership, with greater integrity and accountability of African National Societies processes and systems
- 2 Enhanced youth and volunteer engagement bringing transformational change in leadership and community resilience

## Indicators

- Percentage of National Societies with a risk management framework
- Number of National Societies with a self-development plan in follow up to Organisational Capacity Assessment and Certification (OCAC).
- Number of National Societies with a defined auxiliary role that is current.
- Number of National Societies engaged in peer to peer support through the IFRC network.
- Number of National Societies who have self-assessed through Branch Organisational Capacity Assessment (BOCA) and Organisational Capacity Assessment and Certification (OCAC).
- Percentage of National Societies with sustainable duty of care framework for its volunteers
- Percentage of National Societies having youth representation in National Society governing board
- Number of National Societies having updated statutes
- Number of National Societies with strategies for financing the future



Growing gaps  
in health and  
well-being



Migration  
and identity



Values power  
and inclusion

South Sudan Red Cross  
volunteer, Aruk Mou unloads  
a truck containing seeds and  
farming implements to be  
distributed to 5,000 families.

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### **Branch Organisational Capacity Assessment (BOCA)**

BOCA is a self-assessment tool developed for branches of Red Cross and Red Crescent National Societies to identify and assess their strengths, limitations and challenges in relation to a wide range of organisational capacities. It can be used as the first step in a branch development process since it is focusing on basic capacities, structures and conditions that are widely understood as being the core of what a branch needs to be able to function and perform well.

## Activities

- Together with the individual African National Societies, identify key elements and components (key challenges, areas of improvement, and best practices), prepare a roadmap for National Society Development and identify partners to support specific areas and coordinate implementation
- Together with the African National Societies, identify common key areas and foster peer to peer support and exchange and support in developing products and services
- Work together with the National Societies to revise foundational texts, including Red Cross law, as these are no longer adequate to the evolving organization's emerging humanitarian needs.
- Increase FOCUS on a streamlined number of National Society Development services to promote, improve, and implement virtually and/or face to face with the National Societies. The products will include a solution plan and peer support mechanism and will see capacity building on risk management, accountability, fraud, and corruption.
- Foster alignment and work to close strategy and implementation gaps with Partner National Societies, ICRC, operations, and IFRC Country Cluster Delegation offices. This should ensure a shared understanding of the strategic objectives of National Societies strategic plans and IFRC strategy 2030.
- Strengthen and facilitate Africa Governance Group (AGG) and Sub-regional Networks terms of reference and activities to lead in addressing governance and leadership issues with the full support of the IFRC Africa Regional Director and Movement partners.
- Establish and strengthen a preventive culture in addressing integrity issues through the Integrity Dashboard and technical regional working groups setup to lead capacity-building and pre-emptive interventions.
- Strengthen Youth Engagement and Volunteer development in National Societies and remain rooted and **engaged** in the communities we serve to strengthen community resilience and develop social cohesion.
- Improving gender equality and a culture of security.
- Provide targeted peer support to National Societies to improve their financial sustainability, with a focus on domestic resource mobilisation capacity development, financial management, and leadership
- Connect African National Societies with existing funding mechanisms in the region (African Risk Capacity, ADB, regional economic commissions, etc.) to ensure anticipatory finances to enable early actions in disasters and crisis and risk insurance with speedy pay-outs for rapid response.
- Establish Africa Red Cross Security Working Forum (SWF), engaging the National Societies in coordination, cooperation, and information sharing. The Security Working Forum will serve as a unique forum where National Society security focal points/ security officers and associated personnel can freely discuss and get direct advice and support.
- Increased security training support tailor-made on sub-regional and language base or countries with similar risk pattern. Encourage completion of IFRC basic security course and security management course for African National Society staff and volunteers using the SMP for advocacy.
- Maintain particular focus on support to African National Societies working in volatile, extreme risk environments while bringing IFRC's security capacities to the acceptable level in those sub-regions, such as SAHEL, WEST COAST, and CENTRAL AFRICA.

# METHODOLOGY



**Good  
governance, good  
management,  
good leadership**

- Through webinar sessions, undertake contextualised refresher training on good governance, good management, good leadership with a focus on PAN African Conference indicators' milestones for the National Society leadership, S2030, and Africa Agenda for renewal, scale-up investment on African National Society development, etc. While deviating from the traditional 'organisational development' approaches, the National Society Development plan will link these leadership training to technical and thematic areas, i.e., youth and volunteering; climate change and environmental degradation; health, WASH, and epidemic/pandemics; migration and displacement; and digitalisation.
- In each of the areas identified above, the focus will be on ensuring capacity building and technical assistance; promoting innovative solutions to scale up, including project proposals; and monitoring, evaluation, lesson learning, reporting, and capturing and sharing evidence to inform prioritisation and decision making by the National Society leadership.
- The precondition to safe humanitarian delivery is seeded in appropriate security management in place in the form of internal drives, Standard Operating Procedures, and controls. There is a need to closely engage with African National Society senior management and leadership to "change minds" and attitude for a due perception and acceptance of security management's integration and operationalization at each vertical management system level.



**Localisation**

- To increase support for the governance and leadership of the National Societies through global themes on financial sustainability; flagship investments such as Red Ready to scale up cash assistance; innovating and building virtual approaches, support National Society responsiveness through strengthened Regional Disaster Response Teams (RDRT); National DRT; Branch development framework and Community DRT. In full cooperation with governments, the Red Cross Red Crescent Movement, and other partners.
- Localisation and scale-up investment on community resilience given changing climate, increasing health issues, and repeated disasters/crises in Africa. The focus will be on specific contexts such as dry regions, wet regions, immigrants, and cities, with flagship initiatives such as Cash Programming, Forecast Based Financing, Lake Victoria Initiative, Africa Food Security Initiative, River Zambezi Initiative, Sahel River Basin Initiative, Lake Chad Initiative, Great Green Belt, etc.
- Support to Branches: Noting that National Societies can only be as good as its branches in terms of active volunteers, visibility, transparency, and accountability. Greater support to Branches will be at the heart of the localization agenda through branch development, encourage local partnership, and fundraising for a comprehensive local action in service delivery.
- Coordinate capacity building and integration of good practices for thematic and management functions at the National Societies. This will entail handholding and coaching of departmental staff at the Africa National Societies by Secretariat and Movement partner experts.



**Digital transformation**

- Webinars for National Society on data literacy, analysis, and visualisation: National Societies to receive training support aimed at strengthening Information Management Capacity in National Societies.
- Identify data literacy focal points across the clusters and country office who would train and support National Societies with data related training to Project Managers, PMER, and IM staff.
- Conduct Trainers for trainers (ToT) for data literacy focal points and support them during the training of National Societies.
- Institutionalize training offered by data literacy focal points through constant refresher trainings and onboarding package/training.
- Support National Societies with the provision and use of ICT tools in advancing social development across the branches.
- Support National Societies to develop and implement an information management framework.
- Support National Societies to develop information Management platforms to communicate, share information, network and mobilise the support of issues of common concern.
- Support strengthening of skills in digital transformation to purpose globalisation/localisation and give the disadvantaged access to information and resources that foster their economic and social development.
- Improve connectivity between African National Societies.
- Support National Societies to acquire corporate office 365 based email systems, to acquire enough software licenses, establish and maintain websites.
- Support National Societies to improve their IT infrastructure, including hardware and internet connectivity to HQ and branches.
- Support National Societies branches to acquire reliable solar based power systems.
- Support National Societies to adopt data protection and information security measures.

Jesper is a Red Cross volunteer from a Maasai community in Kenya who helps engage his community in preventing diseases.



### Integrity and risk management:

- Support National Societies to develop a debt management strategy, including capacity on risk management, accountability and fraud, and corruption. This work would be led by a working group on integrity with each National Society and would support early detection and prediction of problems facing any National Society. It would also encourage peer to peer support. The intervention will include the development of a package and guidelines for integrity and accountability support for National Societies.
  - Support National Societies to raise awareness on discrimination and power abuse among personnel and volunteers and build capacity to respond appropriately when such acts occur. Each National Society to develop a Plan of Action (PoA) based on existing resolutions, pledges, policies, and tools. This would support National Societies capacity to act upon principles, prohibitions and recommend actions that will enhance an enabling environment without discrimination and power of abuse.
  - Support National Societies to facilitate awareness-raising on sexual harassment among management, staff, volunteers, contractors (including consultants), partners, and other affiliates. The awareness-raising sessions would include sensitisation on the importance of “duty to report,” including zero-tolerance whistle-blowers’ retaliation.
  - Support National Societies to develop a robust PSEA structure to prevent and fully respond to PSEA.
- This would include all senior management, staff, volunteers, contractors (including consultants), partners, and other affiliates to sign a PSEA Code of Conduct, development of a PSEA policy, and implementation of a Plan of Action with capacity building/sensitisation of all staff, volunteers, contractors, and partners to adhere to the PSEA policy.
  - Support National Societies in developing and implementing a Child Safeguarding structure, ensuring that each National Society is a child-safe organisation. It equals our duty of care, doing everything in our control to protect children. In practice, this would entail: Zero tolerance of deliberate harm, e.g., having sexual relationships or physical harm. Zero tolerance of preventable accidents and incidents, e.g., unsafe structures (buildings, latrines), road traffic accidents, harm from participation in our events. Integrating a child safeguarding approach/lens into systems, planning, implementation, monitoring, and evaluation.
  - Institutionalise security management as such. Engage in developing internal African National Societies capacities in security management, security risk assessment, safe and secure humanitarian delivery of relief and services to end users supporting the development of African National Societies internal drivers and Standard Operating Procedures. Engage with the security officer/focal point in charge of the mechanism of implementation and enforcement



## Financial Sustainability

- Work with National Societies to invest in the diversification of revenue streams.
- Support National Societies invest in digital fundraising and introduce National Societies with no online fundraising experience to the IFRC global digital fundraising platform.
- Work closely with Partnerships and Resource Development team on a **comprehensive domestic resource mobilisation capacity building programme**, which will provide tailored peer support to National Societies and accompaniment through each stage of development, including market studies, internal assessments, strategy development, recruitment, selection of platforms and tools, trials and roll out of fundraising products, resource mobilisation strategy, and business models.
- Support National Societies to strengthen financial management systems, including developing costing policy and cost recovery mechanism, budget architecture, finance manual, implementing a transparent accounting system anti-fraud and corruption policy, internal audit, and control systems.
- Support the National Society leadership and Key staff with unpacking Financial Sustainability guidelines.
- Working closely with our Geneva colleagues to organise webinars on federation wide Databank and Reporting system and encourage National Societies to periodically report to the Federation Wide Reporting system and use them consistently.
- Logistics Capacity building





## Youth and volunteering

- Strengthening of volunteering Alliance as a think tank to support. IFRC membership on Volunteering Development in National Societies.
- Support National Societies to establish volunteer development action plans, including Volunteer management systems, including peer-to-peer support.
- Support the inclusion and recognition of the African Youth Networks in the IFRC and National Societies Governance and leadership positions.
- Promoting the inclusion and targeting of young people as agents of change in the Red Cross Red Crescent Movement service delivery throughout our various operational programmes and projects.
- Prioritise capacity building of National Societies in Volunteer safety and protection protocols- volunteer insurance, PPEs, Psychosocial support.
- Support National Societies to develop and revise their National Society Youth and Volunteer policy as guided by IFRC standards.
- Strengthen Youth and Volunteer engagement initiatives at the Africa Regional level, e.g., with AU, tree planting campaigns, first aid, domestic resource mobilisation, etc.
- Make completion of Volunteer Security, Basic Stay Safe, and Advanced Security Management online courses conditional to safe deployment, particularly in volatile and extreme working conditions.



## TARGETING AND SELECTION CRITERIA

The strategic targeting methodology results from the application of National Society Development tools and extensive consultations with the IFRC Country Cluster Delegations, research data obtained through Federation wide Databank and Reporting system, evidence-based experience, and best practices drawn from case studies. References were drawn using several regional National Society Development themes, National Societies rating on performance tied to Pan Africa Conference Indicators were also relied upon.





The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, with 192 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.

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