



IFRC Africa Region Leadership Forum

Building African National Society
Leadership to Be Proud Of
Ecobank Academy, Lomé, March 2019



INTERNATIONAL



FEDERATION

100
1919-2019

Designed and Delivered by

Ecobank | Academy



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Background and Context



100
1919-2019

Leadership Forum Design

Pre-Forum Activities

Since 2016, IFRC Africa has embarked on a transformational journey to address key challenges facing National Societies

▪ **The Nairobi Commitment On Integrity And Accountability**

- In December 2016, the IFRC Africa Region brought together key leadership of 18 African National Societies (ANS), ICRC
- It was grounded on recognition that integrity is a major hindrance to good governance and sustainable development.
- Participants discussed the strengths and challenges of ANS, the ways of working that give rise to integrity issues and potential solutions to address these.

▪ **Investing in Africa: Abidjan Plan of Action**

- Strengthen capacities in leadership, including governance and management, accountability and sustainability;
- Develop and sustain diverse partnerships that facilitate cross border collaboration
- Reinforce auxiliary role with the public authorities at all levels
- Include a youth representative as a full board member, and ensure that young people are engaged
- Strengthen peer support mechanisms

- **Sub-Regional Network Review** consultancy which provided key finding recommendations
- Outlined **Africa Region Joint approach** on Priority Areas 2018-2020
- Developed the **concept note to run leadership forum** to accelerate the implementation of commitments
- Obtained support from Ecobank (Foundation and Academy)

- **Design an integrated leadership forum** aligned with IFRC focus areas and input from key stakeholders
- **Deliver a 3-day forum** in Lomé, Togo
- Outline **Lomé leadership commitments for sustainable future** of the organization

2016

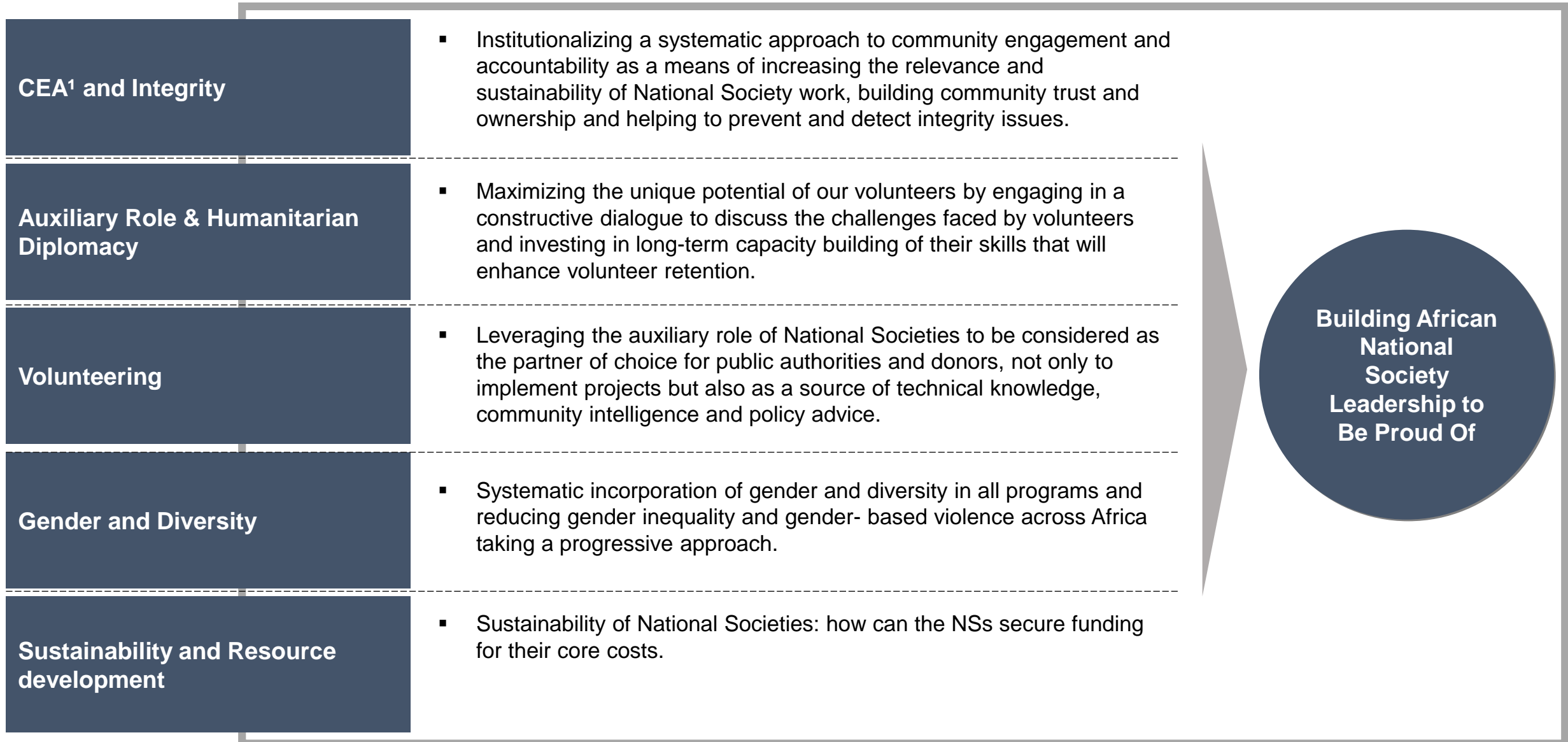
2017

2018

2019



In 2018, IFRC Africa decided to further address these challenges with Leadership Forum to build core capabilities to its leaders...

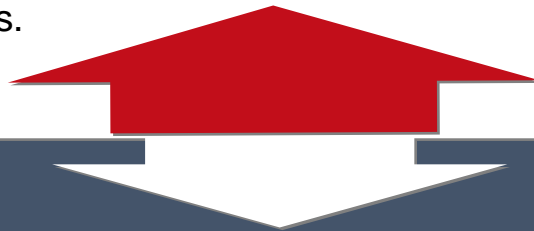


1. Community engagement and accountability

...By focusing on leadership development as enabler to achieve the five core areas

This will help ensure National Societies remain relevant and sustainable in the face of growing competition in the humanitarian sector.

- IFRC Africa Region aims to bring the African National Societies together again for a second leadership Forum to:
 - Build on previous outcomes
 - Review progress against the integrity commitments made
 - Delve deeper into some of the core building blocks that can help us build credible National Societies to be proud of, who are trusted by communities, volunteers and stakeholders.



- **Some of the key questions that will be reflected upon are as follows:**
 - What is hindering good leadership- Are we leading by example?
 - Why are issues of transparency and accountability rampant in our NSs?
 - How do you plan to address such transparency and accountability issues?
 - Why should partners invest in my NS making my NS the partner of choice?

To ensure the forum addresses timely issues, we have reviewed a number of documents and engaged with IFRC Africa and NSs



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Appolinaire Karamaga
Secretary General, Rwanda



Chief Anani Bolaji
President, Nigeria



Robert Kwesiga,
Secretary General, Uganda



Yawo Gameli Gavlo
Président, Togo



Emmanuel Kouadio
President, Côte d'Ivoire

IFRC – Abidjan PoA 2017

Integrity Workshop for ANSs in Africa

Africa Youth Network Executive Meeting

Strategy 2020 Summary

Forum Concept Note

Discussions and Interviews

Key Documents

We captured a number of repeated themes from our discussions with National Secretary Generals

Governance Issues

- Leaders having difficulty in having long term perspectives
- Challenges in meeting financial obligations
- Partnership with the regional head office is not always effective e.g. following statutory obligations, policies
- Balance needed between elected officials and management committee
- Resolutions from AGMs are not always adopted/ implemented
- Lack of business plans
- Lack of effective leadership at NS level
- Lack of clarity on roles between board and management
- Lack of program approval process
- Red Cross should expand partnerships with more ministries and government bodies
- Governance rules are not understood by board and management
- Board members should put IFRC mandate above of their own interests

Accountability

- Fight against Fraud and corruption
- Discipline issues
- Financial challenges as IFRC has nothing to sell but to share some values only
- Targeted groupings are done without selection
- Teams on the field need coaching
- Insufficient capacity building of local presidents
- Absence of performance indicators
- Poor time management
- Set up of another humanitarian body by the state
- How to build effective relationship/partnership?
- No need to seek support from the President of the country only, first start with the ministers/ministries
- Support from governments should not always be financial

Sustainability

- Employees are not always affiliated with social security
- Need to have the right balance between employees and volunteers at the level of skills
- Fear of opening up as to avoid to be exposed to transparency and integrity
- Lack of passion on humanitarianism and volunteering
- NS management should not look for what they can get from Red Cross but what they can put in it instead
- Lack of integrity and independence
- Gender and diversity challenge issues because of insufficient qualifications



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Pre-Forum Activities

Based on key engagements we have outlined program objectives and outcomes

5 building blocks

CEA¹ and Integrity

Auxiliary Role &
Humanitarian
Diplomacy

Volunteering

Gender and
Diversity

Sustainability and
Resource development

Forum Objectives

- Build strong and credible leadership competencies across an entire organization
- Review the current state of combatting and addressing integrity and governance problems within NS and draw on best practices
- Identify instruments for increasing application of transparency and accountability within NS
- Assess where National Societies are currently in relation to the five core building blocks of a National Society to be proud of
- Agree on collective commitments and actions, with responsibilities for all Movement partners, to move from where we are now to having strong leadership in National Societies

Forum Outcomes

- Have better understanding of core and strategic leadership principles
- Capture skills and tools to effectively lead their team
- Enhance influencing and communication skills
- Define most important goals to meet strategic priorities
- Adopt a consistent and structured approach to effectively execute the 5 building blocks
- Send a consistent message that the RCRC movement within Africa has a strategy for change and that ANS leadership is committed to the 5 building blocks
- Spark actions to promote an attitude that can drive change across the Africa region

To further embed the objectives and outcomes, we have developed a holistic leadership framework to be further embedded post forum...

Leadership Areas	Core Competencies
Leading Self	<ul style="list-style-type: none"> Leading with purpose Delivering results and doing whatever it takes Interpersonal savvy Understanding one's own values and culture
Leading Teams	<ul style="list-style-type: none"> Coaching and developing others Leading team achievement by example Building and maintaining relationships with all key stakeholders Resolving conflict Learning to delegate Embracing change
Leading National Societies	<ul style="list-style-type: none"> Creating and articulating vision Identifying innovation opportunities for new businesses Creating strategic alignment Leading the culture Lead and catalyzing change Leading outwardly Driving results Ethical Leader
Leadership for Sustainable Impact	<ul style="list-style-type: none"> Systems thinking Succession planning and talent nurturing External collaboration Social innovation Ability to collaborate with actors from business/corporates, government, and civil society Ethical Leadership champion Change Agent



...and subsequently developed a structured program designed

Pre-Forum	Day 1	Day 2	Day 3	Post-Forum
<ul style="list-style-type: none"> Pre-program questionnaires: <ul style="list-style-type: none"> Leadership questionnaire Participants background forms Pre-reading on 4 Disciplines of Execution 	<ul style="list-style-type: none"> Welcome & update on commitments from previous forums Introduction to 7 habits of highly effective people Unpacking feedback from pre-program surveys – part 1 	<ul style="list-style-type: none"> IFRC internal case study Leading teams for effective delivery Communication and influencing skills Stakeholders mapping 	<ul style="list-style-type: none"> Why focus matters Group discussions to define 3 WIGs Capturing the 3 WIGs, must win battles and lead measures 	<ul style="list-style-type: none"> Activation of 4 Disciplines of Execution process in countries, region and Africa Country driven mentorship and coaching program Post program evaluation Optional: NSs to have additional learning interventions on leadership and integrity
	<ul style="list-style-type: none"> Unpacking feedback from pre-program surveys – part 2 Table discussions on 5 building blocks Individual leaders commitment on the 5 core areas IFRC internal case study 	<ul style="list-style-type: none"> Table discussion on implementation journey - what's working and what's not working Introduction to execution framework Introduction to WIGs concept Journaling and evening reflections on WIGs 	<ul style="list-style-type: none"> How to cascade and monitor key focus areas in countries Introduction to the 4DX system Closing 	

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Detailed Content Overview

Pre-Forum Activities

Detailed Program Overview

Draft Overview

Leading Self and Others

IL¹

- Learn how to take initiative.
- Develop/ embed a mission, vision, and values within an organization.
- Learn how to balance key priorities.
- Improve interpersonal communication.
- Learn how to leverage creative collaboration.
- Apply principles for building and maintaining relationships
- The nuances of situational leadership – modern approaches to leadership
- The most important derailers for Leaders

Leading NSs Effectively

CS²

- Importance of knowledge and understanding of statutory obligations by Board and Management
- Exhibit community engagement and humanitarian diplomacy actively
- Strengthen governance with clarification of roles between rulers and management
- Agree and effectively hold management meetings on the stated frequency.

Partnership Management

CS
& IL

- How to maximize/optimize the status of Auxiliary of the public authorities and of the National Society
- Diversify public partnership with other ministries beyond the technical ministry of guardianship
- How to promote the leadership of a national society with innovative partnerships?
- What benefits can the National Society derive from its environment based on the strategic leadership of its leaders?
- Effective leadership communication and social media

1. IL – Instructor led
2. CS – Internal case studies and presentations

Detailed Program Overview

Draft Overview

Ownership and responsibility

IL

- Building management's reputation through exemplary financial management
- How to improve Trust between the local team and Governance members - and within the team?
- Sharing of good practices among peers
- Continuous reinforcement of capacity building of teams
- Reduce over-dependence on donor funding

Risk management and Controls

CS

- Donor reporting and monitoring
- Internal Control in the field: what goes wrong and how to fix it - Role of audit and the auditor's report
- Develop and institutionalize program approval procedures
- Strictly apply labor laws for salaried workers
- Discipline against fraud and corruption
- Ensure robust and rigorous selection process for employed workforce.

Delivering Sustained Results

IL

- Use data analytics for informed decision-making
- Utilize scoreboards to monitor performance and motivate engagement
- Building your own-high performance team
- Explore the 4 disciplines of execution
- Study the Time Matrix as a methodology to deliver on commitments timely
- Reflect on insights and action steps
- Course evaluation and certificates

1. IL – Instructor led
2. CS – Internal case studies and presentations

Detailed Program Overview

Draft Overview

Integrity and Transparency

IL

- Building management's reputation through exemplary financial management
- Demonstrate and instill culture of integrity
- Draw and abide to an integrity and code of conduct framework
- Be a sacrificial leader: what one can bring to Red Cross and not what one can get from it.
- Listening and being open-minded to feedback from all stakeholders. Else, suspicion of being 'discovered'

Youth engagement and gender

CS

- Revisit the African Youth Network documentation and commitments
- How to acquire and manage millennials
- Overview of Sustainable Development Goals
- Change working practices to contribute to sustainability
- Sensitize these categories particular and develop their humanitarian fiber.
- Encourage youth and women representation on the Boards and in local committees

Opportunity of digitization

IL

- Develop digital Relationship Management by fusing physical and digital tools to drive more effective relationships with stakeholders
- Use the *digital first mindset* for enrolment and maintenance of new/existing members/volunteers
- Take advantage of digital media for financial activities such as payment of membership/annual fees as well as fund raising

1. IL – Instructor led
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Pre-Forum engagements with participants

Activity	Feb					Mar				Responsible	
	05	06	07	08	09	10	11	12	13		
IFRC to submit the participant list with their details				▲ 19. Feb 2019							IFRC
Send out a welcome pack to all participants					▲ 25. Feb 2019						Ecobank Academy
Return pre-forum questionnaire						▲ 01. Mar 2019					Participants
Send pre-reading materials to All participants						▲ 01. Mar 2019					Ecobank Academy
All participants arrive to Lomé									▲ 17. Mar 2019		Participants
Opening ceremony of the forum									▲ 18. Mar 2019		IFRC, Ecobank Foundation & Ecobank Academy

END