

# NATIONAL SOCIETY DEVELOPMENT POLICY

[www.redcrossghana.org](http://www.redcrossghana.org)

Local Action, Global Alignment



Youth Version - June 2024

# 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.

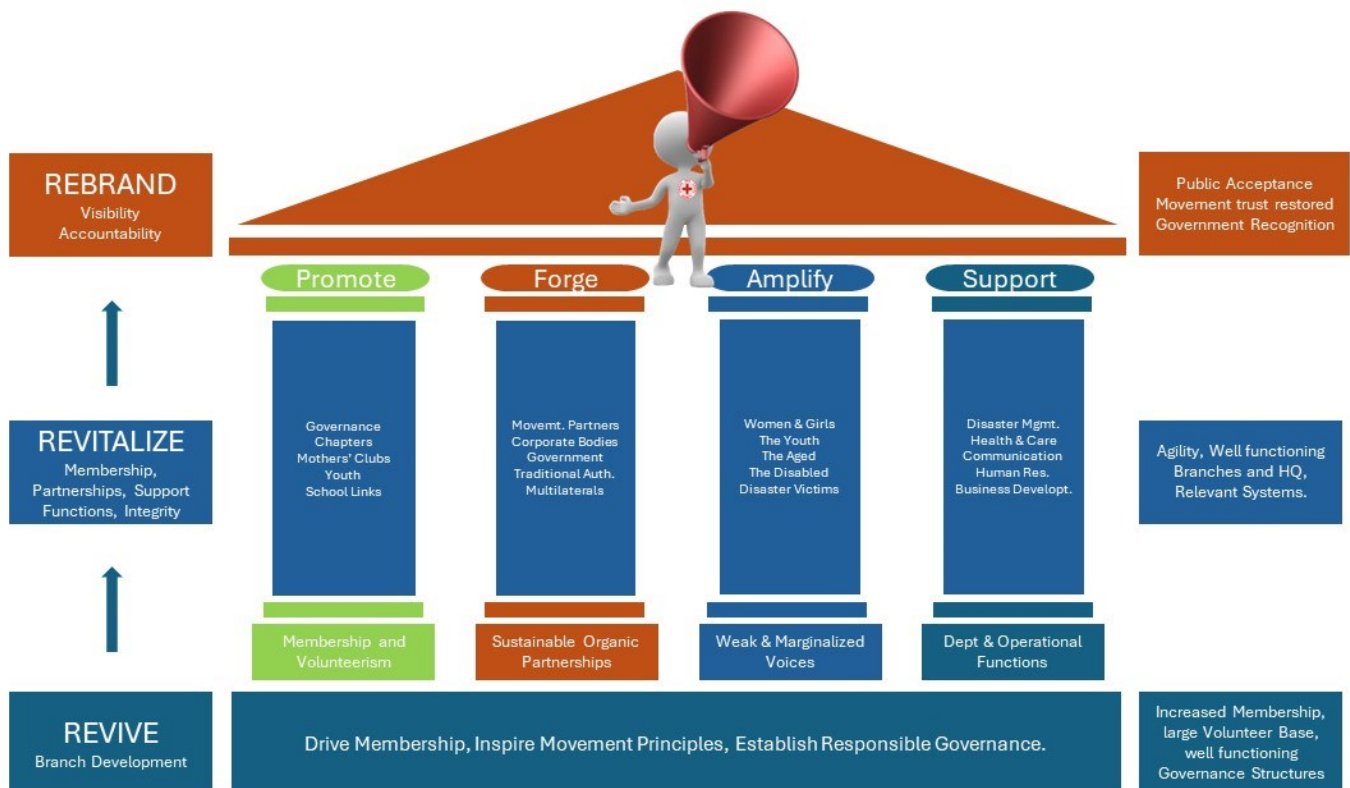


# Perspective 2027

## Revive, Revitalize, Rebrand

The IFRC Strategy 2030 is presented under the theme “Global Reach, Local Action; the GRCS seeking to identify itself as part of the global Movement has developed this document, “Perspective 2027” providing a broad outlook on GRCS’ endeavours tailored to meet specific local needs and in context with Strategy 2030, the IFRC’s National Society Development Policy, and IFRC standards. The most appropriate theme for this policy framework, applicable between mid-2024 and mid-2027 is presented as “Local Action, Global Alignment”, with the main strategic goals: to RE-VIVE the grassroots and structures; REVITALIZE skills, partnerships and functions; and to REBRAND the national society through our demonstrable commitment to accountability and making our worth and value palpably visible.

It is our shared conviction that this document following the character of the mother framework (Strategy 2030) and our parent policy (IFRC’s NSD Policy) will ensure Relevance of our strengths as directly complementary to the Movement-wide strength; strengthen our identity as a member of the global Movement; ease the tracking, appraisal and evaluation of our performance; facilitate peer-to-peer assessment and support; and prepare the Ghana Red Cross Society adequately to contribute meaningfully to the definition of the post 2030 strategy.



# THE PLATFORM FOR CHANGE



Our umbrella body, the IFRC presents Strategy 2030 that guides us to strive to attain and remain fit for purpose and always on site to accompany people and communities. Strategy 2030 orientates us on the changes that will allow us to be better able to save lives, and support efforts to amplify people's own skills and capacities. Strategy 2030 proposes a series of transformations to achieve these goals, challenging us all to think beyond the status quo. In Strategy 2030, we are urged to go beyond resilience, to ensure that individuals and communities can thrive. Strategy 2030 proposes

an urgent shift of leadership and decision-making to the most local level, placing local communities at the very center of change. Our Fundamental Principles help us build a foundation of trust. They are critical to our ability to reach marginalized and isolated communities when most others cannot. To preserve and enhance trust, we must be transparent and accountable in all we do, with communities, partners, authorities, donors and each other. Strategy 2030 is, above all, a strategy of hope in the power of humanity to mobilize for good and to create a better world.

## A Shared Responsibility

The GRCS recognizes the IFRC NSD policy (parent policy) as a shared responsibility, and this policy has been adapted to its alignment. The GRCS shall ensure that all personnel, volunteers and partners work within its tenets.

It is a responsibility to ensure that every endeavour of the GRCS includes an NSD component to make GRCS well prepared in capacity, capability, and readiness

to implement all programmes to the best of its ability; and there must be clear demonstration that, every project undertaken adds an inch of capacity to the overall development, outlook, integrity, and visibility of the GRCS.

We shall submit to the guidance and directives of the IFRC for effective coordination on NSD matters with all other National Societies and be open for partnerships between the GRCS and other National Societies, the IFRC and ICRC, and with other partners as shall emerge appropriate. This shall include peer-to-peer engagements and support across the Movement.

We shall submit to all external reviews, monitoring, evaluations, and audits commissioned or instructed by the IFRC to facilitate the progress and integrity of the GRCS. This shall include the IFRC's right to monitor adherence and compliance to the parent policy.

We shall contribute meaningfully and as required, to the IFRC's efforts to be a knowledge broker, capturing and sharing NSD learning, and producing quality information to drive evidence-based decision-making.

We shall continuously seek the guidance and inspiration of the IFRC to firm up and review our local strategies, standards and concepts to align NSD action.



## Youth Oriented NSD Policy

The term “youth engagement” refers to youth-led action and youth development. It speaks to active and meaningful participation of youth and inclusion of their voice in the humanitarian work across governance, management, programmes, and service delivery.

“The Red Cross Movement observes that, we are key drivers in humanitarian action and development, and being meaningfully engaged as today's and tomorrow's leaders, we foster community resilience. We are therefore presenting ourselves as NSD oriented youth volunteers to help present this policy to attract our peers, and together we prepare ourselves adequately for future leadership roles within the Red Cross Movement. As young people, our specific needs, rights, and potential are often overlooked and even more so, they are missing at the decision-making tables. The Ghana Red Cross Society seeks to reverse this, hence the format of this policy, designed to make it attractive and more youth-friendly. Meet our NSD-oriented Youth Volunteers in the next page, enjoy your trip through this document with us”.

Perspective 2027 focuses on the Red Cross youth as the gateway and driving force for transformation. It has become necessary to build from the scratch whiles we respect and regard the contributions, experience, exposure and expertise of the older generation, and the IFRC.

Perspective 2027 is therefore designed and presented to be youth-friendly, made attractive for the youth members and volunteers to want to read, and to be an inspiration for the Red Cross youth in Ghana to take their rightful place in the reconstruction and forward march of the Movement in the country.



# The FORMAT



Find us in our construction attire: We are in a rebuilding process

I am an NSD-oriented youth. My job is to take you through "PARTNERSHIPS"



I am an NSD-oriented youth. I will present to you how we are going to "REBRAND" the National Society

I am an NSD-oriented youth. Let us go through how we are going to "REVITALIZE" the National Society



There are many people who are marginalized and have become vulnerable. I volunteer to "AMPLIFY" such faint and lone voices



I am an NSD-oriented youth. Together, we need to take steps to "REVIVE" the grassroots of the National Society



I am an NSD-oriented youth. At the heart of every National Society are the members and volunteers. Let us strive to "PROMOTE" more membership and volunteerism.

I am an NSD-oriented youth. The programme units require our "SUPPORT" to thrive. Let's go!





## DEFINITIONS

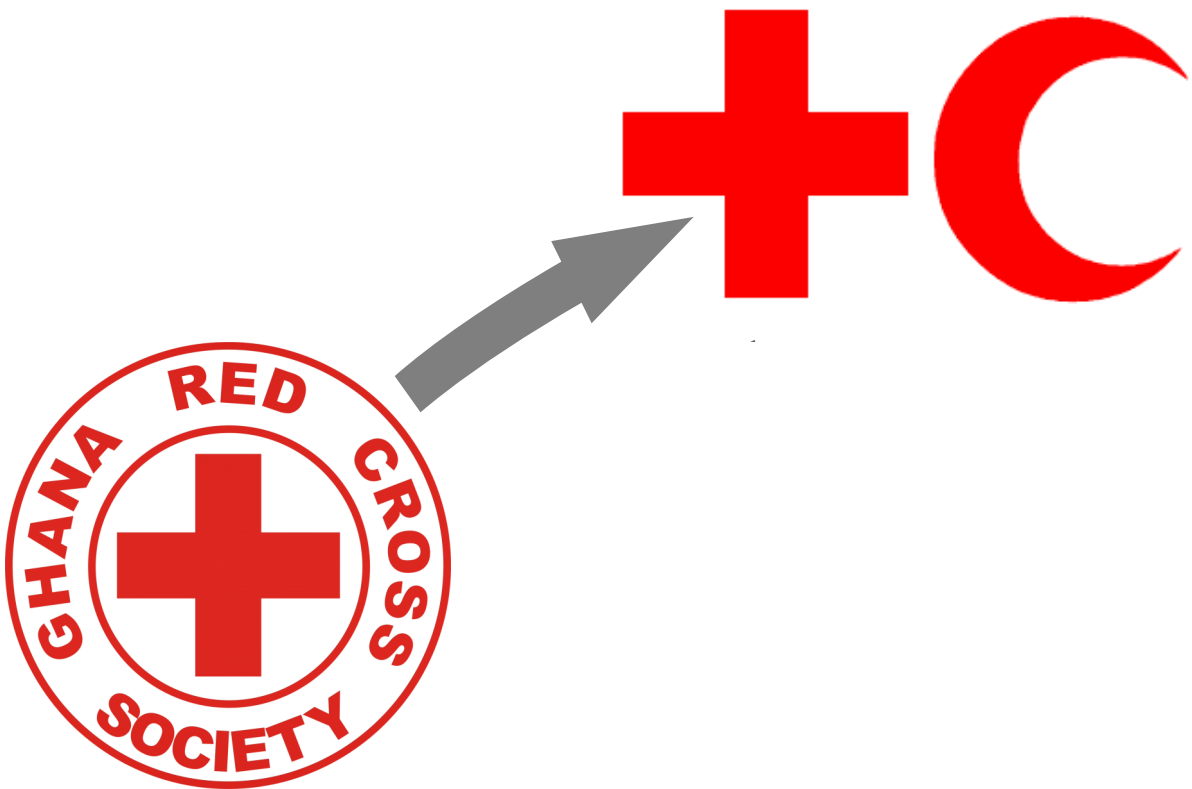
We present National Society Development (NSD) as the continuous effort of GRCS to achieve and maintain an accountable and sustainable organization that delivers through volunteers and staff, relevant services to address needs, reduce vulnerabilities and build resilience in a changing environment. NSD encompasses all aspects of the life of the GRCS, including both what is referred to as Organizational Development and Capacity Strengthening / Enhancement. We define these two interrelated areas as follows:

We adopt the IFRC's definition of Organizational Development as the part of NSD work that focuses on fundamental issues within the GRCS: its mandate, legal base, identity, long-term strategic direction, basic organizational model, leadership drive, capacity to anticipate and adapt, and the relationships between different parts of the organization or between the GRCS and its environment, including the auxiliary role. Organizational Development recognizes the interconnectedness of the GRCS' different functions and levels, and their influence on performance and impact.

We adopt the IFRC's definition of Capacity Strengthening/ Enhancement as the part of NSD work that focuses on improving existing services and capacities by making them more impactful, effective, widespread and better related to the GRCS' mandate and mission. This includes both strengthening areas of work that focus on community resilience and empowerment as well as strengthening underpinning systems, procedures, and tools.

## Local Action, Global Alignment

The Ghana Red Cross Society (GRCS) is the national Red Cross body in Ghana established to provide relief to the suffering whilst respecting the Fundamental Principles of the Red Cross. In addition, it is established to provide services that will enhance good standards of living with special focus on health and disaster. GRCS is united with all recognized National Societies in the world numbering 191 under one umbrella body, named the "International Federation of Red Cross and Red Crescent Societies", (IFRC) whose vision is to lead and inspire all National Societies to bring people together for the good of humanity, driving the changes that will create a better future for all. We are guided by the principles that guide the IFRC and sister National Societies' collective thinking and practice.



## Revive

We support, and take up responsibility as and when appropriate to set our strategic direction by identifying priorities and resources required to develop the GRCS at local branch and headquarters level to enhance the impact of our services and programmes.

We shall develop or strengthen branches and their overall territorial structure to be sustainable and close to those communities as much as possible to enable early and efficient response to disasters or crises and addressing vulnerabilities.

We shall ensure that all the statutory structures constituting the branch membership base are duly registered and lodged in a national database to be established. These structures shall include: local chapters, Mothers' Clubs, Youth (out of school), and School Links.

Emphasis shall be laid on the youth, "catching them young, orientating them young, training them young, giving them exposure young, and putting them into action young". This has been necessitated due to the significantly diminished interest and activities in the middle class and older aged in the Ghanaian Society in Red Cross and our activities. This has been attributed to a systemic deficiency of not paying attention specific needs, rights, and potential of the youth component of the GRCS over a period of time, and even more so, they were not at their time of youth made to feel welcome at the decision-making tables.



### REVIVE

Branch Development

Drive Membership, Inspire Movement Principles, Establish Responsible Governance.

Increased Membership,  
large Volunteer Base,  
well functioning  
Governance Structures



Our current priorities shall begin with driving membership, inspiring Movement principles and establishing responsible governance across all branches and units of the country. These are captured under our Strategic Goal, “Revive Branch Development.”

We shall ensure that governance and membership structures are set up and running effectively at all levels. These shall include Regional Committees, District Committees, registered District volunteers, and registered District members. All these individuals must be in good standing i.e. dues paid, in possession of membership cards, and can be located when required.

**REVIVE**  
Branch Development

## Revitalize

The scale, quality and effectiveness of our local action is dependent on the ability of our HQ, and branch networks to be fit for purpose, with our capacities developed and adapted to the changing environment. These are captured under our Strategic Goal, “Revitalize branches, networks and programmes.” Revitalizing means to add more value, to rejuvenate, and to make more attractive through training, partnerships, support services and systems to ensure optimum benefits of the structures mobilized.



We shall ensure that governance structures at all levels are of optimum quality and committed to the principles, values and codes of the Red Cross Movement in general, and the GRCS in particular.

Every individual opting to offer their time and resources as a governance member must endeavour to take the various relevant online courses in the IFRC learning platform to ensure that they are fully oriented on the tenets of the Movement before they agree to pursue their decision to take up governance responsibilities. These individuals must acquaint with the GRCS Constitution and Branch Development Policy, before picking nomination forms.

We shall ensure that all adults registered as members are grouped into or they belong to Chapters. Chapters are basically encouraged to ensure smaller, identifiable and easy to locate sub-groups linked to specific geographical locations within their communities. Chapters shall be encouraged to meet regularly to foster strong local volunteer base for action, contributing to community resilience and empowerment, social cohesion and the promotion and maintenance of peace.

We shall reactivate the corps of women branded into groups under the name Mothers' Clubs. These groups usually consist of 25 members per Club and the members choose a leader and a secretary. As mothers, their main aim is to focus on mother, newborn, child health and adolescent health. They are also orientated to avail themselves for any other projects that the society embraces to undertake. They are

seen as the strong force for health knowledge, attitude and practice at the community level. The mothers shall be supported as groups to undertake small scale ventures that could generate income for the sustenance of their clubs, their welfare as individuals and to support emergency time actions to save lives of women, children, pregnant women, lactating mothers, aged women and the disabled before response and relief arrives from the Regional or National levels.





We recognize meaningful youth engagement as a strategic vehicle for transforming institutional cultures that directly and positively impact the Red Cross Red Crescent operational capacity to deliver on our humanitarian mission. We shall strive towards leadership excellence in the future and foster the development of emerging leaders, ensure that the diversity of our leadership reflects the communities we serve while ensuring equitable gender composition of our leaders at all levels. Youth development and deployment shall be at the core of our activities.

The GRCS youth shall be encouraged to take the various relevant online courses in the IFRC learning platform to ensure that they are fully oriented on the tenets of the Movement before they advance in membership and before they are ready to take up leadership positions.

We shall embark on and sustain an aggressive membership drive in all universities and other tertiary institutions to ensure that we harvest the pre-employment population who would transition soon into the income earning class. This is strategically opted for to ensure that the resource mobilization base of the GRCS as well as the technical volunteer capacities are strengthened and assured.

We shall pay significant attention to the younger tier of volunteers found in basic and second cycle institutions. Developed to succeed their seniors in the tertiary institutions, they will be taken through the rudiments of the Red Cross Principles with the aim to instill the culture of humanity and voluntary service in them, while they learn about peace and the benefits of same. We shall also introduce them to basic first aid skills to enable them respond when there is no adult or teach an available adult to do the right things.



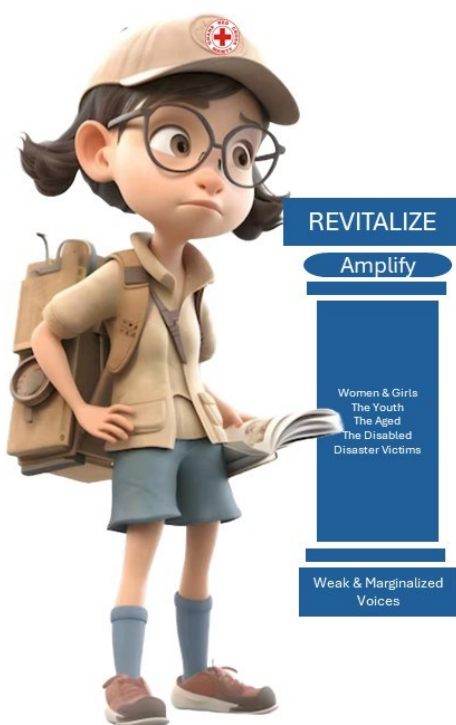
We shall strive to ensure mutually beneficial partnerships for an enhanced service delivery to the vulnerable in the country in accordance with the International Red Cross Red Crescent Movement Principles.

We shall explore opportunities to partner or collaborate with UN systems and other multilaterals, financial institutions, NGOs, Civil Society Organizations, professional networks, academic networks, and academic bodies, as well as the private sector.

Other partnerships to explore are the traditional authorities, religious bodies and the entertainment industry.

We shall forge a special relationship with the media to enhance our visibility and publicity.

We shall facilitate a coordinated approach to programmes implementation intra organization i.e. between departments at the HQ, and between HQ and Regions, and between Regions and Districts.



It is our commitment to amplify the voice of the marginalized and faint voiced including women and girls, the youth, the aged, the physically challenged, disaster victims, people accused of witchcraft, and less formally educated individuals.

We shall seek to establish a well trusted system of soliciting the right information about vulnerabilities and use the information to draw attention to the assistance and protection needs of the vulnerable.

We shall advocate for national legislation, development plans and disaster management strategies that are relevant and effective for vulnerable, who should be able to express their needs, realize their rights, and make greater use of improved public services and expanded social safety nets.

We shall employ Humanitarian Diplomacy to forge special relationships with policy holders and policy makers to act at all times in the interests of vulnerable people.

As part of Perspective 2027, we shall seek to increase ownership and participation of all peoples including the less literate individuals since experience has proven that some people without formal education have been recorded as very committed volunteers offering more time to humanitarian work than offered by educated individuals. In pursuant of this, we shall introduce some pages on our website that presents our story in the widely spoken local languages. All videos on the website shall be reproduced with voiceovers in local languages to attract the less educated but committed volunteers to participate in the use of our website and social media handles.

The NSD Unit shall play a key role in supporting the planning of development/capacity building activities in the areas of volunteer management, branch development, logistics development, resource mobilization, communications, and preparedness for effective response with the attraction of respective external technical experts. We shall provide technical support towards strengthening HR management and development, including through identifying and managing required expertise available within the NS, (functional/volunteers/membership).

We shall contribute to knowledge sharing and facilitating peer support to all HQ departments, Regional secretariats, and branch structures to promote learning and support piloting innovative initiatives.



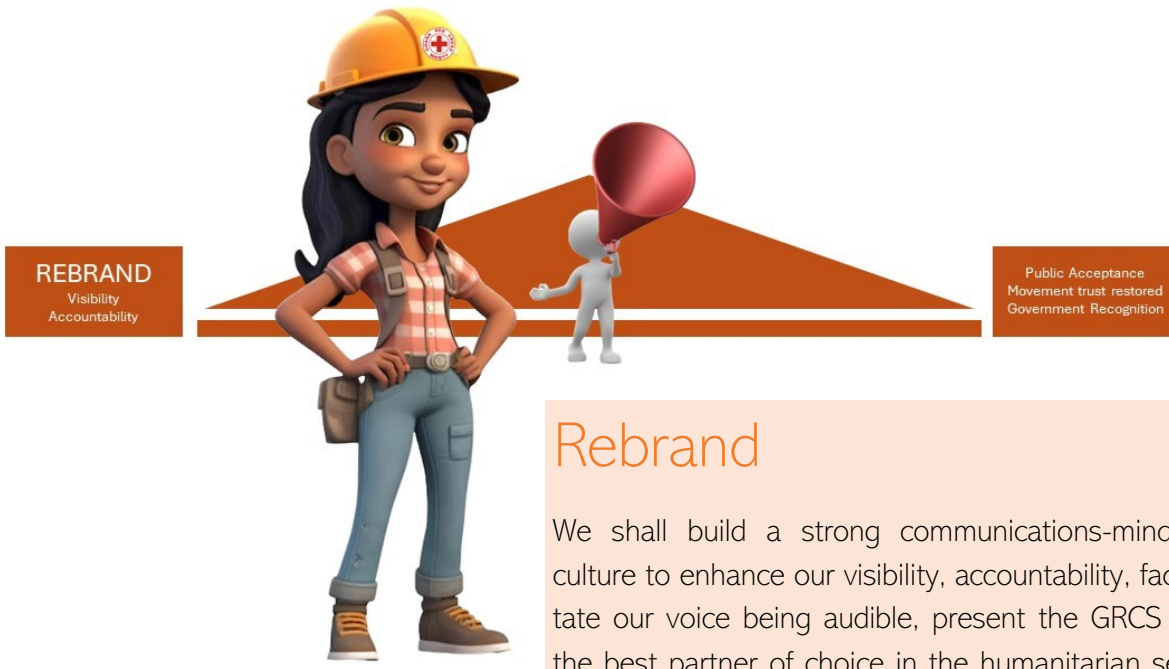
We shall strive to identify potential organizational issues (structures and systems) which could hinder the delivery of humanitarian assistance based on field information and develop possible appropriate solutions.

The GRCS focuses on applying business models to deliver humanitarian service as well as institutional and organizational development programmes and projects for service delivery. One of the objectives for institutional development is to “strengthen emerging and existing local sources of income generating activities at District, Regional and national levels to stimulate local funding”. We shall strengthen our outlook and capacity at branch level to undertake income generating activities including commercial first aid training and sale of first aid kits; agro-production activities at branch level; we shall strengthen efforts to attract more corporate sponsors by initiating attractive packages that will significantly im-

impact on the fortunes of such corporate sponsors.

We shall rely on our Movement Partners (ICRC, IFRC, PNSs) for external funding to undertake most aspects of our statutory mandate whiles we strive to be progressively self sufficient. With the IFRC, we shall rely among others on the Capacity Building Fund (CBF), the National Society Investment Alliance (NSIA) fund, and the Empress Shoken Fund.

We shall embark on an ambitious endeavour to initiate a home-based care services programme for the aged and indisposed. We shall seek assistance and advice from the American Red Cross and other PNSs that have experience and expertise in the area to proceed with this sensitive but increasingly essential service due to the increase of non-communicable diseases. Red Cross youth who have completed high school or health training school may apply to be recruited, screened and trained for this purpose. A pilot project on this may commence within the period under this policy



## Rebrand

We shall build a strong communications-minded culture to enhance our visibility, accountability, facilitate our voice being audible, present the GRCS as the best partner of choice in the humanitarian sector in-country, and to attract resources to help the vulnerable people we are mandated to serve. We should not only strive to do better for humanity, but be seen also to be doing better for humanity. This goes to improve our image and integrity.

Perspective 2027 shall embark on a rigorous visibility and credibility drive tapping into the good works done by the GRCS as a whole, the NSD unit and all departments, Regions, District and even local setups. We shall tout our prowess in receiving, applying and accounting for funds and other external resources from our donors. We shall do all these to improve our acceptance by the general population, attract more friends, attract more members, attract more volunteers, attract more donors, get government onto our side, and demonstrably prove to multilaterals and the global community that we are the best partner of choice.

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We shall position ourselves to enable us draw attention to the assistance and protection of vulnerable people, calling for action to address the underlying causes of their suffering, and to prevent or reduce future vulnerabilities, conflicts and crises by providing early warning and education on emerging issues.

We hope to run one of the most active websites and social media handles within the Movement, disseminating reader-friendly reports, ensuring that we do not lose any relevant information or interesting story that may be used by the Movement as a whole, and the GRCS in particular to advance our image and credibility. Our internet transmitted works must be fit for use for fundraising purposes and for the reading pleasure of our visitors to the handles.

## Our Global Principles on NSD

- We shall be the owners of our own development.
- Our activities, services and programmes shall be based on needs expressed by people experiencing vulnerabilities and shall foster community resilience and development.
- We shall review, and when needed, work towards the revision of our mandate, legal and statutory base, and auxiliary role to safeguard our capacity to perform in accordance with the Fundamental Principles.
- We shall invest in volunteering in all its aspects, as volunteering is fundamental to us as a National Society.
- We shall develop a territorial structure adapted to reach people experiencing vulnerabilities and build resilience.
- National Society Development is a continual process which includes evidence-based decision-making and anticipates emerging needs and trends.
- We shall invest in transformational leaders who can drive organizational change.
- We shall be a transparent and accountable organization that builds trust with all stakeholders.
- We shall aim for financial sustainability.
- We and our Movement partners shall support one another in our development as a global distributed network.
- We shall pay special attention to short, medium and long-term National Society Development objectives in case of emergencies.

# Perspective 2027

Revive, Revitalize, Rebrand

