

Building a strong, reliable and transparent National Society



Partnership meeting, March 20-21, Kyiv, Ukraine

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Who we are

An organization with a 100 years history!

- **1918** - The First Congress of the URCS. On April 18 URCS was established as an independent National Society
- **1992** – The "Decree on the Ukrainian Red Cross Society" – URCS as the only national RCS in Ukraine, authorized to assist the state in the humanitarian sphere
- **1993** - official recognition by the ICRC. URCS becomes a member of the IFRC
- **1999** – the Law "On the Symbols of the Red Cross Red Crescent Red Crystal in Ukraine" - procedure and conditions for the use and protection of the RC emblems
- **2002** - the Law "On the Ukrainian Red Cross Society" regulating activities of URCS, its legal status and legal principles
- **2010** - The URCS Strategy 2010-20 adopted
- **2014-17** – The URCS operates in challenging environment (providing assistance to persons affected by and displaced from the armed conflict zone and the Crimea, while continuing assistance to most vulnerable in the rest of the country)
- ✓ **The Statute** of the National Society meets the recommendations of the Statutory Committee and national legislation
- ✓ **Structurally**, URCS consists of organizations of national (central), regional, local (district) and primary levels



Who we are: Before 2017

- The largest **humanitarian organization** in Ukraine with the country-wide network of local branches but low technical capacity
- **Membership** was based on established systems since USSR and has not been revised since 2017
- **Management:** outdated approaches, weak HR systems and financial management, low standards of service provision and lack quality control systems
- **Staff:** outdated working methods which did not allow skills development and change of mindsets to meet new challenges, state financing to the Visiting Nurses service was ceased (3,100 staff without budgetary support at the district level)
- Traditional **methods of working** with government, lack of **partnership** with non-governmental and other actors
- **Financial situation:** state funding decreased by 92 times, financial and in kind donations were collected but transparency and accountability of use was a concern, fundraising among businesses/commercial sector absent; dependence on external funding
- **Services:** statutory activities in the field of provision of medical and social services to vulnerable (orphans, people with disabilities, single elderly, single mothers/fathers, others), medical- social centers and rooms, rental service, clothing banks, and four RC hospitals. Challenges in scaling up humanitarian interventions based on needs due to heavy dependence on external projects (project-driven), no concept of services, no paid services, sharp reduction in home care services (the Visiting Nurses). Since 2014 focus on new target group - conflict affected population (internally displaced, wounded, demobilized and their family members)



A need for change!



Change Agenda: URCS Strategic Plan for 2018-2020

2015-16 - Rethinking of mission, assessment of external and internal situation and conditions (including OCAC-2012, STAR-2015, IFRC Assessment Mission 2015, Needs assessment by IFRC 2016, the State Audit Chamber of Ukraine audit 2016, Independent International Audit -2016)

End of 2016 – the IFRC supports the Organizational Development Concept for URCS

2017 – the three-year Strategy 2020 developed in consultation with partners and approved

2018 - Development and implementation of the Roadmap for the Strategy 2018-2020

Our new strategic goals!



1. We are developing and providing emergency preparedness and response



2. We help people to stay physically healthy and develop resilience to psychosocial challenges

for which we need

3. Strengthening cooperation and ensuring high quality communication
4. Building strong, reliable and transparent National Society

Where we want to be in 2020

- ✓ **Strategic management** system and formation of new **organizational culture** oriented towards performance and strong branches
- ✓ Transition from the short-term project approach to long-term programming, stable service provision
- ✓ Formation of relevant and stable **products and services**, ensuring adaptation to the on-going process of decentralization in the country
- ✓ Upgraded **financing and fundraising system** allowing orientation towards service provision, predictable and stable funding across the Nacional Society
- ✓ **Human resources management system** with stable and skilled staff and a system of volunteers management (recruitment, training, motivation, retainment etc.)
- ✓ Use of modern **ICT and social innovations**
- ✓ Effective **internal and external communication and PR**
- ✓ **Knowledge management and information exchange** at all levels
- ✓ **National Committee (HQ) role** in policy and standards setting, fostering constant organizational development



Transition strategy

Use of scarce resources where they have the greatest impact, willingness and opportunity for changes at the local level!

Updated list of the Red Cross Centers' services*

- **by introducing of innovative ideas** – testing and attracting new ideas and working methods across the whole Society, creating new services that are relevant to the community needs;

- **by investing funds into development of activities in concrete pilot organizations**, with the subsequent goal of scaling up within the National Society if these kinds of activities meet the criteria for success: pilot projects in 2017-2018 – Mobile Health Units, HVNS: home care, First Aid education (resource-generating), BraVo; Volunteering Development and Organizational Development

Key success indicators:

- Local Red Cross offices meeting the minimum capacities and performance standards (*as branch guidelines - to be developed*)
- Pilot services and innovations are gradually spreading across the RC branches and a simple mechanism for knowledge transfer is introduced
- The Resource Mobilization Strategy is developed and its implementation is started



What is being done already?

- **Ensuring the Society's sustainability:** introduction of a unified financial management system, review of procedures, organization of relevant trainings, making changes to planning and budgeting systems at all levels; resource mobilization plan of action and upgrading the system of membership, development of the Society's paid services (linked to the Statutory activities); development of logistics, warehouse capacity, improvement of the procurement process, review of the regulatory base, participation of the Society in the State Emergency Service of Ukraine (SESU) reform.
- **Increasing of accountability and transparency of the Society:** developing a unified system of planning, monitoring, evaluation and reporting, improving efficiency of the regular internal audit system, ensuring transparency in reporting. Development and implementation of a simple information exchange system.

But challenges we face!

- **Internal:** mixed organizational identity, lack of human resources at the local level, high staff turnover due to non-competitive wages, continued external short-term financing that creates dependency, outdated working culture at the local level
- **External:** insufficient communication between organizations of the Society and authorities, decentralization in the country, growing competition among non-profit organizations in the country, still insufficient understanding and support of the transition strategy by partners and donors, short term commitments of some donors and decreasing interest to Ukraine



Where we need your support in 2018-2020

From «we assist you» to «we make you challenges-proof»

Development of HR capacity of the Society

- Development and introduction of effective staff management system (selection, training, motivation, performance assessment, etc.)
- Development and introduction of effective volunteers management system (the whole volunteer management cycle)
- Training for the leadership at national and local levels in order to effectively manage the National Society
- Development and introduction of constant training and knowledge management system

Ensuring the Society's relevance and sustainability

- Strengthening the institutional and technical capacity to provide services in key areas (respond to emergencies, health care and psycho-social support, related services of the RC Centers), including introduction of service provision performance criteria and standards
- Development and implementation of the Resource Mobilization Strategy and services funding schemes
- Introducing of an updated membership system and accounting of donations system within the Society
- Development of local cooperation and support in response to the crisis

Increasing of accountability and transparency of the Society

- Implementation and upgrade of the information and information exchange systems
- Improving reporting process and accountability
- Involvement of specialists for the further development of logistics, warehouse capacity, improvement of procurement process, revision of the legal basis
- Revision of internal procedures to make them functional, modern and automated. Improvement of financial management methods in accordance with the international accounting and reporting standards



IV. Building strong, reliable and transparent National Society

Changes in Ukraine in recent years have brought a new meaning to the priority areas of the National Society. Learning from international best practices in National Society development has become a priority for the National Society. A developed OD concept for the National Society has been developed and made a big contribution to the long term process of reforming the Society's activities.

URCS is particularly focused on the development of local Red Cross branches in order to provide a high level of service to the victims of emergency situations, armed conflict, and provision of regular services to socially vulnerable populations.

Capacity building, creating additional strengths and capacities at the regional level and the resource mobilization at the local level contribute to the security and well-being of those in need of our assistance.

To restore the capacities of the Society we are:

- Developing conscious membership in the Society and working on its popularization;
- Focusing on developing the Society's activity at the district level;
- Ensuring development of volunteers' activities in all areas;
- Becoming increasingly attractive to volunteers and qualified staff, conducting regular trainings and developing our volunteer and staff capacity;
- Attracting more young people as members and volunteers in the Society, providing appropriate support and feedback opportunities to them within the branches;
- Providing appropriate communication and regular trainings for leaders and managers in order to effectively manage the National Society;
- Improving the material and technical provision of the Society at all levels, providing relevant accounting system;
- Strengthening our ability to mobilize resources, developing financial sustainability of the main activities of the Society;
- Reviewing our internal procedures to improve its functioning, updating and automating our processes to ensure transparent accounting and accountability in the financial and human resources sectors, improving financial management practices in accordance with international accounting and reporting standards;
- Reviewing our Statute, Laws and the legal basis of the Society in order to ensure the effectiveness of our activities.

Indicators:

- URCS membership base grows consistently;
- URCS human resources grow consistently;
- HR policy and procedures are implemented at all levels of the Society;
- Red Cross Centers deliver relevant and effective services;
- System to prepare and train staff and volunteers meets needs;
- Youth is involved both in the Society's activities and in decision-making at all levels;
- Transparent monitoring and reporting procedures establish trust through ensuring the Society's transparency at all levels;
- Core National Society activities are developed and financially sustainable;
- The Society's legal base is reviewed and effectively utilized; the Society's legal service is permanently established and satisfies needs of all levels.
- All the Society's branches are equipped with necessary equipment and means of communication.



More about us:

redcross.org.ua

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