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National Society and Knowledge Development Division Mid-Year Report

 International Federation
of Red Cross and Red Crescent Societies

SC3 30/08/2012

**This report covers the
period 01/01/2012 to
30/06/2012.**

*Muramvya branch, Burundi:
volunteers harvest potatoes for
branch funds and for their own
local groups on land donated by
local government. Burundi Red
Cross Society created 2850
community units mobilising
300,000 volunteers on a weekly
basis with a grant from the
Capacity Building Fund under the
Global OD pilot project.*



Context

The National Society and Knowledge Development Division (NKSD) is made up of five different departments¹, each of which contribute to the achievement of the objectives relevant to their area of work included in the results matrix annexed to the [Long-Term Planning Framework 2012-2015](#). This report focuses on the achievement of the indicator targets set for those objectives, and also includes information on other key areas of work not explicitly captured in the LTPF.

Overview

Organizational Development

- 15 National Societies are receiving technical support to formulate and implement their self-development plans
- 11 members of the Chinese Red Cross Society senior leadership completed the Movement Induction Course (MIC) in April.
- Ten National Societies were assisted by the National Society Development Facility (NSDF)
- 35 people subscribed to the new National Society development community of practice (COP) along with 495 subscribers of the earlier COP on the learning platform.

Learning

- 22,903 (end of year target 25,000). registered active users from 184 National Societies engaged on the Learning platform. Of these, 61.95% are National Society staff and volunteers.
- The completion rate for the “essentials” courses is currently at 49.87%, exceeding the annual target of 35%, with an average monthly growth rate of 3.85% per month.
- 4,278 courses have been completed by National Society staff and volunteers, bringing the total number to 11,118, significantly above the annual cumulative target of 8,000 courses.

¹ Information Services, Learning and Organisational Development, Performance Development, Planning and Evaluation, Youth and Volunteering,

- Four new accredited online courses have been developed and run with academic partners. A total of 61 participants from the RCRC Movement have so far enrolled out of which 27 successfully completed the online certificate course in Humanitarian Diplomacy.

Youth and volunteering

- 49 National Societies have effective volunteer management systems in place.
- An estimated 13.66 million people are volunteering more than 4 hours a year in National Societies. The systems to collect this data will be revised in the coming months to arrive a more accurate estimate.
- There were 23 subscribers to online youth community of exchange, and 20,951 subscribers to online youth social media initiatives.

Planning and evaluation

- 3,335 people registered for the project/programme planning online course, of which 810 continued to the final test. The course is now available in three languages.
- 209 people participated in nine PMER training / mentoring events, bringing the cumulative total to 975 people trained.
- 22 people participated in a global training of trainers (ToT), with 14 confirmed as lead facilitators (raising the number to 30) and the six confirmed as “co-facilitators” (raising the total to 14). The ToT also led to new and revised region-specific capacity building plans.
- New guidance tools on strategic planning for National Societies and a “PMER pocket guide” were developed

Performance development department.

- 111 National Societies have provided either audited annual reports or a strategic plans in the Federation-wide Databank and Reporting System (FWDRS). 23 National Societies have provided both.
- 31% of National Societies have provided data on all seven FWDRS indicators and 43% have provided data on one or more FWDRS indicator.
- 8 National Societies participated in an OCAC self assessment and 3 OCAC facilitators trainings have been held.

Information Services

- Of the 29 IT projects, 78% are on-budget and 33 % on-time as of June
- 122 National Societies now have access to the new technology catalogue
- Funding was secured for the digital divide initiative, meaning that the National Societies capacity building aspect could be restarted, with a target of 17 National Societies with plans in place by the end of the year.
- IT Summit organised with participation of CIOs from 12 National Societies, ICRC, Accenture and Microsoft
- Global sharing of lessons learned facilitated at British Red Cross on their Project/Programme management system (PIMS)
- New projects initiated in support of business requirements for Resource Mobilisation and Legal compliance areas.

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

Working in partnership

The departments of the NSKD division works with a number of partners, the most significant partnerships are outlined here:

Operational Partners	Agreement
Learning	
Cornerstone Foundation	IFRC is a Charter member of Disaster Ready Initiative Portal;

ICRC	Collaboration on the use of common technology and pedagogical approaches
University of Illinois College of Education	Collaboration on literacy-based and evidence based research approaches to higher-level social learning
University of Geneva TECFA (Education and technology) research unit	Internship program collaboration
Swedish Red Cross	2011 MOU replaced with newly updated 2012 MOU
Australian Red Cross	MOU in progress to bring online courses to 3,000 staff and 30,000 volunteers
NetHope	IFRC interagency collaborative member of the Education Working Group
University of Manchester	Signed MOU to provide an online Post Graduate Certificate course in Global Health.
Thunderbird School of Global Management	MOU to provide an online certificate programme in Social & Voluntary Sector Leadership.
Tata Institute of Social Sciences (TISS), India	Signed MOU to provide an online certificate programme in Disaster Management.
DiploFoundation	New MoU developed and will be finalised soon to provide a second course and subsequent future courses in Humanitarian Diplomacy.
Organisational Development	
Norwegian Red Cross, British Red Cross	Financial and technical contributions to various OD and capacity building guidance
Finnish Red Cross	Contribution to OD plans in 2012 and joint evaluation of the 3 year OD pilot by the Burundi Red Cross.
Burundi Red Cross	Informal agreement that they share their experience with other National Societies.
ICRC	Joint Commission of the Empress Shôken fund..
Thunderbird School of Global Management	See above
Swedish Red Cross	Joint evaluation of the 3 year OD pilot by the Ghana Red Cross.
Youth & volunteers	
United Nations Volunteers	Joint Letter, signed February 2004 (recent collaborations described below)
International Association for the Volunteer Effort	Partner in organising IYV +10 in 2011 and IAVE World Conference, 2011 and 2012
International Olympic Committee	MOU signed in May 2003. Currently exploring the development of a joint youth peer leadership programme in 2012.
Information Services	
Microsoft	MoU in discussion expanded regional agreements to a global one. To be signed before year end
Accenture	Completed project to migrate services to the "cloud".

Progress towards objectives

Business line 1: Raise humanitarian standards.

Outcome: Uplifted thinking that inspires and underpins our services to maintain their relevance in a changing world, along with increased magnitude, quality, and impact.

Output 1.1 A contemporary review of the interpretation of the Fundamental Principles is carried out in cooperation with all Movement partners.			
Indicators	BL	Annual Target	Year to Date Actual
1.1a Revised commentary on the Fundamental Principles.	N/A	Published study on current understanding and practices.	

This activity is being led by the humanitarian values and diplomacy division, and will be focused on later in the year.

Output 1.2 Federation-wide Reporting System and Databank established.²			
Indicators	BL	Annual Target	Year to Date Actual
1.2a # NS that provide the minimum set of information (audited annual reports & strategic plans) in the Federation-wide Databank and Reporting System (FWDRS).	5	100 NS	23

Although only 23 National Societies have shared both their strategic plan and their financial statement, a further 88 National Societies have provided a strategic plan only and 9 National Societies provided their financial statements only, making a total of 111 who provide one or both. Out of the 32 financial statements available, 19 have been audited. See also [output 5.4](#) for updated information about National Societies providing on the seven FWRS key performance indicators.

Progress on development of the IT platform has been behind schedule by 6 months. The version 4 of this application is expected to be launched in August 2012, with work starting on version 5 targeted for end-2012.

Output 1.3 An Organisational Capacity Assessment and Certification (OCAC) process established and utilised.			
Indicators	BL	Annual Target	Year to Date Actual
1.3a # NS participated in OCAC self assessment.	0	30	8
1.3b # NS participated in OCAC peer review.	0	6	0

- 8 National Societies from Europe and Western Africa participated in the OCAC phase I self-assessment pilot exercise.
- 2 OCAC introductory workshops for National Societies leaders were held in the Americas (Haiti) and Asia/Pacific (Philippines). To date, 8 National Societies from the Americas and 4 from Asia/Pacific have decided to undergo the OCAC phase I self-assessment exercise, to take place in the second semester of 2012. An additional 5 National Societies from Europe and 1 from Africa have committed to pilot OCAC phase I by end of this year. Finally, participation to this initiative is currently being discussed in many NS, mostly in National Societies that participated in the introductory workshops.
- 3 OCAC facilitators trainings have been held in the Americas (Panama), Asia/Pacific (Philippines) and Europe (Budapest), adding about 30 National Societies and IFRC staff to the pool of OCAC facilitators.
- The methodology has been developed, notably in the area of certification, and all the key material, tools have been revised and fine-tuned.

² Modified from "A databank of objectively analysed National Society capacities is established."

Output 1.4 A learning and knowledge sharing network to strengthen the professional qualifications and competences of staff and volunteers is established. ³			
Indicators	BL	Annual Target	Year to Date Actual
1.4a # new courses offered in collaboration with academic partners.	0	9 new courses offered	4

The four new courses are given below. For more information, please see <http://www.ifrc.org/en/get-involved/learning/opportunities/>

- **Social & Voluntary Sector Leadership online course** in partnership with Thunderbird School of Global Management. 11 applicants took the first course in May 2012 and a second course will run in early Sept.
- **Online certificate programme in Humanitarian Diplomacy** in partnership with the Diplo foundation. 27 people (out of 175 applicants) took the first course in February. A second course will run in early September.
- **Online Postgraduate certificate programme in Global Health** with the University of Manchester. 15 of the 25 applicants took the course in May. A second course will run in September. No of people who ended up taking the course.
- **Introduction to Cash Transfer Programming** in partnership with CaLP (Cash Learning Partnership)

A course in Disaster Management with Tata Institute of Social Science (in India) is being designed. Although the non-academic courses run so far have managed to recruit a reasonable number of participants from the Movement, the efforts in marketing and disseminating academic courses has not yet led to receiving sufficient applications; there is a concern about the real demand from National Societies for these academic courses. Mechanisms for increasing the number of applications are being set but we do not expect them to affect the number of applications until 2013.

Indicators	BL	Annual Target	Year to Date Actual
1.4b # users (self-registered & licensed) of the IFRC learning platform / learning passport.	15,000	25,000	22,903

- From January to June, the average growth rate of the number of users on the Learning platform was 3.85% per month.

Indicators	BL	Annual Target	Year to Date Actual
1.4c % completion rate of Red Cross Essentials course.	30%	35%	49.87%

- A 49.87% completion rate of the Essentials course from January to June, signifies an outstanding achievement considering that it is commonly agreed for online training that 20% completion is average and 50% completion is considered outstanding.

Indicators	BL	Annual Target	Year to Date Actual
1.4d # Red Talks with attendance over 100 people (live/online).	0 (10 in 2011)	24	1

- An estimated 218 persons participated in the RedTalk #12 organized on 8 May 2012. The future of RedTalk is currently under discussion.

³ The text of this output was revised in order to include both accredited academic courses and Learning platform courses.

In addition to the report on these indicators, it should be noted that International Mobilization and Preparation for Action Course (known as “IMPACT” training) further prepares RC/RC staff for their work in an international context (ICRC, Federation, bilateral missions), focusing on the role of a delegate working with a host National Society and other Red Cross and Red Crescent Movement partners. A training of trainers was held (Geneva, April 30 – May 2) resulting in 30 new trainers, in addition so far this year 150 delegates have been trained around the world between January and June.

Business Line 2: Grow Red Cross Red Crescent services for vulnerable people.

Outcome: Increased share of consistent and reliable Red Cross Red Crescent action in support of communities affected by disasters and crises.

Output 2.1 Robust essential preparedness, response and recovery systems are built in National Societies.			
Indicators	BL	Annual Target	Year to Date Actual
2.2g % large (>CHF 10 million) emergency operations where Federation-wide reporting is carried out.	40%	50%	Not applicable

As there has been no emergency operations above CHF 10 million so far this year, there has been no call for Federation-wide reporting in emergency operations.

The NSKD contribution to the rest of this business line and outcome is integrated through the other outputs, as described in the rest of this report.

Business Line 3: Strengthen the specific Red Cross Red Crescent contribution to development

Outcome: Appropriate capacities built to address the upheavals created by global economic, social, and demographic transitions that create gaps and vulnerabilities, and challenge the values of our common humanity.

Output 3.1 A wider understanding of the Red Cross Red Crescent model for longer- term sustainable development.			
Indicators	BL	Annual Target	Year to Date Actual
3.1a # research products completed on issues of humanitarian and development concern.	0	4	0

A research function has been newly created in the secretariat's planning and evaluation department in order to develop a shared understanding of what a rigorous research process is and create a depository of research activities. Both requirements are at a very preliminary stage, but will allow a carry out a meaningful assessment of research products, as well as more rigorous development, implementation and utilization of research.

At the same time, NSKD departments continue to carry out research-related activities – a few examples include a study of the Vietnam Red Cross Society related to the IFRC approach to building strong National Societies; an archive research on the Empress Shôken Fund for the centenary celebrations and a book on the history of the support provided by the fund; a multi-year comparative study into voluntary organisations is being considered in conjunction with Oxford University.

This year's World Disasters Report (WDR)⁴ marks 20 years of this publication, and comprises seven chapters on the theme of forced migration and displacement. The chapters are written by leading scholars/researchers and policy makers/practitioners, and cover issues of particular relevance to the humanitarian community in the field.

The report was finalised during the first half of the year, by the Editorial Board that was set up, comprising membership from relevant staff of IFRC, the ICRC, relevant external organizations (UNHCR, UNOHCHR, IDMC, ICVA, OCHA, IOM) and independent members. Several drafts were circulated for consultation, and the responses received lead to case studies and comments from IFRC and National Societies being incorporated. Thirty-eight short boxes were also commissioned to highlight specific issues to complement the content of each chapter.

The publication will be printed in September, and the launch notice has been sent to National Societies in the four working languages. The main report and summaries will be distributed across the globe, in preparation for launch events that will take place on October 16th in Brussels, in addition to events in over 100 countries. Work is also in progress to develop a policy analysis and a mapping of promotional activities. Sufficient funds have been raised to allow for the development of the WDR '12 and the preparations for WDR '13.

Output 3.2 Initiatives established that aim to heal divisions within communities

NSKD contribution integrated into the implementation of the Framework and Principles for building strong National Societies

Output 3.3 Leadership and Institutional capacities of National Societies are scaled up.

Indicators	BL	Annual Target	Year to Date Actual
3.3a # NS receiving technical support to formulate and implement their self-development plans	0	7	15

Five National Society leaders were provided with direct technical advice to reshape their vision and/or to formulate and implement OD plans (Leaders from the National Societies of Ethiopia, Burundi, Ghana, Montenegro and Namibia). A further 10 National Societies are being supported in implementing a self-development plan over three years with financial (CBF) and technical support from the OD team. The two pilots in Burundi and Ghana were completed. Evaluation reports have been written for both and specific case studies are underway.

Five National Societies' project proposals were awarded by the Empress Shoken Fund and were provided with financial support and advice for the project implementation.

Indicators	BL	Annual Target	Year to Date Actual
3.3b # learning platform courses completed by NS staff/ volunteers	5,315 ⁵	8,000 ⁶	2,673

A total of 2,673 learning platform courses have been completed by National Society staff/ volunteers in the first half of 2012, bringing the cumulative total to 11,307 courses completed since the learning platform was

⁴ The World Disaster Report moved to the NSKD division from the programme services division in line with the focus on research.

⁵ Note that this baseline figure was corrected following improvements in the way data is collected on the learning platform. The originally published figure of 6,840 included all "learning objects" and was cumulative. This corrected baseline of 5,315 is the number of online courses which were taken in 2011.

⁶ This target was originally published as cumulative, but has been maintained as an annual (non-cumulative) based on the revised baseline of courses only – thereby effectively increasing the target, in line with revised expectations.

launched. Since the learning platform was launched, staff and volunteers have taken trainings for a value of CHF 5,352,300.- of which CHF 186,300 correspond to the month of June only. We expect the number of courses in the second half of the year to increase, and to be closer to or achieve the annual target by the end of the year.

Indicators	BL	Annual Target	Year to Date Actual
3.3c # senior NS staff completing leadership/management learning.	0	50	11

- 11 members of the Chinese Red Cross Society senior leadership completed the Movement Induction Course (MIC) in April.
- 11 volunteers and staff (not senior) completed the Certificate in Social & Voluntary Sector Leadership in May. The 2nd cohort in partnership with Thunderbird School of Global Management will launch in September.
- OD input was provided to the program directors for designing the course on Social and Volunteering Sector Leadership as per Red Cross Red Crescent needs. The course will be evaluated during the next quarter.

Output 3.4 The Framework and Principles for building Strong National Societies is a Federation-wide practice

Indicators	BL	Annual Target	Year to Date Actual
3.4a # NS assisted by the National Society Development Facility (NSDF)	0	10	10

- The NSDF is the proposed successor to the Capacity Building Fund – to be elaborated in 2012. The 10 National Societies mentioned in 3.3a are being supported by the Capacity Building Fund. In addition, five National Societies were provided with financial support through the Empress Shoken Fund.

Indicators	BL	Annual Target	Year to Date Actual
3.4b # subscribers to the National Society development community of practice (COP).	0	200	35

- 495 subscribers formed part of the community of practice on National Society development in the learning platform. This community is being migrated to FedNet (the IFRC intranet platform) for which new Terms of Reference have been developed and which had 35 members at the end of the reporting period.

3.4c % heads of IFRC regional and country offices trained in advanced NS development principles, approaches and methods.	0	25%	0%
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- A learning journey in advanced National Societies development principles, approaches and methods is being planned for heads of IFRC regional and country offices. It is expected that 20-25 people will participate in this learning initiative by the end of the year.

There is a momentum for organisational development (OD) reflected through the growing Movement-wide understanding of the importance of National Society development, and the acknowledgement that the Federation secretariat needs to lead these efforts. Recent reports demonstrate that National Societies who invest in simple and sustainable service delivery capacity within communities are more agile than others in mobilising resources.

Output 3.5 Revised volunteering policy in Federation-wide practice with increased numbers of active volunteers in National Societies.

The first half of 2012 has enabled a strong foundation for supporting National Societies in implementing the revised volunteering and youth policies adopted at the General Assembly in 2011. The range of tools developed during 2011 have been a valuable resource to National Societies in strengthening volunteering development and youth engagement in the three main “pillars” of protection, recognition and promotion of volunteering, which in turn helped strengthen strategic partnerships.

Indicators	BL	Annual Target	Year to Date Actual
3.5a # people volunteering more than 4 hours a year in National Societies.	13.1 million	15m	13.66 million

The most recent estimate of the total number of Red Cross Red Crescent volunteers is 13.66 million⁷. It is important to highlight the challenge of National Societies in capturing data and reporting on the number of Red Cross Red Crescent volunteers. The data is currently not robust and does not allow for a clear image of the number of people volunteering for the Red Cross Red Crescent, and (depending on the source), the variance between numbers reported is too high. In the next six months, the YAVD department, together with the Zone offices, will implement a system that will complement the Federation-Wide Databank and Reporting System to increase the accuracy of the data by establishing indicators and processes to facilitate National Societies ability to provide this information.

Indicators	BL	Annual Target	Year to Date Actual
3.5b # NS with <i>effective</i> volunteer management systems in place.	N/A	65	49

It is estimated that 49 National Societies currently have effective volunteer management systems in place⁸, based on information provided by the Zone Offices and the data collected in the longitudinal report “[Volunteer management practices in 19 European National Societies](#)”. The ways in which this data is collected will be improved over the coming months to provide a more accurate figure.

Indicators	BL	Annual Target	Year to Date Actual
3.5c Volunteer development reference centre established		Established	

Assistance was provided to the Spanish Red Cross and British Red Cross supporting the publication of three e-newsletters of the European Reference Centre on Volunteering (January-June 2012) on volunteer management and volunteering development, and producing the report on volunteer management practices mentioned above. Discussions have also been held on the possibility of developing the European reference centre into a Global Reference Centre on Volunteering, which should be clarified in the next few months.

Other progress related to volunteering (but not specifically to this indicators) includes:

⁷ This figure is calculated based on the current figures in the FWRS database (3,931,997) combined with the figures collected from 80 National Societies for the “Comparative Report on Volunteer Management Practices in 19 European National Societies” produced by the Reference Centre on Volunteering, the data provided by the Zone Offices and the estimation of volunteers based on the average ratio of volunteers per country population.

⁸ “Effective volunteer management systems” are defined as having agreed and defined standardized processes implemented at the national level that try to identify common milestones in the career of volunteers with the aim to manage those milestones in a consistent way.

A new online induction course which can be tailored to the context of the National Society will be available from September 2012 in the four official languages, to support those National Societies who have little or no standardized induction training for new volunteers or staff.

The current number of volunteers insured has increased to approximately 4.4 million in 60 National Societies, a step towards the goal of insurance coverage for all volunteers. This was supported by promoting the global IFRC volunteer accident insurance scheme (where National Societies can insure their volunteers for 1 CHF per volunteer per year), through brochures in all 4 official languages and Russian available on FedNet for National Societies. Volunteer insurance is also included in all DREFs, and progress is being made in incorporating volunteer insurance in programme budgets.

A guidance manual on ensuring the security of Red Cross Red Crescent volunteers called “Volunteers, stay safe” was developed by YAVD and the security unit based on wide consultation and is available in the 4 official languages of the IFRC and Russian, and includes a 90 minute lesson plan.

A Volunteering Development Strategy and 3-year plan was developed which includes conducting evidence-based research on the social value of volunteers, capacity strengthening around innovative and entrepreneurial leadership, exploring the establishment of reference centres at the regional and global level (see above) and development in niche areas (i.e. corporate volunteering, urban volunteering, senior volunteering etc.).

Output 3.6 Revised youth policy in Federation-wide practice with strengthened involvement of young people at all levels and in all services in National Societies.

Indicators	BL	Annual Target	Year to Date Actual
3.6a # subscribers to online youth community of exchange.	0	1,000	23

As of June 20th there were 23 subscribers to 4 different online communities on FedNet Youth in East Asia -6; Volunteering (English) - 6; Voluntariado (Spanish) – 7; Global Youth Conference 2012 – 4. In addition, at 30 June, the subscribers to the online youth social media initiatives are 20,951 people (Facebook page: 19,238 members, Twitter: 1,713 followers).

A number of other social media and related communication tools were developed to promote volunteering and youth IFRC initiatives related to resilience and sustainable development for Rio+20. These included:

- A blog (<http://www.ifrcmedia.org/blog/tag/rio20>) with contributions from twelve National Societies, visited by 1,572 people from 9 May- 3 July 2012
- The blog included a virtual photo gallery accompanied by stories on resilience and sustainable development was available to National Societies to download and use for advocacy efforts.
- Youth were encouraged to participate through social media around the various topics on “Resilience” strengthening in their communities and share how they are contributing which fed into the discussion papers and side events at Rio+20. On the average there were 17,625 people reached weekly.

The Youth Commission Work Plan for 2012-2013 was accepted by the Governing Board in June⁹. Progress will be reported to the Youth Commission, Under Secretary General for NSKD and Governing Board.

⁹ The objectives include: the successful organization of the Global Youth Conference; research and guidance on strengthening the engagement and impact of regional youth networks; developing an entrepreneurial and innovative leadership programme; expanding the impact of youth in enhancing services to vulnerable people through the use of information technology and social media; the organization of the youth meeting prior to the Statutory Meetings 2013, Australia.

The theme of the World Red Cross Red Crescent Day 2012 was “Youth on the Move”. The Vice Chair of the Youth Commission was on the panel for a “Red Talk” on Youth Leadership together with other youth leaders which was held at the IFRC Secretariat with more than 70 people attending from the Permanent Missions in Geneva, other youth organizations and the secretariat. Over 100 people also watched the talk streamed on the Internet. A video “Youth on the Move” featuring the diverse ways that youth are volunteering and contributing to Red Cross Red Crescent was shared widely on different platforms. Based on the number of tweets, 29,000 people that were reached through this initiative.

A global meeting on Red Cross Red Crescent Regional Youth Networks was held in Dubai in April hosted by the UAE Red Crescent. The meeting addressed the role, relevance and added value of regional youth networks and concluded with recommendations on concrete ways of strengthening youth networks and key actions to be taken at the regional level by networks for 2012-2013. Further development and more in-depth monitoring of targets on ensuring strengthening of networks will be discussed at Youth Commission in September 2012.

At the 20th European Youth Network Meeting in Bulgaria from 18 to 22 April, 52 European National Societies discussed the implementation of the revised Youth Policy adopted in November 2011 as well as issues of youth leadership, communications and social media, as well as inclusion and empowerment of beneficiaries. The IFRC was represented by the Senior Adviser, Youth Action.

Business Line 4: Heighten Red Cross Red Crescent influence and support for our work.

Outcome: Evidence-based humanitarian diplomacy conducted to draw attention to the causes and consequences of vulnerability, giving voice to vulnerable people, and demonstrating the value of Red Cross Red Crescent humanitarian work and leadership.

Output 4.1 A strong positive projection of our image, brand and messaging

- At the Volunteering for a Sustainable Future: Beyond the Tenth Anniversary of IYV +10 meeting organised by United Nations Volunteers (UNV), in New York, 19-21 March 2012, the IFRC was represented by the Head of Delegation, Permanent Observer of IFRC to the United Nations and Humanitarian Diplomacy Delegate and Head of YAVD, IFRC, who contributed to the outcomes of the meeting which focussed on: advocacy and recognition of the contribution of volunteers to sustainable development; and plans/ possible areas of collaboration among stakeholders in 2012 and beyond.
- The IFRC and United Nations Volunteers (UNV) worked together to have a strong joint volunteer and youth voice at Rio+20, including the “Volunteer Action Counts” global campaign by UNV. The under secretary general for NSKD and executive coordinator, UNV were on the panel of the side event “Volunteer action counts: the power of Volunteer for Sustainable Development”, along with government, civil society and voluntary sector leaders.
- A “Discussion Paper on Youth Networks in Red Cross and Red Crescent” to assess the extent of youth networks within the International Federation and their impact in engaging youth in humanitarian work was produced.
- The IFRC was represented through the Youth Commission and representatives of youth networks at the Dubai International Humanitarian Aid and Development (DIHAD) conference, 1-3 April 2012 - the theme was “The Role and Importance of Youth in Humanitarian Assistance and Development”

Indicators	BL	Annual Target	Year to Date Actual
4.1d # NS / IFRC staff who complete the DIPLO course in HD-related training	0	25	27

27 volunteers and staff from the Red Cross Movement successfully undertook the first certificate course in Humanitarian Diplomacy. We are launching the second course in September 2012.

Output 4.2 Auxiliary partnership role of National Societies is promoted and supported.

Nothing to report.

Output 4.3. Resource mobilization capacities and efforts are scaled up to inspire more reliable contributions to the Red Cross Red Crescent.

- The 2005 partnership MOU with Microsoft for Europe, Middle East and Africa is being expanded to a Global Strategic Account agreement. Microsoft provided a status report and initial funding proposal at the May CIO Summit. Currently resolving legal and pricing issues to ensure global coverage and the use of Cloud Computing alternatives.

Business Line 5: Deepen our tradition of togetherness through joint working and accountability.

Outcome: More effective work among National Societies through modernised cooperation mechanisms and tools, and a greater sense of belonging, ownership, and trust in our International Federation.

Output 5.1 Harmonious working is strengthened by sharing capacities and resources**Output 5.2 Alliances and partnerships are built that maintain unity and achieve higher value from our work together as a Movement.**

The NSKD contribution for these outputs are integrated into the other outputs described elsewhere in this report.

Output 5.3 Well-connected National Societies that function effectively and participate fully as Federation members.

Indicators	BL	Annual Target	Year to Date Actual
5.3a # NS with action plans in place to “cross the digital divide”.	17 in 2011	25	17

The National Society capacity building projects linked to the Digital Divide Initiative that were on hold have been restarted following funding from Saudi Red Crescent and Japanese Red Cross. The revised target for 2012 (based on available funding secured) is to have 8 projects which have completed the planning stage and implemented their project, and a further nine who have completed the planning stage only. Further funding is being sought for this. A Digital Divide Community was established in new FedNet communities, with 51 current members. An additional 16 members joined the digital divide email list.

Indicators	BL	Annual Target	Year to Date Actual
5.3b # NS accessing the new Technology Catalogue ¹⁰	0	13	29

The Technology Catalogue groups together a number of initiatives: an on-line directory of rated technologies from which National Societies who lack IT capacity can select solutions that meet their current needs and capacities growth; the database of information communication technology (ICT) capacities of National

¹⁰ This indicator was changed from “number of National Societies benefiting” as currently we are focusing on access. The benefit will be measured later as the project progresses.

Societies; the Applications Inventory (see below), and a list of ICT services, such as preferential deals negotiated with suppliers, available to National Societies through the IFRC.

The Applications Inventory is a key element of the Technology Catalogue that contains a list of software applications and agreements already in use by the secretariat and National Societies. This allows National Societies to find information about software solutions already in use, benefiting from other's experience and often from global agreements with significant discounts.

The figure of "29" above refers to the average amount of National Societies accessing the Fednet pages of the Technology Catalogue (the total page views combined is 919). To-date 122 NSs have been granted access to the Applications Inventory, based on a selection process through the survey of ICT capacity. The tracking of the access, use and benefits of both the inventory and other elements of the Technology Catalogue will be further developed during the rest of 2012 and included in the annual report.

In the secretariat's efforts to ensure a modernised ICT infrastructure to properly support National Societies, the following key achievements have been made so far this year:

- Of the 29 IT projects, 78% are on-budget and 33 % on-time as of June. Average projects confidence index (for time & scope) is 7.4 (out of 10). No new projects approved on top of the current ones and increased project management resources were supported.
- A number of service enhancements were developed for the first half of the year including free online technology classes, the ability to use office software at home, and improvements to the functionality of the office software.

Output 5.4 Planning, evaluation, and accountability frameworks with National Societies and for the secretariat implemented and kept up to date.

(For Federation-wide Reporting System see 1.2.1 – merged with the Databank)

Indicators	BL	Annual Target	Year to Date Actual
5.4a # NS with a strategic plan in line with <i>Strategy 2020</i> .	62 in 2011	100	88
5.4b % NS providing data on all seven FWDRS indicators.	20% (37)	40%	31%
5.4c # NS providing data on one or more FWDRS indicator.	29% (56)	50%	43%

As of June, 88 National Societies have provided a strategic plan which in line with Strategy 2020 (in the sense that it makes some reference Strategy 2020). A set of guidelines with a toolkit on strategic planning for National Societies have been finalized and are currently in a layout phase. Printed versions will be ready next quarter.

The number of National Societies reporting on all seven indicators¹¹ is 59 National Societies (31%), including those National Societies contributing through data collection for the DFID partnership. If we including the indicator *#people donating blood*, the figure is 39 (21%). The consolidated total of countries providing data on one or more indicator is 80 (43%), an increase of 13% on last years total, and close to the target for 2012. The response rate against each KPI for the 79 participating National Societies varied from 73% to 95%.

During the reporting period additional 18 NSs signed up and made use of the FDRS platform in providing information on the KPIs. As mentioned above under [indicator 1.2a](#), the delivery of the final product for the FWDRS platform has been delayed, which has also restricted the ability to fully roll it out and increase the take-up .

¹¹ Any of the three people reached indicators) and the 5 other indicators (not including people donating blood)

The key capacity-building activities carried out to support National Society planning, monitoring and evaluation frameworks were as follows:

- The on-line project/programme planning course developed last year is now available in English, Spanish and French. As of end of June, 1,300 people have registered for the course, of which 856 people (66%) have completed the course by taking the final test; a total of 980 people (75%) have taken both modules, but not the test. These figures are cumulative since the launch of the course. The M&E Guide has also been translated into Spanish and French.
- Six live trainings took place (four in Kabul and two in Geneva), including a new training on “managing an evaluation” the total number of participants was 114, bringing the cumulative total to 879. This included a global PMER Training of Trainers workshop where a total of 22 people participated (55% female and 45% from National Societies) raising the number of available “lead facilitators” to 30 and the number of “co-facilitators” to 14. Country- and region- specific follow-up plans were elaborated during the workshop and are being followed up.
- The Operational Plan Database has been available on FedNet since February. By the end of the second quarter more than 80 operational plans from across the world have been uploaded.
- Over 250 people followed an IFRC 20 minute presentation on M&E design hosted by the American Evaluation Association (to be available on FedNet). The ALNAP State of the Humanitarian system report was reviewed and successfully launched in July 2012.

Output 5.5. The IFRC Framework for Evaluations is upheld for all secretariat funded programmes and activities.

Indicators	BL	Annual Target	Year to Date Actual
5.5a # thematic evaluations carried out.	0	2	0
5.5b % of disaster operations which meet the criteria where an RTE was carried out.	100%	100%	Not applicable

No thematic evaluations have been held as yet, but there are a number which will be carried out later in the year. The following evaluations/reviews have been supported:

- A staff satisfaction survey was carried out (see below).
- Beneficiary Communications study (in collaboration with infoasaid): final report submitted.
- HIV/Aids Global Alliance evaluation: ToR finalised, identifying consultants.
- Decentralisation of IFRC secretariat evaluation: identifying consultants.
- Evaluation of the Shelter review: ToR finalized, identifying consultants.

A web-based version of the plan of evaluations for the year has been developed. Roll-out is expected for the next quarter.

So far this year no disaster operations met the criteria for an RTE to be carried out. A meta-review of all RTEs carried out so far was postponed due to competing priorities. A review will be carried out in the second half of the year to ensure that all long term and emergency operations carry out any evaluations for which they meet the criteria.

Output 5.6. The secretariat is seen as a competitive and well functioning organisation in support of IFRC governance and membership.

Indicators	BL	Annual Target	Year to Date Actual
5.6a responses in staff satisfaction survey	0	N/A	65%
5.6b responses in Governance satisfaction survey.	0	TBD	N/A
5.6c responses in NS satisfaction survey.	0	TBD	N/A

5.6d % expenditure against budget of secretariat long term plans	90%	95%	66%
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The 1,484 out of 2,300 IFRC secretariat staff completed the survey gave a response rate of 65% - was judged by the external company as high compared with other organisations. The overall results of the staff survey responses were circulated to all staff, and the detailed results per division were discussed in divisional groupings. The surveys mentioned in 5.6b&c are yet to be developed.

Stakeholder participation and feedback

All the five areas covered by the NSKD long-term framework place a lot of importance on the meaningful involvement in their work by those who it affects.

In the area of **learning**, meetings have been held with a number of interested National Societies, Australian, Swedish and French National Societies leading to agreements or Memorandums of Understanding (MOUs). Swedish, Australian, Finnish and Kenyan National Societies have submitted proposals for expanded training usage of the Learning platform for respect staff and volunteers.

In the area of **organisational development**, a broad range of National Societies (and ICRC) have been consulted on the writing of the *Fundamentals of National Society development* (which will clarify what the IFRC understands by National Society development and to set a common language), other organisational development and capacity building guidance, and a Movement-wide framework for 2013. These consultations included a meeting in January with eight National Societies and external partners; the Secretary Generals' panel on National Society development in March; and an OD advisors panel meeting in London in May.

The achievements related to **youth and volunteering** were done in collaboration with National Societies and external partner organisations¹². The global meeting with the IFRC Youth Commission and regional youth network representatives led to recommendations on strengthening youth engagement, to be further consulted on and presented at the Global Youth Conference in December 2012.

The **planning, monitoring, evaluation and reporting** community email list has continued to grow and by August will have been developed into a Community of Practice on Fednet, to facilitate the exchange and discussion between PMER professionals in National Societies and the global secretariat. Those discussions are a primary source of guidance for the development and use of current and future PMER tools and approaches.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
Organizational Development		
<ul style="list-style-type: none"> Positive factor: The IFRC secretariat is expected to take the lead on National Society development. Financial and technical support is increasingly offered by several National Societies and the ICRC on specific global OD deliverables. 	H	<ul style="list-style-type: none"> Scale up our OD knowledge development, support and quality assurance work, and bring further on board the various partners interested to contribute and benefit.

¹² British Council's Global Changemakers Programme, International Association for Volunteer Effort, Voluntary Service Overseas and United Nations Volunteers

<ul style="list-style-type: none"> • Positive factor: Bilateral, regional or thematic initiatives led by various Movement components (National Society international programmes, 8 National Societies initiative, ICRC) increase the use of different approaches and language. 	M	<ul style="list-style-type: none"> • IFRC to lead in providing OD expertise to steering groups of these initiatives and to take part in evaluations. Ensure that the Framework and Principles for building Strong National Societies becomes Federation-wide practice.
<ul style="list-style-type: none"> • Positive factor: Having the <i>Fundamentals of National Society development</i> written in 2012 and a <i>Framework for building strong National Societies</i> approved at the Council of Delegates in 2013 is a concrete opportunity to increase the sphere of influence and credibility of IFRC worldwide as part of enabling action 2 of Strategy 2020. 	M	<ul style="list-style-type: none"> • Develop and/or disseminate the <i>Fundamentals of National Society development</i> and a <i>Framework for building strong National Societies</i> within the Movement. Participate in external fora on non-profit organisations to share our expertise and further our knowledge
<ul style="list-style-type: none"> • Risk: different understanding, mindsets and language in the Secretariat and Movement-wide on what is meant by National Society development. Lack of coordination on various initiatives to support National Society development. 	H	<ul style="list-style-type: none"> • Clarify what is meant by National Society development, lead and advise Movement-wide and increase leading role on National Society development. Increase exchange between National Society development actors, e.g. through communities of practice.
Learning		
<ul style="list-style-type: none"> • Positive factor: High interest from National Societies in using the IFRC Learning platform for their staff and volunteers. 	H	<ul style="list-style-type: none"> • Increased resources for business development and quality assurance for Learning Network, linking academic courses and Learning platform learning opportunities with identified needs of NS
<ul style="list-style-type: none"> • Positive factor: Increasing number of online courses in the pipeline from both secretariat programmes/departments and National Societies 	H	<ul style="list-style-type: none"> • Resource a quality assurance system to support NS content development and evaluation of learning outcomes for staff and volunteers
<ul style="list-style-type: none"> • Positive factor: Face-to-face training remains an important component of secretariat service to National Societies (expenditure on “workshops & training” of 23 million CHF in 2010). 	H	<ul style="list-style-type: none"> • Develop and implement global evaluation tool for all movement “workshops and training” participants to assess learning outcomes and impact for National Societies.
<ul style="list-style-type: none"> • Positive factor: ICRC has created an E-learning solutions unit as part of its Learning and Development Division to ramp up use of online learning. 	L	<ul style="list-style-type: none"> • IFRC to pursue development of common pedagogical approaches and tools with the ICRC.
<ul style="list-style-type: none"> • Risk: Marketing and promotion of all academic courses remain a very fundamental factor for sustainability of these courses. 	H	<ul style="list-style-type: none"> • LOD to develop a comprehensive marketing and promotional strategy for all academic courses.
Youth and volunteers		
<ul style="list-style-type: none"> • Risk: The protection of volunteers in their service to vulnerable people must be increased. 	H	<ul style="list-style-type: none"> • More advocacy efforts to increase the percentage of volunteers insured and more preventive strategies put in place to protect volunteers and facilitate enabling environments.
<ul style="list-style-type: none"> • Risk: National Societies are expected to fund the participation of their youth 	H	<ul style="list-style-type: none"> • Fundraising is required at the, closely monitored with zone offices and donors

representative at the Global Youth Conference. However, this is challenging.		approached together with Resource Mobilisation colleagues in Geneva.
<ul style="list-style-type: none"> • Risk: Greater attention to the economic and social value of volunteers in strengthening resilience and sustainable development. 	H	<ul style="list-style-type: none"> • The YAVD department has incorporated different initiatives in its plan of action to work on this aspect.
<ul style="list-style-type: none"> • Risk: Difficulties to properly measure the number of volunteers and effective volunteer management systems using the FWRS is being experienced because of reporting challenges by National Societies. 	H	<ul style="list-style-type: none"> • More advocacy efforts to highlight the importance of the FWRS must be done and in the meantime, complementary systems must be designed to capture and measure the indicators.
Planning and evaluation		
<ul style="list-style-type: none"> • Positive factor: All tools and guidance documents are now finished, and the global ToT and new community of practice increased enthusiasm and connections in the PMER community. 	H	<ul style="list-style-type: none"> • Capitalise on the existence of well-received completed tools by following up on capacity building plans world-wide
<ul style="list-style-type: none"> • Risk: The tools and guidance in place do not always connect with the needs of IFRC & National Societies when carrying out their planning, monitoring, evaluation and reporting. 	M	<ul style="list-style-type: none"> • Increase the awareness and practical application through live training, online training and mentoring / coaching at the local level.
<ul style="list-style-type: none"> • Risk: The IFRC revised planning system requires some time to be well understood and used as intended across the secretariat. 	H	<ul style="list-style-type: none"> • Review the application so far and make clarifications and /or adjustments where necessary.
Information Services		
<ul style="list-style-type: none"> • Positive Factor: 61 NSs signing the DD pledge at the International Conference indicates a broad support for this initiative and recognition of its CB potential. 	H	Continue to follow up with the National Societies who signed the pledge
<ul style="list-style-type: none"> • Risk: Lack of funding for digital divide initiative means it will not be possible to deliver the intended 25 National Societies capacity building projects by the end of the year. 	H	Allocate more financial resources to the initiative and need to maintain as an resource mobilisation priority.
<ul style="list-style-type: none"> • Risk: ISD restructuring plan on hold, not able to source where needed 	H	Support ISD restructuring plan
<ul style="list-style-type: none"> • Risk: Project manager position still open. Not enough resources to manage and deliver the projects in time as planned. 	H	Approve additional resources for project management on the project budget

Lessons learned and looking ahead

For **youth and volunteers**, the organising of the Pan African Youth Conference (18-19 October 2012) and Global Youth Conference (9-12 December 2012) are well underway. Discussions will focus on addressing the diverse and complex humanitarian challenges and the role of youth as agents of change in their communities, youth in service delivery and in leadership and strengthening youth regional networks. In addition, a IFRC Youth Strategy which will be developed.

The main areas of work for completion in the second half of 2012 include: the e-learning induction course; guidance on senior volunteering; case studies on the social value of volunteers; entrepreneurial and

innovative leadership framework for youth; global volunteer management and leadership mapping and direction setting (2012-2016). A final focus will be implementation of Resolution 4 of the International Conference and the revised volunteering and youth policies. As noted above, an improved system for collecting data on numbers of volunteers will be developed.

Focus areas in **learning** will include improving internal understanding of the capabilities online course development, ensuring better linkages between learning and capacity building activities, and developing a strategy to ensure sustainability of academic courses.

In the area of **organizational development**, recent reports and case studies¹³ demonstrate that the National Societies who invest in the development of simple and sustainable service delivery capacity within communities are more agile than others in mobilising resources¹⁴, even in the short term (1 to 3 years). While work can be supported from outside communities, international “technical” programs such as health and disaster response can contribute to strengthen National Societies¹⁵ only if designed to support existing capacities, and the long-term vision of the National Society leadership. Reports and comments on these topics can be accessed and debated on the Community of National Society development practice on [FedNet](#)¹⁶. Contact je.brodier@ifrc.org for more information on this.

Looking at this recent learning and previous experience, the *Fundamentals of National Society development* are being written to clarify what the Federation secretariat understands by National Society development and to set a common language. Other tools such as the Capacity Building Fund and other specific guidance are being improved or developed to ensure Movement-wide and coordinated support to National Society development.

Focus areas in **planning and evaluation** will include a global PMER meeting in September, rolling out the tools completed in August: National Societies strategic planning guidelines and toolkit and the PMER pocket guide, as well as continuing to build on the take up of the project/programme planning online course, especially in French and Spanish. Various large-scale evaluations (HIV/AIDS global alliance, the IFRC's shelter role and the decentralization of the secretariat, implementation of governance decisions) will all be supported, in addition to supporting ongoing trainings and technical assistance. Improving the rigour and quality of research in the IFRC will be another focus area.

For **information services** as reported in the [2011 Annual Report](#), three factors will play an increasing role in our IT strategy: 1) migration to the “cloud”, 2) “consumerization” of IT (increasing use of personal phones and other devices), and 3) humanitarian competitors. We have completed a Cloud Roadmap project with Accenture that provides the business case for our applications and infrastructure. Secondly, the increasing use of personal phones and other devices will change our technology support approach. The high usage of mobile phones by our beneficiaries also means we will increase our portfolio of mobile applications. Thirdly, we know from our NetHope membership (where 35 of the largest international non-profit organizations collaborate) that Information for Development (I4D) initiatives are on the rise. We are working with the Health Department on a pilot program, asking what our portfolio of leading I4D projects needs to be in order to maintain a leadership position. This is perhaps our greatest challenge, but also the greatest opportunity for change for good.

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

¹³ From the National Societies of El Salvador, Namibia, Burundi, Ghana and Vietnam

¹⁴ People, in kind contributions and financial contributions.

¹⁵ As per the definition in [Building strong National Societies: Our common endeavour. A comprehensive framework.](#)

¹⁶ <https://fednet.ifrc.org/en/communities/communities-of-practice/Home/?clubId=66>

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
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

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