

Mid-Year report



Learning and organizational development

Appeal No. MAA00006

10 February 2012

This report covers the period 01 January to 30 June 2011



During its field assessments, the joint Indian Red Cross Society/IFRC team met with communities in the flooded villages. Photo: Indian Red Cross Society / Dr. V.L.S. Kumar

In brief

Programme outcome: The goal of the programme is to support our member societies to create strong and sustainable organizations able to mobilize and maintain networks of volunteers providing effective services to vulnerable people, nationwide. The priorities of the global function supporting National Society development are to:

- Enable a Movement approach to National Society development,
- Improve advocacy and knowledge management on National Society development, and
- Ensure effective IFRC support to National Society development.

On a global level, the approach provides coordination in all National Society development areas. In 2011, the global programme is focus on three areas:

- Global Movement approach to National Society development
- Developing a culture of learning and research for furthering humanitarian and development efforts
- Supporting National Society organisational development process

The budget for the learning and organisational development plan is included in the overall budget for National Society development i.e. 1.8m

Programme summary: In support to the this long-term goal, the following activities were carried out in the first half of the year from the Revised Plan 2011:

- Decision by the 23rd Session of the Governing Board to endorse the “Framework and Principles for building strong National Societies”.

- The Global Organisational Development study was finalised and results shared.
- The number of total registrations in the learning platform is up to 14.913.
- Partnerships with DiploFoundation and Thunderbird School of Global Management running, and partnerships with University of Manchester and Tata Institute of Social Sciences being explored.
- 7 RedTalk events were held during May and June attracting an average attendance of 88 participants and over 12,000 additional people reached each time via social media.
- Undertaking a series of case studies in National Society development.
- Tailor-made OD support provided to 8 national societies.
- A program for the commemoration of the 100th anniversary of the Empress Shoken fund was approved by the Governing Board.
- Developing a virtual knowledge centre for National Society development.
- Developing a Community of Practice in National Society development.

Financial situation: The total 2011 budget is CHF 1,743,725, of which CHF 1,120,767 (64 per cent) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 264,966 (16 per cent) of the budget.

Under spend during first half of 2011 due to need for negotiations with academic partners and consultations within our International Federation to ensure learning opportunities are relevant and informed by Red Cross Red Crescent knowledge and experience.

The attached financial report also comprises the activities related to Youth Action & Volunteering Development. These activities are reported separately.

[Click here to go directly to the financial report.](http://www.ifrc.org/docs/appeals/annual11/MAA0000611myrf.pdf)

<http://www.ifrc.org/docs/appeals/annual11/MAA0000611myrf.pdf>

Context

National Societies, the IFRC and its partners all increasingly realize the importance of organizing themselves adequately to address the humanitarian needs of their communities and of developing the competences of volunteers and staff to allow for effective services. While this is increasingly recognized, the need for substantial investment in terms of human and financial resources is more difficult to secure.

The IFRC secretariat has a small department working on these issues, made up of five staff, with additional staff in the five zones, many of whom have also responsibilities for representation, humanitarian diplomacy and programme coordination, among other tasks.

Progress towards outcomes

- 1. Provide a global movement approach to all Movement actors to support National Society development in a harmonized and coordinated way.**

Outcome

Develop and maintain strategies for learning and OD that have Movement-wide support

Achievements

1. Decision by the 23rd Session of the Governing Board (13-15 April, 2011) to endorse the "Framework and Principles for building strong National Societies". A position paper on development published.

The Global Organisational Development study was finalised and a workshop with the main stakeholders was held to align the findings with the "Framework and Principles for building

strong National Societies” and discuss the need for further researches. The results of the study were presented to development practitioners of key National Society and more widely through Red Talk. The study was financed by the Capacity Building Fund.

A second meeting on “Towards a Post 2015 Development Paradigm” held in Bellagio at the Rockefeller Foundation during 20-24 June 2011. Nineteen international experts, including two National Societies, convened to critically examine and generate policy options on the future governance paradigms in international development.

2. An evaluation was conducted following the end of the implementation of a 3-year Federation OD pilot in Burundi. The evaluation team comprised a Federation volunteering development specialist and managers from the Burundi and Finnish Red Cross societies. Key learning from this evaluation includes the importance of self-led and self-resourced community-based Red Cross units. The evaluation and its impact on building community resilience will serve as a basis for studying how this pilot can serve as guidance for sustainable development and volunteer engagement for National Societies in resource-poor environments. The evaluation report will lead to the writing of a case study.

2. A Federation-wide culture of learning and research for furthering humanitarian and development efforts

Outcome

Provide tailor-made support in reinforcing a learning culture to National Society development

Achievements

1. Working within the framework of building strong National Societies, and under the Red Cross and Red Crescent Learning Network, various partnerships have been developed.

DiploFoundation to run a 12 weeks online certificate programme in Humanitarian Diplomacy. The course will be piloted in the 1st quarter of next year – 2012. Currently the department is working with DiploFoundation to develop and test modules and also promoting the course through various forums within the IFRC structures. The course will skill up staff and volunteers from National Societies and IFRC secretariat working on humanitarian diplomacy.

Thunderbird School Of Global Management to run an eight weeks online certificate programme in Social and Voluntary Sector Leadership. This course will be piloted in the first quarter of next year – 2012. Currently the department is working with Thunderbird to finalise the contract, develop and test on-line modules.

A partnership with Feinstein Centre at Tufts University for research purposes was also agreed.

The department is also having discussions with a number of reputable academic institutions exploring possibilities of collaboration with Tata Institute of Social Sciences to develop certified, accredited and affordable joint programme on disaster management, and University of Manchester to develop certified, accredited and affordable joint programme on global health.

2. Technical support through WebEx on the development of e-learning courses and administration of these courses on the Learning Platform given to 11 National Societies of Europe, Americas and Asia. Support to one department within the Secretariat on production of S2020 e-learning in Arabic.

3. A learning platform has been operational since late 2009. By end June the total user registration on the Learning Platform had reached over 15,000 users. This is the situation, with consolidated data by zone.

Secretariat staff is more and more engaged in online development activities featured in the Learning platform, with more than 7,200 courses taken thus far. Since January 2011, every IFRC staff, followed an average of 1.8 courses, with a 10% increased use per month since May.

38 free courses are available: 25 English, 7 French, 4 Spanish, 2 Russian, 1 Haitian Creole, 1 Swedish. In addition, more than 120 courses, in English, French and Spanish, focusing on leadership and management and personal development are available. In the coming months, new courses will be available with more languages.

The interest and motivation for the Learning platform services is also growing in National Societies and even outside the Movement. Since the launch of the platform, more than 18.500 courses have been taken by an increasing number of users from 185 countries, with an average of 1.000 new registrations every month since May 2011.

The Federation's Learning platform technical facilities were upgraded to accommodate (i) additional language availability, i.e. Swedish, (ii) increased user capacity, i.e. up to 100,000; and customisation for the introduction of a learning passport. Service provider contract renewed.

Moreover, national societies such as (but not limited to) the French, Swedish and Canadian are using the platform for their own courses. In addition, 23 IMPACT courses, which were organized by 13 national societies, have been delivered. Due to the IMPACT courses, 120 participants took WORC (World of Red Cross and Red Crescent) on the Learning Platform.

The self-learning on-line Movement orientation course "World of Red Cross and Red Crescent" is finalised in Spanish and it is ready for publishing on the Learning platform in September.

Outcome

Promote a Federation-wide culture of learning and research for furthering humanitarian and development efforts

Achievements

3. Re-conceptualisation and design of the Red Cross Red Crescent Guest Lecture series has been completed. Seven RedTalk events were held during May and June attracting an average attendance of 88 participants and over 12,000 additional people reached each time via Twitter and other social media. Standardised procedures are in place, including guidance for speakers, filming and live streaming/live blogging, edited videos, banners, posters, a webpage, knowledge quizzes on the learning platform, and invitations.

5. Undertaking a series of case studies in National Society development: In furtherance of supporting National Society development, a series of case studies have been arranged to enhance understanding of strong National Society by capturing good practices and lessons learned in a specifically given context and provide insight into the main triggers for the various stages of development in analysing the different achievements at each stage. In doing so, the case study for Vietnam Red Cross has been undertaken to capture a range of good transition experience, it has been followed with the case study for Tunisian Red Cross by developing the Terms of References in order to carry out the in-depth analysis focused on its transition process. Furthermore, given that South Sudan Red Cross has recently been formed, the case study in capturing a good experience of the formation process has been arranged. In the end, the case studies are expected to contribute to Federation wide knowledge development and sharing including the curriculum for future training based on real life situations. In addition, Learning and Organisational Development (LOD) department under the National Society and Knowledge Development (NSKD) business group of the International Federation secretariats are creating a portfolio of case studies.

6. Movement induction course (MIC) from the 21st to 25th of February. Course organised jointly with ICRC and held in French, 18 national-societies leaders from French speaking societies attended the induction course. 3 to 6 months action plans generated by participants on the course were shared with zone colleagues for follow up in support provided to national societies on capacity development.

3. Supporting National Society organisational development process

Outcomes

Provide tailor-made support tools to National Societies

Achievements

1. During a visit of the President and his delegation from the Brazilian Red Cross, a large National Society development team provided suggested elements of the Federation secretariat's immediate support for Brazilian National Society's recovery and development plan.

Organisational development guidance was provided to the National Society leadership of Salvador, Seychelles, Burundi, Nigeria, China, Ireland, Ethiopia and Afghanistan.

The Capacity building fund provided the following support during the reporting period:

- Intensified capacity building (ICB): One National Society received financial support to pursue the implementation of its ICB plan. Overall, 10 National Societies are currently implementing an ICB plan over three years, and the two pilots in Burundi and Ghana were completed.
- Urgent OD intervention: one grant was allocated to support a National Society facing integrity related challenges.

For more information on this outcome, please, refer to the mid-year report of the Capacity Building Fund (CBF) - MAA00011. This report covers the period 1 January 2011 to 31 June 2011.

A program for the commemoration of the 100th anniversary of the Empress Shoken fund was approved by the Governing Board. Terms of reference for a commemorative book were drafted. The overall project was presented to the Japanese Red Cross and a delegation of the Meiji Jingu Shrine. The present value of the fund disbursements since 1921 was calculated using historical data on Consumer Price Index (CPI) from the Swiss National Bank. Letters were sent to National Societies seeking support for marking the 100th anniversary of the Empress Shoken Fund next year and five national societies have already contributed: XYZ, XYZ, XYZ, XYZ and XYZ.

2. The decision to setup a joint Federation Wide Reporting System and Federation Databank IT platform has been taken and development started. A total of 56 National Societies have entered their data in the Federation Wide Reporting System, and 11 National Societies have entered their data in the Federation Databank. For more information on this outcome, please, refer to the mid-year report of Planning, monitoring, evaluation and reporting (PMER) - MAA00014. This report covers the period 1 January 2011 to 31 June 2011.

Outcomes

Further global partnerships and knowledge capacities and partnerships

Achievements

1. Developing a virtual knowledge centre for National Society development: The virtual knowledge centre in National Society development has been launched in the Federation-wide knowledge sharing platform, FedNet. The objective of this virtual knowledge centre is to help National Society development practitioners in National Societies, the secretariat and external partners have better understanding of the range of tools and guidance available; and to encourage a more harmonized approach to organizational development and capacity building across the IFRC. Currently, the virtual knowledge centre covers more than 160 resources and it also provides more than 60 case studies pertaining to National Society development issues, which have been produced across the Movement.

2. Developing a Community of Practice in National Society development: In adopting Strategy 2020, the International Federation of Red Cross and Red Crescent Societies (IFRC) emphasized the making of strong National Societies as a foundational objective¹ recognizing this as the best way to tackle vulnerability anywhere, especially when faced with the complex and interconnected demands of today. In this context of a globalised and rapidly changing world, knowledge and innovation are critical attributes of capacity building. Hence, a Community of Practice (CoP) in National Society development is envisaged to bring together National Society development practitioners in sharing a wide range of expertise on the subject of National Society development. To establish the Community of Practice, on-line global survey in compiling National Society development practitioners has been undertaken for around one month period, overall 501 National Society development practitioners from 105 countries have participated in the survey. Based on the results of the survey, the Community of Practice has been launched on the IFRC learning platform. The special introduction section is also currently available in the FedNet. In the next second half, the Community of Practice is expected to be further refined in keeping the on-line survey available by end of December 2011.

Constraints or Challenges

One main challenge is the imbalance between the interest and needs of national societies in relation to available financial and technical resources. The current resources situation is challenging. However, an approach that we are exploring is a self-sustained LKSN based on a direct and indirect transaction-dependant and -independent model (i.e. connection fees, service fees, provisions, base and premium fees, banner ads, data mining and sponsorship

Working in partnership

Most partnerships have already been mentioned. In summary, at a global level, IFRC has benefited from partnerships in furthering its National Society development objectives, as a result of:

- The main partner for National Society development is member National Societies. Through the ICB process, the department works closely with these societies to help them further develop and improve the plans for service delivery and organizational strengthening. In addition, there are a range of partnerships among National Societies, ICRC and external organizations that provide for advancement in OD and capacity-building knowledge sharing throughout the Movement.
- Thanks to contributions from the National Societies and/or governments of Canada, Great Britain, Finland, Japan, Netherlands and Sweden, together with contributions from the Federation reserves, CHF 7.9 million were fundraised since 2007 and allowed the CBF to provide support to 49 National Societies and 4 regional programs.
- LOD works closely with the secretariat's technical departments in order to ensure a holistic approach to the National Society development programmes in areas such as health, disaster response and management, disaster risk reduction and resilience, principles and values, performance and accountability and governance support, etc.

- The development of OD tools, consultation and advice, as well as human resources support to the team is greatly valued and enables the secretariat to maximize resources and OD support to the National Societies, in particular, from NEPARC, the American, British, Danish, Republic of Korea, The Netherlands, and Swedish Red Cross Societies; the International Committee of the Red Cross (ICRC) and the University of Geneva.

Contributing to longer-term impact

LOD will continue to provide solid basic reference and training materials covering key skills and topics in learning and organizational development. This will help build the foundation for a stronger organizational development and learning culture in the IFRC secretariat and eventually member societies.

Core focus is on supporting National Society development. The following emerging issues have also contributed to longer-term impact:

- Throughout the secretariat and in National Societies, a common OD approach is becoming more evident.
- Knowledge capturing and sharing will be of great value to the success of this programme in the context of longer-term impact. Thus, supporting the National Society development plan will facilitate sharing of best practices in the form of case studies, guidance and knowledge development amongst all National Societies.
- The National Society development knowledge captured by the LOD department is analyzed, discussed and shared with zone OD staff and partners. It also feeds in the development of global model approaches, principles and strategies for sustainable National Society development. It is expected not only to help individual National Societies greatly improve and expand their organization and work, but also to inspire and encourage further development in a growing number of National Societies, through knowledge sharing and the dissemination of success stories and key learning.
- The final results and recommendations from the Global OD study and the evaluations of the pilots in Burundi and Ghana will contribute to global knowledge in strengthening National Society development and facilitate a Movement framework for building strong National Societies, ensuring optimisation of resources sharing and ultimately greater and longer-term impact.
- In order to strengthen the sustainability of National Society service delivery to those most in need, the Learning & OD Organizational development process will continue to focus on producing resource materials reflecting practical examples of National Societies successes and challenges in National Society development. A particular focus will be on the change process, strategic planning and resource generation activities at the local level.
- In terms of leadership development, the first six months of the year were used to ensure that the leadership global initiatives developed were consulted on widely with all key stakeholders and aligned to the new Strategy 2020.

Looking ahead

Most key follow-up actions for effectively achieving the objectives and targets for the second half of 2011 have already been mentioned. In summary, the following will be implemented:

- Building on past CBF as well as complementary OD provision experience, the Federation Secretariat is currently undertaking a consultation process with the various Movement actors of National Society development on the possible updating of the CBF as a broader National Society development facility aligned with the directions of Strategy 2020 and our common Framework for Building Strong National Societies.
- IFRC will continually reinforce the framework and principles for building strong National Societies comprising of the various tools and guidance for supporting National Society change processes for sustainable development. National Societies will be encouraged to invest in their human resources, engage volunteers and youth in meaningful service, and involve vulnerable people in their service planning and in assessing service quality. Leadership development will continue to be a priority in IFRC's support to National Societies.
- IFRC will continue to build on the partnerships among internal and external actors (i.e. government, corporate sector, academic institutions, civil society and other humanitarian organizations) to further peer-to-peer mentoring and support, and encourage collaboration and joint initiatives among National Societies in maximizing OD support towards sustainable development.
- To further OD and capacity-building initiatives, efforts will continue to be made to increase funding partnerships and resources; and to share expertise, in-kind support and other avenues to further the collective commitment to build stronger National Societies.

How we work	
<p><i>All Federation assistance seeks to adhere to the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere) in delivering assistance to the most vulnerable.</i></p>	
<p>The IFRC's vision is to:</p> <p>Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.</p>	<p>The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:</p> <ol style="list-style-type: none"> 1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises. 2. Enable healthy and safe living. 3. Promote social inclusion and a culture of non-violence and peace.
Contact information	
<p>For further information specifically related to this report, please contact:</p> <ul style="list-style-type: none"> • In the Secretariat in Geneva: Ariel Kestens, Head of Department for Learning and Organizational Development; email: Ariel.Kestens@ifrc.org; phone +41 22 730 4615; fax +41 22 733 0395. 	

Mid-Year report



International Federation
of Red Cross and Red Crescent Societies

Youth Action and Volunteering Development Appeal No. MAA00006

10 February 2012

This report covers the period 01 January to 30
June 2011



Volunteer bringing cheer to young girl in Haiti...
“find the volunteer inside you” theme of
International Year of Volunteers and
Volunteering 2011

In brief

Programme outcome: The advancement of volunteering and volunteerism will be maximised through the activities and initiatives by the IFRC in conjunction with the International Year of Volunteers +10 and the European Year of Volunteering. The year’s activities focus on the action pillars of the IFRC volunteering development strategy, namely: protection, recognition and promotion of volunteers and volunteering. More directly, efforts will be made to support National Societies in strengthening systems and achieving sustainable services at the community level in order to expand the Red Cross Red Crescent share of volunteering. The activities and initiatives will support Red Cross Red Crescent to introduce diverse avenues for volunteering of all ages, and to generate a better appreciation of the contemporary concerns of young people by enabling their active engagement to innovate solutions to social challenges including bridging the inter-generational divide.

There will be a number of advocacy and capacity building tools developed to support National Societies during the year to: recognise contribution of Red Cross Red Crescent volunteers through the “Value of Volunteers” report; facilitate an enabling environment for volunteers and volunteering (ie. legislation, laws, insurance, safety, etc.); provide guidance on volunteering in emergencies (ie. before, during and after emergencies); and to further promote volunteering through the “find the volunteer inside you” communication tools and collateral. These tools will be piloted and further implemented beyond 2011.

The Global Volunteer Conference jointly organised with the United Nations Volunteers programme will be held from 15-17 September in Budapest, Hungary as part of IYV +10. It will bring together policy and decision makers that actively support volunteering from governments, UN agencies, Red Cross Red Crescent National Societies, civil society, academia and the corporate sector to address humanitarian challenges, and to more directly address the role of volunteers in a constantly changing and often unstable world. The theme of the conference is on "Volunteering for a Sustainable Future". A key outcome will be a declaration in furthering volunteering through the decade and which will feed into the resolution of the International Conference of the Red Cross and Red Crescent in November and the UN General Assembly in December 2011.

Another key outcome for 2011 will be the Global Youth Consultation which will identify the trends in volunteering among youths and illustrate how youth are engaged in meeting humanitarian challenges at the community level. It will also provide a platform to collect good practices and establish a baseline for youth-led initiatives and areas of interests.

Programme summary: The following programmes and activities were held as part IYV +10 and the European Year of Volunteering in furthering volunteering development globally during the first half of 2011:

- Launch of the "Value of Volunteers" Report by the President of IFRC at the 21st IAVE World Volunteer Conference held in Singapore, January 2011.
- Completed production of the "Find the Volunteer Inside You" photo exhibition to be used throughout 2011 and beyond in promoting the diverse ways that Red Cross Red Crescent volunteers contribute in meeting humanitarian challenges.
- Launch of the Global Youth Consultation to collect good practices and illustrate how youth are taking action at the community level aligned with Strategy 2020 Strategic Aims and Enabling Actions and the implementation of the Solferino Declaration, 2009 to further inform directions in youth development.
- Development of the Terms of Reference and initiation of the National Society Legal Toolkit in conjunction with the IFRC Legal dept, and the National Society Toolkit on Volunteering in Emergencies with the Asia Pacific Zone and Americas Zone, both projects will be completed and presented at the General Assembly, November 2011.
- Invited National Societies to comment on the new drafts of the Volunteering and Youth policies
- Initiation of Scoping Study on Legal Issues in Emergencies in conjunction with the IFRC Legal dept. to further inform governments on volunteering in emergencies
- Commencement of the planning and preparations of Global Volunteer Conference with the United Nations Volunteers Programme to be held in 15-17 September 2011, Budapest, Hungary.
- Initial development of concept on e-learning on volunteering introductory course was completed to support National Societies.
- Mapping of Volunteer Accident Insurance and review on improving the coverage for volunteers.

• **Financial situation:**

• [Click here to go directly to the financial report.](#)

<http://www.ifrc.org/docs/appeals/annual11/MAA0000611myrf.pdf>

Context

Strategy 2020 places emphasis on building strong Red Cross Red Crescent National Societies through strong and cohesive communities. It highlights voluntary service at the heart of community-building. As living trends continue to change how people volunteer, including more informal and non-institutionalized ways, the International Federation advocates for legal, social and economic policies that encourage and value volunteering more strongly in society.

2011 marks the tenth anniversary of the International Year of Volunteers (IYV+10) as well as the European Year of Volunteering. This is timely as the IFRC reaffirms and revitalises its strategy to volunteering through three action pillars of protection, recognition and promotion of volunteers and volunteering. The new Youth Action and Volunteering Development department looks forward to furthering the Red Cross Red Crescent agenda for volunteering development in 2011 and beyond.

The IFRC secretariat has a small department working on these issues, made up of five staff, with additional staff in the five zones, many of whom have also responsibilities for representation, humanitarian diplomacy and programme coordination, among other tasks.

The Youth Action and Volunteering Development department is grateful for the support of National Societies for their input and contribution in developing many of the tools that will be completed by end 2011. The IFRC extends appreciation to Swedish Red Cross and Swedish International Development Agency for its financial support toward the year-long activities for the International Year of Volunteers +10 and our "Find the Volunteer Inside You" initiative.

Key Outcomes include supporting National Societies in:

- Strengthening their youth and volunteering development activities and management efforts.
- Promoting an enabling environment for volunteers and volunteering in their national contexts.
- Expanding partnerships to better manage volunteering in emergencies (ie. such as disasters, crises and conflicts) as well as in development work at the community level.
- Building sustainable services and community resilience at the local level through effective volunteer development and management.

Progress towards outcomes

1. **Developing fresh ways of social mobilisation in a changing world that will expand the Red Cross Red Crescent share of volunteering among all ages.**

Outcome

Review the current state of Federation-wide volunteering and produce feasible options for sustainable expansion.

Achievements

1. Preparations for the Global Volunteer Conference jointly organised by United Nations Volunteers programme and IFRC to be held on 15-17 September 2011 in Budapest, Hungary is underway, with the venue, theme and topics finalised. Seventy two National Societies have expressed interest to participate. The conference is targeted to involve 200 participants from United Nations, Red Cross Red Crescent, governments, civil society and the corporate sector.
2. Development of new categories for the Volunteering Development Award 2011, namely:
 - a) Volunteer management in emergencies;
 - b) Use of information and technology in mobilising and managing volunteers;
 - c) Volunteer management in urban environments.
3. In recognition of the International Year of Youth (August 2010- August 2011), Red Cross Red Crescent youth will be encouraged to send stories and photos of their youth activities to be

shared on the Red Cross Red Crescent Youth facebook page and at the Our World, Your Move blog which will be posted on 12 August 2011.

Outcome

Recognition and promotion of the contributions of *Red Cross Red Crescent volunteers towards furthering contributions to humanitarianism and development.*

Achievements

1. The “Value of Volunteers” Report accompanied with an Advocacy kit for promoting the Report have been translated into Arabic, French and Spanish and distributed to National Societies and posted on the IFRC public website in preparation for Red Cross Red Crescent Day on 8 May and beyond.
2. Sharing of good practices among youth and volunteers in addressing contemporary and emerging humanitarian challenges, many of these good practices and projects will be shared at the Global Volunteer Conference in September 2011.
3. The Draft 1 of the National Society Legal Toolkit in conjunction with the IFRC Legal dept was sent to legal and organisational development (OD) practitioners for comments in preparation for presentation at the General Assembly (GA) in November 2011.
4. The Draft 1 of the National Society Toolkit on Volunteering in Emergencies with the Asia Pacific Zone has been completed, and is being circulated to National Society OD practitioners for feedback and further guidance. This will be presented to National Societies at the GA in November 2011.

Outcome

Review the current state of Federation-wide youth involvement and produce feasible options for sustainable expansion

Achievements

1. There were 101 National Societies that responded to the global youth consultation online survey which was initiated to collect good practices and illustrate how youth are taking action at the community level. Results of the consultation will be shared at the General Assembly in International Conference in November 2011 as part of the Youth Commission Report and progress on Pledge 129.
2. Introduction of a new category for the Youth Award 2011 “Bridging the digital divide: Connecting communities through connecting people” will be announced. The Youth Award will be presented at the General Assembly, November 2011.

Outcome

Promote and expand Red Cross Red Crescent youth programmes through support to focal points in zonal offices providing guidance to National Societies on youth and volunteer management.

Achievements

1. Mapping of youth focal points in 186 National Societies was completed, and support was extended to regional networks in preparation for regional meetings and in facilitating input to the youth policy and global youth consultation. More specifically, this included regional youth network meetings in East Africa, Europe, Asia Pacific, MENA and the Caribbean regions.
2. Continued dialogue and work with Alliance of Youth CEOs have added value to initiatives around youth development and volunteering, these include areas of youth leadership,

addressing the impact of climate change, and furthering support of youth initiatives around promoting inter-generational dialogue, etc.

- 3 Support toward activities organised by National Societies in recognising the contribution of youth in services to vulnerable people during the International Year of Youth is being rendered by zone offices and regional and country delegations.

Constraints or Challenges

As there are multiple priorities to be met due to the activities and initiatives being organised for the International Year of Volunteers +10 and the European Year of Volunteering, the availability of human resources to meet the demands are not always adequate. However, through the support of National Society' volunteering development focal points, colleagues in zone offices and field delegations, and external partners we have been able to advance planning in the development of tools and support to National Societies in strengthening volunteering development.

Due to the impact of the economic environment globally, it has been difficult for many National Societies to raise funds to mobilise financial and technical resources for training and capacity building for volunteers, as well as to further some of their initiatives, including launch of bilateral initiatives and exchanges, peer coaching and regional networking. The Youth Action and Volunteering Development team is looking into new ways of supporting National Societies in capacity building with the Learning and OD and other departments under the National Society and Knowledge Development business group.

Working in partnership

The IFRC has benefited from partnerships in advancing volunteering development and support to National Societies through the following:

- The Youth Action and Volunteering Development team works closely with member National Societies in developing tools and guidance to further volunteering and youth engagement in meeting needs of vulnerable people and in contributing towards the building of stronger National Societies. In addition, there are partnerships with ICRC and external organisations in advancing our collective agenda around volunteering development and strong volunteer management through the decade.
- Thanks to the generous contributions of the National Societies and governments of Denmark, Netherlands, Norway, Japan, Spain, Sweden and the United States of America we have been able to advance our aims around the 3 pillars of protection, recognition and promotion of volunteers and volunteering.
- The Youth Action and Volunteering Development team works closely with the secretariat's technical departments in order to facilitate a holistic approach by integrating volunteering development in all programmes and activities in effort to build stronger National Societies (ie. health, disaster response and management, disaster risk reduction and resilience, principles and values, humanitarian diplomacy, youth action, etc.)
- As it is the International Year of Volunteers +10 and European Year of Volunteering, the Secretariat aims to strengthen and expand partnerships with governments, other humanitarian organisations, civil society, academic institutions, corporate sector, etc.

- The Youth Action and Volunteering Development team is grateful for the partnership shared with the following organisations in furthering our efforts in furthering volunteering development for sustainable human development, these include: The Alliance of Youth Chief Executive Officers (comprising World Alliance of YMCAs (Young Men Christian Associations), World YWCA (Young Women's Christian Associations), World Organisation of the Scout Movement, World Association of Girl Guides and Girl Scouts, International Award Association and IFRC (is also a member)); International Association for Volunteer Effort (IAVE), International Olympic Committee, Lions Clubs International, and United Nations Volunteers Programme.

Contributing to longer-term impact

Volunteering is at the heart of community building. With a fast changing world, the landscape of volunteering will require a greater diversity in terms of avenues, and innovative approaches to attract and motive people of all ages to contribute their skills, talents, resources and time meaningfully. The outcomes of the conference as well as the other tools being developed in 2011 as part of the International Year of Volunteers +10 and European Year of Volunteering will provide guidance, new approaches to social mobilisation of volunteers, and a collective agenda in furthering volunteering through the decade with governments, other humanitarian organisations, civil society, academia and the corporate sector.

Volunteering development is the cornerstone to building stronger National Societies. Red Cross Red Crescent volunteers are from the community, and serve the community from the inside. In helping to build sustainable and resilient communities, avenues for volunteering must cater to a diverse group of people and at all ages with a range of services to maximise the skills, interests and contribution that volunteers bring at all levels. Tools and guidance will be developed together with Zone offices in consultation with National Societies to strengthen volunteer management and further an enabling environment for volunteers and volunteering.

A holistic approach to volunteering development will be further developed and implemented for greater impact at the community level in enabling sustainable services, structures and access of these services by vulnerable people. Central to this is expanding knowledge development through the sharing of inspirational practices and lessons learned, as well as models and approaches to effective volunteer management. Efforts will also continue to be made to expand strategic partnerships, research and advocacy around key humanitarian issues and the contribution of volunteers to sustainable human development. This includes the economic and social value of volunteers to community building.

The wealth of experience of National Societies in volunteering development (ie. leadership, management, capacity building, etc) will strengthen our global knowledge in contributing towards building stronger National Societies and a Movement approach to facilitating an enabling and sustainable environment for volunteering. Efforts will be made to build on this wealth of knowledge to further leadership and capacity building through innovative approaches and current platforms and initiatives through the Learning and Organisational Development department and working with other technical departments for greater integration of volunteering development across all service focus.

The IFRC Global Youth Consultation Report will provide guidance on the trends of youth engagement and areas of interest as well as range of initiatives of youths in meeting humanitarian challenges in National Societies. The Report will also capture inspirational practices and innovative approaches that youth engagement have contributed towards in advancing the effectiveness and impact of Red Cross Red Crescent to humanitarian work at the community level, and globally. The Solferino Youth Declaration 2009 continues to provide guidance and facilitate youth action in meeting humanitarian challenges.

A key focus expressed by youth is on leadership development and more opportunities for increasing skills development and exchanges through regional networks. Regional networks will be more fully engaged and utilised a valuable resource in facilitating greater youth action in advancing our humanitarian agenda with emphasis on youth leadership, youth and sports, inter-generational dialogue and in maximising social media and information technology among youth in addressing humanitarian challenges.

Looking ahead

The plans for the International Year of Volunteers +10 and European Year of Volunteering including the development of a range of new tools and guidance for National Societies in strengthening volunteering development will be implemented.

Together with the National Society and Knowledge Development Business Group, the Youth Action and Volunteering Development team will contribute towards providing technical support and guidance for supporting National Society change processes for sustainable development. National Societies will be encouraged to invest in volunteers and engage them at all levels for maximum impact and effectiveness.

The revised volunteering and youth policies and the Global Volunteer Conference Declaration will guide and facilitate more enriching, effective, diverse, and innovative means for volunteering through the decade. In furthering our support to National Societies, commitment will continue to be placed on building partnerships among internal and external actors (i.e. government, corporate sector, academic institutions, civil society and other humanitarian organizations) and furthering opportunities for peer to peer support, collaboration and joint initiatives among National Societies in maximizing our collective impact on sustainable development and ensuring optimum services to vulnerable people throughout the world.

To support future volunteering development initiatives beyond 2011, efforts will be made to increase strategic and funding partnerships and resources; and to share expertise, in-kind support and other avenues to further our collective commitment to building stronger National Societies and volunteering enabling environments

How we work	
<p>All Federation assistance seeks to adhere to the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere) in delivering assistance to the most vulnerable.</p>	
<p>The IFRC's vision is to:</p> <p>Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.</p>	<p>The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:</p> <ol style="list-style-type: none"> 1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises. 2. Enable healthy and safe living. 3. Promote social inclusion and a culture of non-violence and peace.
Contact information	
<p>For further information specifically related to this report, please contact:</p> <ul style="list-style-type: none"> • In the Secretariat in Geneva: Geri Lau, Head of Youth Action and Volunteering Development; email: geri.lau@ifrc.org; phone +41 22 730 4335; fax +41 22 733 0395. 	