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# Annual report

## Learning and Organizational Development

 International Federation  
of Red Cross and Red Crescent Societies

**MAA00006**

**31/05/2012**

**This report covers the  
period 01/01/2011 to  
31/12/2011.**

*Demonstrating the use of the community  
tools. 2011 Tuvalu Red Cross*



### Programme outcome

The goal of the programme is to support our member societies in creating strong and sustainable organizations that can 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 focused 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 processes

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 this long-term goal, the following activities were carried out in 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 users in the learning platform was 18,882 learners as of 31 December 2011, with a yearly course completion rate of 40%.
- NS learners completed 8,151 courses on the Learning platform, with an even split between 4,094 courses completed by volunteers and 4,057 courses completed by NS staff.
- Partnerships developed with DiploFoundation, Thunderbird School of Global Management, University of Manchester and Tata Institute of Social Sciences (TISS).
- 11 RedTalk events were held during May and September with 1,751 participants and reaching 317,929 people 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) was covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 264,966 (16 per cent) of the budget.

There was an underspend during the first half of 2011 due to a 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. Please provide a general summary of the implementation of your programme(s) during the reporting period.

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

## 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 provision of 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 had a department working on these issues, made up of five staff, with additional staff in the five zones, many of whom also have responsibility for representation, humanitarian diplomacy and programme coordination, among other tasks.

## Progress towards outcomes

Outcome(s) Achievements

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

### **Outcome(s)**

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

### **Achievements**

1. A panel of National Society executive leaders was appointed by the Secretary General of the International Federation as a point of reference for implementing the Framework and principles for building strong National Societies. The ICRC is invited as a member. The Panel is chaired by the Chief Executive of the British Red Cross with the secretariat to the panel and coordination of recommendations' implementation provided by the LOD department. The first meeting was hosted by the British Red Cross in London on the 5<sup>th</sup> September and the second meeting by the IFRC secretariat in Geneva on the 27 November 2011.
2. Decision by the 18<sup>th</sup> Session of the General Assembly (23-25 November, 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 to discuss the need for further research. The findings of the study were shared widely, including through a Red Talk, and are integrated in the IFRC secretariat knowledge on National Society development.

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 future governance paradigms in international development.

3. 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 was shared widely during the November 2011 statutory meetings and will lead to the writing of a case study.

The LOD department coordinated the writing and adoption of a resolution on furthering the auxiliary role of National Societies through stronger National Societies and volunteering development during the 31<sup>st</sup> International Red Cross Red Crescent Conference. This included the preparation of background documents, the organisation and running of two Commissions, input in the drafting committee and the writing of a model pledge. The work was done in close collaboration with the legal and youth and volunteering departments. The resolution was adopted at the International Conference.

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

### Outcome(s)

*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-week 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 structure. The courses will upskill staff and volunteers from National Societies and IFRC secretariat working on humanitarian diplomacy.

Thunderbird School Of Global Management to run an eight-week 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.

University of Manchester to run a 12 months online post graduate certificate on Global Health which will be tailor made to the needs of staff and volunteers in National Societies. The course will be piloted in the first quarter of 2012.

Tata Institute of Social Sciences (TISS) to pilot a 12 months online certificate in Disaster Management. The course will be piloted in the second quarter of 2012.

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

The department is also having discussions with a number of reputable academic institutions and 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 programmes 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 departments within the Secretariat on production of production of learning content included S2020 e-learning in Arabic, Sphere humanitarian standards, global health team (CBHFA), Stay safe (French and Spanish translations of courses), and IDRL (Arabic version of course).

3. A learning platform has been operational since October 2009. By end December 2011 the total user registration on the Learning Platform had reached over 18,800 learners. NS learners completed 8,151 courses on the Learning platform, with an even split between 4,094 courses completed by volunteers and 4,057 courses completed by NS staff.

Secretariat staff is more and more engaged in online development activities featured in the Learning platform, with more than 7,200 courses completed thus far. Since January 2011, every IFRC staff member followed an average of 1.8 courses, with a 10% increase in usage 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. Translation and localization of Red Cross Red Crescent Essential courses in French and Spanish was ongoing in 2011, due for completion and delivery in Q1/2012.

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 8,000 courses have been taken by an increasing number of users from 185 countries, with an average of 1,000 new registrations every month.

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, 24 IMPACT courses, which were organized by 14 national societies, have been delivered. Due to the IMPACT courses, 388 participants took WORC (World of Red Cross and Red Crescent) on the Learning Platform.

The Spanish version of the self-learning on-line Movement orientation course "World of Red Cross and Red Crescent" was published on the Learning platform in September.

## Outcome(s)

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

## Achievements

4. Re-conceptualisation and design of the Red Cross Red Crescent Guest Lecture series has been completed. 11 RedTalk events were held during May and June with 1,751 participants and reaching 317,929 people via social media. A revised format and method, leveraging extensive background research and preparation, have been designed to increase substance of event and learning impact. For the first time, RedTalk #11 was organized away from the secretariat.

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 secretariat are creating a portfolio of case studies.

6. Movement induction course (MIC) from the 21<sup>st</sup> to 25<sup>th</sup> 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.

7. The Learning network established a public communication web presence through the ifrc.org/learning page with key information on the Learning network's activities, including the Learning platform, academic courses, and communities of practice. In addition, key social media properties (Twitter, Facebook) were established for the network's knowledge sharing and promotional activities, including specific accounts for RedTalk and a blog web site designed for participatory learning and to promote social connections between learners. Guidelines for use of social media specific to the Learning network's activities were also developed to ensure alignment with IFRC communication standards.

8. LOD provided input and support for the research initiated within LOD and completed by PED on IFRC's research agenda and priorities, leading to the establishment of a full-time research coordinator position.

#### **4. Supporting National Society organisational development process**

##### **Outcome(s)**

*Provide tailor-made support 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 El Salvador, Seychelles, Burundi, Nigeria, China, Ireland, Ethiopia, Afghanistan, Brazil, Colombia, Madagascar, Ghana, Gabon, Cape Verde, Center Africa Republic, etc.

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

- National Society self-development: 3 National Societies received financial support to pursue the implementation of their organisational development plan. Overall, 10 National Societies are currently implementing a self-development plan over three years with financial and technical support from the LOD department, and the two pilots in Burundi and Ghana were completed.
- Urgent OD intervention: three grants were allocated to support National Societies facing integrity related challenges that required urgent action.

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

A program for the commemoration of the 100<sup>th</sup> anniversary of the Empress Shoken fund was approved by the Governing Board and started to be implemented. It includes:

- A book in English
- A version in Japanese (coordinated by the Japanese RC)
- A celebration to be hosted by the Japanese Embassy at the beginning of June 2012 for the launching of the book
- A website for the fund with the content of the book and information on annual distributions.

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: from Australia, Bulgaria, Guatemala, Saint Lucia, Japan.

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.

## Outcome(s)

*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 building strong National Societies as a foundational objective recognizing this as the best way to tackle vulnerability anywhere, especially when faced with the complex and interconnected demands of today. In the context of a globalised and rapidly changing world, knowledge and innovation are critical attributes of capacity building. Hence, a Community of Practice (CoP) on 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, an on-line global survey geared towards National Society development practitioners has been undertaken over a 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. Since it was launched, 495 members had registered by the end of the year, and they participated in discussions on six key topics consisting of 15 subtopics. In order to boost discussion and to better serve the needs of members, moderators for each subtopic were appointed, and newsletters were sent out on a regular basis to help members wrap up key discussion and information.

3. 10 e-publications were prepared in Q4/2011, implementing the guidance note on e-publishing developed to improve e-publishing processes, ensuring appropriate metadata (eISBN, IFRC reference numbers) was used to improve discovery and indexing online, as well as enabling publication in the ePUB format.

### Constraints or Challenges

One main challenge is the imbalance between the interests and needs of national societies in relation to available financial and technical resources. The current resource 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.

- The main partner for National Society development being member National Societies. Through the OD work and the Capacity building fund's technical and financial support, the department works closely with these societies to help them 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 allow for development in OD and capacity-building knowledge generation and sharing throughout the Movement.
- Contributions from the National Societies and/or governments of Canada, the United Kingdom, Finland, Japan, Netherlands and Sweden, together with contributions from the Federation reserves, CHF 7.9 million was fundraised since 2007 and allowed the CBF to provide support to 49 National Societies and 4 regional programs.
- LOD working closely with the secretariat's technical departments in order to ensure a common understanding, knowledge and approach to 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. This 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 the 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 into 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 resource 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:

- To improve the current work for National Society development Movement-wide, which is characterised by different understanding, beliefs and approaches, a common language and understanding will be set by the Federation secretariat. The LOD department will initiate and coordinate the consultation, writing and implementation of a framework for National Society development with a Movement-wide scope.
- 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 with a view to updating 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 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 and in-kind support to further the collective commitment to build stronger National Societies.

## How we work

All IFRC 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 the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to 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.

[www.ifrc.org](http://www.ifrc.org)  
Saving lives, changing minds.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

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 nonviolence and peace.

Find out more on [www.ifrc.org](http://www.ifrc.org)

## Contact information

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# Annual report

## Global Youth Action and Volunteering Development

 International Federation  
of Red Cross and Red Crescent Societies

**MAA00006**

23 May 2012

**This report covers  
the period  
01/Jan/2011 to  
31/Dec/2011.**

*Find the Volunteer Inside  
campaign materials adapted and  
used by the Pakistan Red  
Crescent Society*



### In brief

#### Programme outcome

Highlights of the 2011 global Youth Action and Volunteering Development programme included a range of tools, policy and learning to support National Societies in mobilising volunteers of all ages to meet the needs of vulnerable people. The International Year of Volunteers +10 provided the opportunity to develop advocacy materials for National Societies to use with governments, in particular around the economic and social value of Red Cross and Red Crescent volunteers, and the importance of their work during emergencies. This was reinforced through the adoption of resolution 4 at the 31<sup>st</sup> International Conference of the Red Cross and Red Crescent which encourages governments to develop enabling environments for all volunteering. At the same time important work was carried out to strengthen National Societies' internal work with volunteers, most noticeably the production of a toolkit on legal issues relating to volunteering, documentation of the extremely successful volunteer system in Burundi Red Cross, and revision of the Federation Volunteering and Youth policies at the 2011 General Assembly.

#### Programme(s) summary

As 2011 was declared the International Year of Volunteers +10 by the United Nations it provided an opportunity for IFRC to influence the global volunteering agenda outside the Movement, but also reinforce the Movement's commitment to mobilising grassroots community volunteers to meet the needs of vulnerable people. Technical themes that ran through the International Year included innovative work to build National Society capacity in volunteering in emergencies and in addressing volunteering legal issues, as well as the importance of building a strong evidence base for the impact of Red Cross Red Crescent volunteering globally: during the year a first survey was carried

out into the number and economic value of Red Cross Red Crescent volunteers. A global communications campaign “Find the Volunteer Inside You” supported National Societies in their own volunteer recruitment and awareness campaigns. Building relationships with other global volunteering development organisations was a final outcome of the year, in particular through joint leadership with United Nations Volunteer programme of the inaugural Global Volunteer Conference.

2011 also saw the second half of the International Year of Youth. During the year efforts continued to focus on supporting National Societies to engage young people in Red Cross Red Crescent work. A global survey followed up on a Youth pledge made to the 30<sup>th</sup> International Conference, providing further information on youth participation in National Societies.

Both youth and volunteering technical areas had important substance at the Movement’s statutory meetings in November 2011. Both Federation Volunteering and Youth policies were revised and adopted following extensive consultation with National Societies, and Youth and Volunteering awards showcased innovative practice in both areas. A pledge brought to the International Conference jointly by IFRC and International Olympic Committee addressed the promotion of peace and non-violence, and was signed by fifty-two national Societies and two governments. Resolution 4 of the International Conference committed states to working to create an enabling environment for volunteering.

### Financial situation

The appeal for the Youth Action and Volunteer Development programme for 2011 was part of the overall National Society and Knowledge Development (NSKD) 2011 appeal.

The total combined 2011 budget of the NSKD appeal was CHF 1 743 725, of which CHF 1 864 880 (107 per cent) was covered during the reporting period (refer to the financial report for details).

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

### No. of people we have reached

The Global Youth Action and Volunteering Development programme does not work directly with vulnerable people, but rather carries out activities to support National Societies in working with vulnerable people. In 2011, the IYV+10 efforts reached out and provided support to 187 National Societies in furthering their volunteering efforts.

### Our partners

United Nations Volunteers programme was a key partner throughout IYV+10. Other significant volunteering development relationships that were developed or extended included the British Council (Global Change Makers Programme), International Association for Volunteer Effort (IAVE), Lions Clubs International, and Voluntary Service Overseas. IFRC continued to play an active role in the Alliance of Youth CEOs, and developed a strong partnership with the International Olympic Committee during 2011.

## Context

Strategy 2020 places emphasis on building strong Red Cross Red Crescent National Societies, highlighting voluntary service as being at the heart of community-building. As living trends, such as definition of community, migration to cities, advances in information technology, etc., continue to change how people volunteer, the International Federation works to support National Societies in strengthening their capacity to mobilise and manage volunteers to meet the needs of vulnerable people.

The International Year of Volunteers +10 in 2011 was declared by the United Nations, and celebrated within IFRC as the International Federation Year of Volunteers and Volunteering. IFRC's goals during the year were to strengthen National Societies' capacities to mobilise and manage volunteers in communities, and carry out external advocacy work to highlight the value of all volunteering and Red Cross Red Crescent volunteering in particular to a range of stakeholders in order to support development of more enabling environments for volunteering everywhere. Governments were a particular target for advocacy work in the run-up to the 31<sup>st</sup> International Conference.

The three action pillars of the IFRC Volunteering Development Strategy which was reinforced by IYV+10 were protection, recognition and promotion of volunteers and volunteering.

Volunteer protection refers to the advocacy and tools developed to promote enabling legislative environments for volunteering. This particularly aims at helping National Societies to understand the legal environments within which they operate, and provide tools for them to approach states to address potential legal and policy barriers to effective volunteering. Within the Federation, it includes work to encourage National Societies to adopt and finance volunteer insurance.

Recognition relates to developing a better understanding of the economic and social value of Red Cross Red Crescent volunteering in humanitarian and development contexts. Externally, this provides better statistics on the extent of Red Cross Red Crescent volunteering globally as the basis for advocacy work; within the Federation it would start the process of encouraging greater research into volunteering as a basis for better strategic decision-making. It would also help construct a conceptual framework linking volunteering to concepts such as social capital, resilience, and sustainable development.

Promotion of volunteering refers to work to promote volunteerism within society more generally, recognising the generic value of volunteering in strengthening communities everywhere. It would also provide National Societies with tools to be adapted to their contexts with which to promote National Society volunteering to potential volunteers, strengthening their capacities to recruit and retain volunteers.

Volunteering development should be understood as a holistic process within National Societies that involves the action pillars as well as work on National Society programmes, structures and management systems. While much volunteering development work is internal to a National Society, it can be catalysed and supported, or indeed limited by a National Society's external environment; hence the importance of the International Conference resolution 4.

The [International Year of Youth](#) was declared by the United Nations in early 2010, to take place from August 2010 to August 2011. In preparation for the Year, IFRC produced guidelines for National Societies wishing to celebrate the Year. For the second part of the year, during the reporting period, IFRC collected and published stories of ‘youth in action’ from National Societies of their activities during the international year.

## **Progress towards outcomes**

### **Preparing guidance and coordinating the Red Cross Red Crescent participation in the International Year of Youth (IYY) and International Year of Volunteers +10 (IYV +10) and organising Youth and Volunteering Awards**

Highlights of IFRC’s involvement in IYV +10 included:

Development of a set of a customisable communications campaign for National Societies around the slogan “Find the Volunteer Inside You” such as a short video, posters, radio interviews, etc. A number of National Societies reported making timely and extensive use of the materials, of which IFRC has documented 45 (24%), however it is likely that many more made some use of the materials, or will use them beyond 2011. Examples of usage include:

Macedonian Red Cross used campaign templates to produce advertising in Macedonian and Albanian on volunteering, and organised photo competitions. These resulted in 1363 new volunteers, and increased awareness of volunteering and the voluntary activities of Macedonian Red Cross in the population, and private sector in particular.

Celebrity Jet Li [endorsed the campaign](#)

Philippines Red Cross launched a [campaign](#) to build a million-strong volunteer force to respond to disasters everywhere in the country.

Trinidad and Tobago Red Cross drew on IFRC’s Valuing Volunteers research as well as the campaign to [provide messages to politicians](#) on World Red Cross Red Crescent Day, as did [Baphali Swaziland Red Cross](#).

Learnings from the campaign were gathered at the Global Communications Forum held in Geneva in September 2011. One particularly important learning was about the importance of making volunteering a cross-cutting rather than a standalone communications issue.

A keynote speech by IFRC President Konoe at [the 21st International Association for Volunteer Effort World Volunteer Conference](#), Singapore, 24<sup>th</sup> - 27<sup>th</sup> January 2011 - was one of a number of IFRC interventions on volunteering at global events. The Conference addressed the development of volunteering since the inaugural International Year of Volunteers in 2001. Other interventions by IFRC leaders included the inaugural IAVE MENA volunteering conference, the [DPI / NGO conference](#), [ISDR Global Platform](#), and UN General Assembly session on volunteering as well as the associated side event. Through such interventions IFRC was able to influence the global policy agenda for volunteering, and also highlight the invaluable role played by Red Cross Red Crescent volunteers globally to governments, academia, the private sector and civil society organisations.

A photo exhibition of National Society volunteer pictures reaching back over one hundred years was developed and exhibited in the IFRC secretariat, at the IAVE World Volunteer Conference, at the 31<sup>st</sup> International Conference of the Red Cross and Red Crescent and at the UN General Assembly marking International Volunteers Day. The exhibition highlighted the continuity of Red Cross Red Crescent volunteering, across cultures, over the last 150 years.

The inaugural [Global Volunteer Conference](#), 15<sup>th</sup>-17<sup>th</sup> September 2011, saw over 200 experts in volunteering from National Societies, civil society, government, academia and the corporate sector meet under the title “Volunteering for a sustainable future”. The [Conference declaration](#) provides a roadmap for governments, civil society and the private sector seeking to promote volunteering, and is referred to in the UN General Assembly resolution on the [Tenth Anniversary of International Year of Volunteers](#).

The IFRC saw 33 entries from National Societies for the 2011 Volunteering Development Awards under the themes:

- Use of IT in mobilising and managing volunteers;
- Volunteer management in emergencies;
- Volunteer management in urban environments.

The purpose of the awards is to celebrate good practice in National Society volunteering in a very public environment, encouraging other National Societies to learn from winners’ good practice. Anecdotal evidence from IFRC Asia Pacific Zone suggests that several National Societies had been in touch with award winners for further information.

The IFRC saw 44 entries for the 2011 IFRC [“Youth on the move” Award](#) under the themes:

- Live our principles, celebrate our diversity, change our community
- Healthy youth make a healthy world
- Adapting to climate change and addressing catastrophes
- Bridging the Digital Divide – Connecting People through Technology

The goal of the Award is to promote interesting and innovative initiatives by young people to address humanitarian needs within the Movement. The Awards are aligned with the IFRC youth policy and [Solferino declaration](#), for example [disaster and health messaging through an online radio station in Costa Rica](#).

### **Undertake global mapping and survey, based on baseline indicators and criteria for excellence, to map the progress on youth engagement and the contributions of volunteers**

101 National Societies responded to the Global Youth Consultation, which monitored progress on the International Federation Pledge 129 on Youth made to the 30<sup>th</sup> International Conference of the Red Cross and Red Crescent, in order to report to the 31<sup>st</sup> International Conference. Key findings of the report highlighted that about half of National Societies said that youth comprised more than half of their volunteers, and that 60% of the National Societies surveyed had a youth position on their Governing Body in addition to various other forms of youth engagement and decision making, including providing advice and input on issues and agenda items of National Society’ statutory meetings, providing guidance on youth related issues to management and advisory bodies, and attending Federation statutory meetings. 75% of National Societies responded that their youth volunteers benefit from regional youth network activities within IFRC. The networks provide a platform for knowledge sharing, implementation of joint initiatives in addressing regional needs, organising joint awareness campaigns, facilitating peer to peer leadership exchanges.

IFRC commissioned Dalberg Global Development Advisors to develop a report on the economic and social value of IFRC volunteering globally. The report [The Value of Volunteers](#) estimates the IFRC global volunteer workforce to be around 13.1 million people contributing at least four hours per year to their National Society, with an estimated economic value of USD 6.6 billion. The report uses a methodology developed by the International Labour Organisation in conjunction with the John Hopkins University Center for Civil Society Studies and volunteer measurement project, which was shared with National Societies for their own use. The report is the first evidence based study on volunteers within IFRC, and a first attempt to develop a culture of analysis of volunteering within the organisation. It is a working document that will continue to be updated and expanded as volunteering continues to grow and evolve.

### **Developing, facilitating and maintaining e-platforms, social media and workspace to exchange knowledge and good practices in the areas of youth and volunteering development**

During the Global Volunteer Conference, a [short publicity film](#) was made highlighting the views of global volunteer leaders and their visions for volunteering in the future.

A study into the extremely successful development of grassroots community volunteering in Burundi was carried out as part of the [wider evaluation of the Organisational Development pilot project](#). This describes the dynamics of volunteer mobilisation of all ages in a poor, post-conflict society, and in particular the recruitment of over 300 000 community volunteers within a 3.5 year timespan. The methodology used for sustainable strengthening of National Societies based on community-based volunteering will serve as inspiration for other National Societies.

A case study on volunteering in the Mali Red Cross (winner of the 2009 Volunteering Development Award) was developed in conjunction with the National Society and published. A particular feature of the study is how communities will work together to carry out work that allows individual volunteers to carry out activities of benefit to the entire community.

A short piece of research was carried out into global use of the IFRC Youth Facebook site, with options for reaching more young people, and improving the quality of interaction with users to be implemented during 2012. It highlighted that most users are young English-speakers from Asia.

FedNet pages relating to Youth and Volunteering were revised ahead of the 2011 statutory meetings.

As part of the Global Volunteer Conference, IFRC invited [Dr Masooda Bano](#) from the University of Oxford to give a RedTalk on the theme “[International Aid: Eroding sustainable community volunteering?](#)” This theme is of strategic importance for IFRC and institutional donors, as it engages with the assumptions, and limitations, of current models of donor funding for civil society organisations.

Consultations on usage and opportunities for volunteer management databases as tools for National Society capacity building were carried out in conjunction with the secretariat Information Services department. These were summarised in a thought piece for further discussion in 2012.

### **Support National Societies to better engage youth in community actions and volunteering in conflicts, emergencies and disasters**

During the year, IFRC continued to promote the published guidelines developed with other major youth organisations towards the end of 2010: [Climate Change: take action now](#). It made children and youth its focus for its [communications around the International Day for Disaster Reduction](#) in October.

The advocacy report [Protect. Promote. Recognize. Volunteering in Emergencies](#) highlights the issues surrounding volunteering in emergencies. Launched at the 31<sup>st</sup> International Conference, the report uses examples from National Societies to advocate for concrete actions by governments and National Societies to improve the environment for volunteering. Interest from one donor government in following up on this piece will be explored further during 2012.

An innovative scoping study on legal issues affecting volunteering in disasters was developed by the IFRC legal department, containing case studies from five contrasting jurisdictions.

Draft guidelines on volunteering in emergencies were developed in conjunction with IFRC's Asia Pacific Zone. These will be tested in three identified National Societies in Asia Pacific during 2012, and also in Americas Zone before being updated and finalised in 2012 – 2013. These guidelines reference separate guidelines on psychosocial support for volunteers developed by the [IFRC Reference Centre for Psychosocial Support](#) and to be published in 2012.

In conjunction with the IFRC Security Unit, draft guidelines for National Societies on volunteer security have been developed for translation and publication in 2012. These are particularly relevant given the tragic deaths of serving Red Cross Red Crescent volunteers during 2011.

Work has continued to promote the need for volunteers to be insured against injury and death while volunteering. Mapping suggests that about 7% of Red Cross Red Crescent volunteers are insured, whether through the IFRC scheme or through national schemes, and internal advocacy work has been ongoing to encourage National Societies and IFRC-funded programmes to set aside funding for volunteer insurance.

YAVD provided support to European Union National Societies engaged in the European Voluntary Humanitarian Aid Corps. [A consortium of five National Societies](#) are currently implementing a pilot project targeting young Europeans as a prelude to European roll-out in 2014.

### **Updating of the International Federation Youth and Volunteering Policies and implementation strategies**

Both IFRC [Youth](#) and Volunteering policies were revised by the 2011 General Assembly based on a series of consultations with member National Societies. The groundwork was laid for development of an IFRC Youth strategy during 2012.

### **Develop a Youth Leadership training and an e-learning module on volunteering**

Consultations were carried out with Movement stakeholders on content for an e-learning module for prospective IFRC volunteers.

### **Expanding strategic partnerships and joint initiatives to improve and expand the Red Cross Red Crescent voluntary engagement and services**

[Resolution 4 of the 31<sup>st</sup> International Conference](#) of the Red Cross Red Crescent highlights the respective roles of state and National Society in promoting an enabling environment for volunteering.

To support National Societies in analysing the legal issues affecting volunteering within the National Society and highlight areas for potential advocacy to government, YAVD supported the secretariat Legal Department in developing a toolkit on Legal issues related to volunteering. This was disseminated at the November statutory meetings, and will be followed up through zonal volunteering focal points as well as National Societies legal advisors meetings during 2012.

During 2011 regular contact was established with [Voluntary Services Overseas](#) (UK), which is itself developing a far greater focus on the role of volunteers in development. This relationship could lead to joint advocacy positions at global level, collaborations at country level between National Societies and VSO offices, and technical support to National Societies from VSO.

The IFRC and International Olympic Committee introduced a [joint pledge](#) at the 31<sup>st</sup> International Conference of the Red Cross and Red Crescent) with the aim of promoting a culture of non-violence and peace through nurturing humanitarian and Olympic values, developing interpersonal skills and building respect for diversity, nonviolence and social cohesion. This would be encouraged and facilitated through values and skills-based (formal and non-formal) education, cultural awareness programmes, and the use of sports, arts and other creative methodologies reaching out to children, from the earliest age possible, youth and the community at large. To date, fifty two National Societies and two governments have signed the pledge.

The International Lions Clubs have continued partnerships with National Societies at the community level facilitating avenues for first aid training and disaster preparedness activities. A major milestone was the MoU signed between the New Zealand Red Cross and New Zealand Lions Clubs Chapters to promote first aid training to communities and disaster preparedness awareness. The MoU signed between Lions International and IFRC will be evaluated in 2012.

### 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, the availability of human resources to meet the demands of an ambitious plan were not always adequate.

In addition, the financial resources to support some of the targeted activities, including e-learning modules, were not made available to the secretariat in order to proceed.

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

At the global level, the Youth Action and Volunteering Development programme seeks to work with partner organisations whose expertise and influence complement IFRC's own in the fields of youth and volunteering. During 2011, long term collaborations were continued (Alliance of Youth CEOs, Lions Clubs International, United Nations Volunteer programme), while new partnerships were also forged with Voluntary Service Overseas, in particular linked to the strategically important area of volunteering research.

There is an ongoing need for IFRC to learn from external partners in the youth and volunteering areas, but also to recognise that IFRC's expertise in these areas can contribute to important global dialogues, and its own practices offer a fertile ground for academic research.

The IFRC is highly appreciative to the financial contribution of the Swedish Red Cross and the Swedish International Development Cooperation Agency (SIDA) for the support to the IYV+10

initiatives in strengthening volunteering in National Societies. Appreciation is also extended to the following National Societies for their financial contributions towards the success of the Global Volunteer Conference, namely; American Red Cross, Japanese Red Cross Society, The Netherlands Red Cross and Swedish Red Cross.

In furthering our collective commitment toward furthering youth engagement in Red Cross and Red Crescent National Societies, the IFRC would like to thank the Finnish Red Cross for their continued generous support toward providing the secretariat with a staff-on-loan. In addition, appreciation is extended to Lenovo and Eli Lily for their generous contribution toward the IFRC Youth Award 2011.

## **Contributing to longer-term impact**

Volunteering development is the cornerstone to building stronger National Societies. During 2011 the Youth Action and Volunteering Development programme has worked to develop a climate which highlights the importance of youth and volunteering development within National Societies, evidence for the current situation within the Federation in these areas, tools to support National Society development, and a favourable external environment within which National Societies can grow. All of these aspects will contribute to National Societies, over time, developing their own capacities to mobilise and manage volunteers of all ages to help vulnerable people.

During 2011 an effort has been made to promote learning systems in Youth Action and Volunteering Development. For example, the Global Volunteer Conference received over 60 applications from potential speakers. Although not all could be supported, all were summarised into short descriptive pieces and shared with zone focal points as a basis for future networking between National Societies. The same approach will be taken in 2013 with entries to Youth and Volunteering awards. Similarly, tools such as the OD Google Group have been used to disseminate tools and products and promote discussion.

## **Looking ahead**

2011 highlighted the importance of an evidence base orientation in both youth and volunteering for the development of tools and advice to National Societies. In volunteering development this led to a series of dialogues with research and academic bodies which will be pursued in 2012 at global and national level as appropriate. The importance of documenting youth and volunteering systems in National Societies as a basis for inspiration and learning will also be underlined through the year. A further challenge will be to develop tools and relationships to systematically contribute to volunteering and youth-related knowledge through the Movement.

Many of the initiatives developed during 2011 supporting National Society capacity building will require ongoing follow up to ensure that they are widely disseminated, used and revised as necessary in the future. This work will continue into 2012 and beyond. Obviously a final area of follow up will be supporting the implementation of the outcomes of the statutory meetings – in particular Resolution 4 of the International Conference, and the revised Federation Youth and Volunteering policies. The YAVD focus for 2012-2015 will be on supporting National Societies in: strengthening volunteer management; furthering research on the impact of volunteers in building resilient communities; expanding work and research on volunteering in emergencies; encouraging

innovative approaches and new niche in volunteering to meet the changing needs of communities; etc.

## How we work

All IFRC 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 the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to 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.

[www.ifrc.org](http://www.ifrc.org)  
Saving lives, changing minds.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

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 nonviolence and peace.

Find out more on [www.ifrc.org](http://www.ifrc.org)

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