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National Society and Knowledge Development Division Annual Report 2012

 International Federation
of Red Cross and Red Crescent Societies

SC3 30/04/2013

**This report covers the
period from 01/01/2012
to 31/12/2012**

*Volunteer of the Azerbaijan Red
Crescent Society during the
beneficiary satisfaction survey
after the DREF operation
September, 2012
Photo: Ekaterina Daummer / IRFC*



Overview

The National Society and Knowledge Development Division (NSKD) is one of four business groups in Geneva made up of five departments¹ and providing services to all secretariat business groups Federation-wide. The mission of NSKD is to help extend the scale, quality, and impact of the work of the International Federation through knowledge, capacity building, and standards and systems development. This report focuses on the progress in achievement of the targets set for the [Long-Term Planning Framework 2012-2015](#) objectives in 2012, and also includes information on other key areas of NSKD departments' work contributing to the fulfilment of its mission.

Key achievements along areas of responsibility:

1. Under the framework provided by Strategy 2020, *prepare and keep updated*, in consultation with the other business groups in Geneva and the advisory bodies of the Governing Board, *specific strategies, guidance, and standards concerned with sustainable National Society development* including, in particular, leadership strengthening, volunteering development; and youth engagement in the context of the changing world. *This includes a databank of objectively-analysed National Society capacities that creates greater self-awareness of their profile at all levels, work, programmes and operating standards, strengths, gaps, and their future potential for boosting their own development (Business Lines 1, 3, 5).*

In 2012 **111 National Societies** (59%) provided one or more of the following through the Federation-wide Databank and Reporting System (**FDRS**): strategic plans, financial statements, and annual reports. **Eighty three National Societies** provided an annual report, **78** provided a strategic plan, and **9** provided a financial statement. **Seventy eight National Societies** (42%) provided data

¹ During the reporting period: Information Services, Learning and Organisational Development, Performance Development, Planning and Evaluation, Youth and Volunteering

on one or more FDRS key performance indicators, and **27 National Societies** (14%) provided data on all seven. These figures have been validated and verified for information provided by National Societies during at least one reporting cycle covering the period 2009-2012.

According to the data collected in 2012, **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.

During the reporting period, **4 National Societies** (Burundi, Liberia, Namibia and China) **were provided with** technical support to reshape their vision and/or to formulate and implement OD plans, and other relevant **support to self-development plan**. **10 National Societies** (China, El Salvador, Macedonia, Namibia, Seychelles, Colombia, Yemen, Central African Republic, Liberia and Montenegro) **have been supported in implementing a self-development plan** over three years with financial support through the Capacity Building Fund (CBF).

2. Set up the model for an independently-validated Federation-wide peer review mechanism to accredit and rate National Societies following the development of agreed criteria for excellence by which the functioning of National Societies can be benchmarked (Business Line 1).

The cumulative **number of National Societies having participated in an OCAC self-assessment** (phase I) by the end of 2012 **is 36**. In 2012, 22 Societies conducted such an exercise adding to the 14 done in 2011. The initial approach focused on National Societies in Europe and Western & Central Africa, and the methodology has now been tested in all Zones as National Societies initiated the process in Asia/Pacific and the Americas. In addition to these OCAC self-assessment sessions at a National Society level, **the methodology has been piloted at branch level** in the Red Cross Societies of Russia (3 branches) and China (8 branches), and are being used to test a new approach in countries with an exceptional size or complexity. These additional assessments were necessary to either prepare for an assessment at the national level (Russia) or to validate the findings of such a national assessment throughout the organization (China).

Three trainings for OCAC facilitators were held in 2012 thereby increasing the **pool of OCAC phase I facilitators to more than 60 OD experts** from National Societies, the IFRC and the ICRC, also ensuring a larger representation of the various Zones. Related, the capacity to support and manage the process at Zone level have been built and strengthened, with the Europe Zone being able to lead on the organisation and facilitation of such workshops in National Societies, and with the Americas and Asia/Pacific Zones able to do so in the first semester of 2013.

The Ethiopian RC has been provided with support to develop an action plan that addresses recommendations made following its self-assessment exercise. Furthermore, support was provided to engage them with Government and UN partners to identify possible future cooperation and to help them better define niches for RC programming. Added to the existing change plan that was drafted using the OCAC results, this provides the Society with a clear view of what they want to do in the future, preparing them for holding a CAS meeting early on in 2013. Other approaches have been tested in selected National Societies, such as a presentation of OCAC findings to the Governing Board of the Irish Red Cross. These approaches could pave the way of the development of a system to follow-up on OCAC assessments, and support National Societies that are willing to address the weaknesses identified.

3. Develop a system for education, training, knowledge-sharing, and research based on the accumulation of Red Cross Red Crescent experience that strengthens the professional qualifications and competencies of Red Cross Red Crescent staff and volunteers at all levels (Business Line 1).

As of end of 2012, there were **33,161 active users on the Learning platform** for 186 National Societies. 78% of these users are National Societies' staff and volunteers. Seven National Societies already have more than 1,000 users online, and 47 National Societies have over 100 users. More

than **7,951 courses were completed** in 2012. Since the inception of the Learning Platform, staff and volunteers have taken trainings for an estimated value of CHF 7,359,050.

The completion rate for the “essentials” courses (World of Red Cross and Red Crescent (WORC), Strategy 2020, Stay Safe, Code of Conduct and project/programme planning (PPP) **was 47%** for the year 2012, exceeding the annual target of 35%. There was an average monthly growth rate of 3.85% in the beginning of the year.

Four new accredited courses were introduced during the reporting period (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)

The curriculum of the **new online Certificate Programme in Disaster Management** was designed for the online course to commence in April 2013.

In 2012 the **number of subscribers to online youth social media initiatives** reached **20,951**.

4. Establish, in dialogue with Movement partners, a contemporary review of the interpretation of the fundamental principles, leading eventually to the production of an updated commentary (Business Line 1).

This activity is being co-led with the humanitarian values and diplomacy division. It was planned to start in earnest with the preparations for the 50 year anniversary of the Fundamental Principles during the early part of 2013.

5. Maximize the cost effective adoption of modern information technology across the Federation and facilitate the closure of the internal digital divide among National Societies to enhance productivity, knowledge sharing, and means for innovative collaboration and outreach (Business Line 5).

In the reporting period, preliminary surveys of ICT capacity have been carried out with the Maldives Red Crescent. **Detailed assessments have been carried out with 5 National Societies** (Central African Republic, Kyrgyzstan, Niger, Tajikistan and Timor Leste). **ICT development plans have been finalized by 7 National Societies** (Liberia, Mauritania, Papua New Guinea, Somalia, Tajikistan, Uzbekistan and Yemen). Project Memorandums of Understanding have been signed with the National Societies of Somalia and Uzbekistan, and project implementation is ongoing with the Sudanese Red Crescent.

A **Digital Divide project toolkit and methodology have been developed**, based on tools used during the pilot programme in 2011 and expanded to incorporate links to fundraising opportunities for National Societies. This toolkit is now in use in all the partnerships mentioned above.

In 2012 **129 NSs have been granted access to the applications inventory** (Technology Catalogue).

6. Establish a Federation-wide planning, reporting, and evaluation systems (including oversight and support for Strategy 2020 implementation), that shows partners, donors and the public that the Federation is an effective, accountable and trustworthy market leader (Business Line 5).

By the end on December 2012 a total of **81 National Societies have updated their strategic plans** in line with Strategy 2020. The Federation Wide Reporting System (FWRS) has merged with the Federation Databank (FD) to form Federation Wide Databank and Reporting System (FDRS). Please see above (1) for details.

The **following evaluations/reviews were supported by NSKD in 2012:**

- *Shelter review*: review ongoing, first draft of report expected for early February 2013.
- *Decentralisation of IFRC secretariat*: presentation of findings in early 2013.
- *HIV/Aids Global alliance*: the evaluation was expected to complete in January 2013.
- *Governance Review*: Consultants (IMD) were appointed in late 2012 and embarked on their work.
- *Ethiopia Drought Evaluation*: support provided in data collection for the evaluation, report expected to be finalized early 2013.

In 2012 **new guidance tools** on strategic planning for National Societies and a “PMER pocket guide” **were developed**.

[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 below:

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 Action and Volunteering Development	
United Nations Volunteers	Joint Letter, signed February 2004 (recent collaborations described below); collaborated in organising events at Rio +20, June 2012; contributed to the Draft UN Youth Volunteering Strategy, December 2012.
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 2012-2015.
Voluntary Service Overseas International	IFRC is represented on the Advisory Body for the VSO International Citizen's Programme; and there is current discussion on engaging in formal partnership initiatives.
Special Olympics International	Partnership in pilot project involving volunteers through the Mexican Red Cross and Kazakh Red Crescent.
Austrian Red Cross	Jointly organised the Global Youth Conference 2012.
Finnish Red Cross	Financial Contribution toward advancing youth engagement throughout Red Cross and Red Crescent.
Japanese Red Cross Society	Financial Contribution toward advancing youth engagement throughout Red Cross and Red Crescent.
Red Crescent Society of the United Arab Emirates	Financial Contribution and hosting the Global Youth Network Meeting, February 2012.
Sierra Leone Red Cross	Technical resource support toward the substance development and organising of the Pan African Youth Conference and Global Youth Conference 2012.
British Red Cross and Spanish Red Cross	Joint work towards the formation of a global Resource Centre on Volunteering
ICRC	Joint development of a Movement "Humanitarian Education Platform"; and other volunteering development support to National Societies
Performance Development	
Selected National Societies	OD experts from different NS have been trained and joined the pool of OCAC facilitators, to facilitate OCAC workshops in other Societies
ICRC	Technical contributions to the development of OCAC; trained ICRC staff to act as OCAC facilitators
American Red Cross	Coordination on pilot and rollout of the STAR process developed by the American RC and

	OCAC process
Information Services	
Microsoft	MoU signed in Davos Feb 2013, this new agreement makes Microsoft products such as eLearning tools and Office 365 , a powerful email program facilitated by cloud computing, more accessible and in some cases free to National Societies
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 Actual
1.1a Revised commentary on the Fundamental Principles.	N/A	Published study on current understanding and practices.	

This activity is being co-led with the humanitarian values and diplomacy division.

Output 1.2 Federation-wide Reporting System and Databank established.²

Through the development and deployment of the FDRS implementation status report, three new indicators (1.2a,b and c) and corresponding values have been validated and verified for information provided by National Societies during at least one reporting cycle covering the period 2009-2012:

Indicators	BL	Annual Target	Year Actual
1.2a Percentage of National Societies providing one or more of the following through FDRS: strategic plans, financial statements, and annual reports	N/A	N/A	59%

- 111 National Societies (83 National Societies provided an annual report, 78 provided a strategic plan, and 9 provided a financial statement)

Indicators	BL	Annual Target	Year Actual
1.2b Percentage of National Societies providing data on one or more FDRS key performance indicators.	N/A	N/A	42%

- 78 National Societies

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

Indicators	BL	Annual Target	Year Actual
1.2c Percentage of National Societies providing data on all seven FDRS key performance indicators.	N/A	N/A	14%

- 27 National Societies

Output 1.3 An Organisational Capacity Assessment and Certification (OCAC) process established and utilised.			
Indicators	BL	Annual Target	Year Actual
1.3a # NS participated in OCAC self assessment.	0 ³	40 ⁴	36
1.3b # NS participated in OCAC peer review.	0	6	0

22 National Societies have piloted the OCAC phase I in 2012, which led to 36 Societies in total.

As part of a new approach in large and complex countries, the OCAC phase I was additionally piloted at branch level in the Red Cross Societies of Russia (3 branches) and China (8 branches). These additional assessments were necessary to either prepare for an assessment at the national level (Russia) or to validate the findings of such a national assessment throughout the organization (China).

While OCAC phase II (peer review) was planned to be tested in 6 National Societies, none took place due to the lack of National Societies qualifying for this phase. Unfortunately only one National Society met the minimum standard required in phase I.

Systemic weaknesses (defined as weaknesses that were identified in at least 50% of the OCAC assessments) have not changed since earlier reports. Top of the list remains a cluster consisting of a serious deficit in external communication, particularly with donors, Planning, Monitoring, Evaluation & Reporting (PMER), and the capacity to mobilize resources domestically and ensuring a stable and diversified resource base, most often accompanied by a lack of a shared vision of who/what the Society wants to be (definition of identity). Protection of the National Societies reputation and absence of an integrity framework and tools is another cluster.

Capacities to support and manage OCAC at Zone level have been built and strengthened, with Europe Zone being followed by Asia/Pacific and Americas. The first OCAC sessions in the Middle East are planned for January 2013 (Iraq and Qatar).

The pool of OCAC facilitators has been greatly expanded, with trainings taking place in the Americas (Panama), Asia/Pacific (Manila), Europe, focusing on Russian speaking facilitators (Budapest) and Western Europe and IFRC Geneva (Geneva); a total of 45 people have been trained in these sessions.

Follow-up support has been provided on an ad-hoc basis to requesting National Societies, such as the Ethiopian Red Cross. The setup of a system and tools to support NS in addressing weaknesses identified in an OCAC assessment will be developed in 2013, and allow to better link the OCAC with existing NS supporting processes at the IFRC and in the Movement.

³ By the end of 2011, 14 National Societies has participated in a self-assessment

⁴ Modified from 30

Finally, all OCAC related tools and methodology have frequently been revised – and additional supporting document developed - to include learning from pilot exercise and feedback by various technical departments, working groups.

Output 1.4 A learning and knowledge sharing network to strengthen the professional qualifications and competences of staff and volunteers is established. ⁵			
Indicators	BL	Annual Target	Year 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)

The Curriculum of the new online Certificate Programme in Disaster Management with Tata Institute of Social Science (based in India) was designed and will be finalized in the first quarter of 2013. A working group meeting is planned in Mumbai, India during the first quarter to finalize the modules development. The online course will commence in April 2013.

Marketing efforts for all academic courses have been scaled up to ensure that we reach all front line workers in National Societies who are in need of such trainings. In 2013, the Learning team plans to finalize the development of a joint marketing and fundraising strategy with each of the 4 Academic partners (Thunderbird, Manchester, Diplo Foundation, and TATA Institute).

Indicators	BL	Annual Target	Year Actual
1.4b # users (self-registered & licensed) of the IFRC learning platform / learning passport.	15,000	25,000	33,161

As of end of 2012, there were 33,161 active users on the Learning platform from 186 National Societies. 78% of these users are National Society staff and volunteers. Seven National Societies already have more than 1,000 users online; and 47 national societies have more than 100 users.

Indicators	BL	Annual Target	Year Actual
1.4c % completion rate of Red Cross Essentials course.	30%	35%	47%

⁵ The text of this output was revised in order to include both accredited academic courses and Learning platform courses.

The completion rate for Red Cross Red Crescent essentials (World of Red Cross and Red Crescent (WORC), Strategy 2020, Stay Safe, Code of Conduct, and project/programme planning (PPP)) was 47% for the year 2012. This is an outstanding achievement since 20% completion is commonly agreed as average for online trainings.

Indicators	BL	Annual Target	Year Actual
1.4d # Red Talks with attendance over 100 people (live/online).	0 ⁶	24	2

An estimated total of 973 learners have participated in two RedTalks held in 2012. Preliminary analysis of RedTalk #13 learning assessment shows 70%+ achievement against learning objectives.

In addition to the report on these indicators, it should be noted that International Mobilization and Preparation for Action induction (known as "IMPACT") 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 2012, 28 IMPACT took place and circa 550 delegates were trained by over 25 societies.

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 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 Actual
3.1a # research products completed on issues of humanitarian and development concern.	0	4	4

- A funding application for a multi-year comparative study into aid disbursement for sustained community volunteer action has been submitted to DfID in conjunction with the International Development Department of Oxford University.

⁶ 10 Red Talks in 2011

- Case studies on the organizational development experience of the Burundi, Ghana and Vietnam RC societies were produced. Key messages of these case studies were disseminated to OD practitioners and leadership of IFRC and NSs through discussion in Community of Practice and in various meetings and events.
- A research piece on 150 years of RCRC experience in organizational development support to NS was completed.
- A knowledge base capturing fundamentals of NS development was drafted based on 150 years of RCRC experience, recent experiences, and external non-profit research. It will serve as a base for a RCRC wiki on NS organizational development, and contribute to align existing and future National Society development tools.

This year's World Disasters Report (WDR)⁷ 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.

10,000 copies of the English version of the report, as well as 1,500 copies of the summary in French, 2,500 copies of the summary in Spanish and 1,000 copies of the summary in Arabic were printed and distributed within and outside of the Red Cross Red Crescent. Overall, the report has evoked a lot of interest, and has continued to raise the profile of the organization among new constituencies, as well as further cement its place among its partners. It has done likewise at national and regional levels. Gratitude is being expressed to the report's funders for their support, which allowed us to reach new milestones as we aim to continue to produce a quality report, which contributes to the debate related to key international issues that are facing the sector.

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

Nothing to report.

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

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

During the reporting period, 4 National Societies (Burundi, Liberia, Namibia and China) were provided with technical support to reshape their vision and/or to formulate and implement OD plans, and other relevant support to self-development plan. 10 National Societies (China, El Salvador, Macedonia, Namibia, Seychelles, Colombia, Yemen, Central African Republic, Liberia and Montenegro) have continued being supported in implementing a self-development plan over three years with financial and technical support from the OD team (through the NSDF, see 3.4a). Burundi and Ghana RCS have completed their projects and are being supported with follow-up support.

⁷ The World Disaster Report moved to the NSKD division from the programme services division in line with the focus on research.

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 Actual
3.3b # learning platform courses completed by NS staff/ volunteers	5,315 ⁸	8,000 ⁹	7,951

National Society staff and volunteers have completed more than 7,951 courses in the Year 2012. Since its inception, staff and volunteers have taken trainings for an estimated value of CHF 7,359,050.

8 National Societies (Bolivia, Columbia, Ecuador, Guatemala, Honduras, Mexico, Nicaragua, United States), training managers of the regional intervention teams, and the regional reference centers took part in a Learning platform workshop in the Americas (16-17 October) that reaffirmed National Society interest and commitment to scaling up use of the Learning platform, requiring support from secretariat to ensure a harmonized approach and resources to properly provide support and guidance, in cooperation with the Zone's new Learning and innovation Unit.

Indicators	BL	Annual Target	Year Actual
3.3c # senior NS staff completing leadership/management learning.	0	50	40

- 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 was launched 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.
- 20 participants in 2012 (including senior NSs staff, and IFRC and ICRC staff) have successfully completed the Social and Voluntary Sector Leadership Certificate Programme with Thunderbird.
- Two groups (11+9 people) of Chinese RC participated in leadership/management course organized at the IFRC Secretariat

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

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

10 National Societies are being supported in implementing a self-development plan over three years with financial support through the Capacity Building Fund (CBF).

The call for proposals for African NSs to apply to the CBF – OD support modality has been revised and launched in October in parallel with the PanAfrican Conference (PAC). To better inform donors

⁸ 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.

⁹ 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.

and African NSs a side event was organized during the PanAfrican Conference to inform about its scope and functioning (a CBF leaflet was also produced as support material).

The call for proposals for NSs in the rest of the world was also sent a few weeks after. 45 applications were received in total: 18 from Africa, 5 from the Americas, 12 from Europe, 1 from MENA, 9 from Asia Pacific. 8 NSs have been selected in Africa and invited to attend a planning workshop (Burundi, 19-21 February 2013).

The 2013 call for applications to the Empress Shôken Fund (ESF) was launched. 26 applications were received. Evaluation will take place during the first quarter of 2013 in cooperation with the ICRC. Earmarked donations received by the Secretariat for the centenary of the ESF were used for the technological upgrade of the auditorium (in cooperation with the Administration department).

The Design Test Duplicate approach cited in the Building Strong NSs Framework has been redrafted based on learning from Burundi and Ghana OD pilot projects, and will be published in early 2013.

Indicators	BL	Annual Target	Year Actual
3.4b # subscribers to the National Society development community of practice (COP).	0	200	497

497 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).

The number of subscribers of the “NS development” CoP created in May 2012 has reached 60. In addition to this, a CoP was created to support a NS development consultation meeting (31 October 2012) to help participants to share information and to continue the discussion after the meeting.

Indicators	BL	Annual Target	Year Actual
3.4c % heads of IFRC regional and country offices trained in advanced NS development principles, approaches and methods.	0	25%	0%

An internal quality assurance framework has been initiated focusing on HR so that organizational development assistance is up to standard, including improving the skills and competences of OD related positions. A training need assessment – to be used to develop a “learning pathway” on NS Development – was developed and presented at the global OD meeting (Budapest, 20-22 Nov 2012).

Additional information related to this output

An OD coordination and planning meeting was held on November 20-22 to facilitate and coordinate the implementation of the OD aspects of the Secretariat Plan 2012-13. It brought together about 25 IFRC Geneva, Zone and fieldstaff working on OD. This gathering aimed at providing the opportunity to reconnect OD people and teams, share updates, and discuss topics of interest. The outcomes of the discussions shall guide the development of an OD operational plan.

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

Youth Action and Volunteering Development (YAVD) strategic plan. YAVD undertook a strategic visioning exercise to identify key directions for the coming years (2012-2015) and to solidify

a 2013 plan. A strategic plan has been developed and an implementation plan is currently under development. The expected outcomes of this plan are the following to:

- develop the knowledge and expertise of IFRC in Youth Development and Volunteerism
- strengthen volunteer management and leadership practice in National Societies
- promote the value of volunteers
- strengthen youth engagement

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

The figure of 13.66 million Red Cross Red Crescent volunteers is a rough estimate based on the current figures in the FWRS database, the Comparative Report on Volunteer Management Practices in Europe and data provided by the Zone Offices. Currently the FDRS cannot provide comprehensive information. The YAVD department is preparing a consultation to National Societies to update this figure for the 2013.

International Volunteer Day. As part of the International Volunteer Day (5 December), a number of tools were developed aimed at National Societies to proactively follow-up with Government on Resolution #4 (related to volunteering development) of the International Conference of Red Cross and Red Crescent, 2011 Follow-up on the effectiveness of the tools will take place in 2013 in effort to further strengthen support to National Societies in enabling environments for volunteering.

Corporate volunteering. Considering the significant possibilities identified around corporate volunteering and partnerships, a Corporate Volunteering Development strategy was drafted to support National Societies to strengthen their practice in this area. A first step in the implementation of this strategy was achieved in December 2012, when representatives from the IFRC, National Societies and one of IFRC key Corporate Partners (Coca-Cola) attended the first Global Corporate Volunteering conference, which joined 400 Corporate and community representatives. IFRC also participated in a roundtable on Disasters and Corporate Volunteering, attended by high level representatives from Corporates, NGOs and the UN.

International volunteering. A roundtable was held in Geneva during the Human Resource meeting on International Volunteering. The meeting was attended by more than 20 National Societies who both send and receive international volunteers. This led to the establishment of a Google group and continues to connect key stakeholders. Support is also being provided to the European Union National Societies (EUNS) who are engaged in the trial of the European Aid Volunteers (EAV, formerly known as the European Voluntary Humanitarian Aid Corps). The IFRC worked together with the EUNS to develop joint messaging and feedback to the European Union on the design of the EAV model. These messages were subsequently utilized by National Societies in their meetings with their own Governments and used by the IFRC EU office in their advocacy with EU representatives. Feedback on the messages has been strong and it is planned to develop further joint messaging for upcoming trial projects and feedback rounds.

Senior Volunteering: Drafting has commenced on a communications guide for National Societies to raise awareness of the importance of developing targeted approaches to Senior Volunteers, tips and guidelines are also being drafted.

Volunteering in Emergencies: A guide to working with volunteers during major emergencies was produced by the Asia Pacific Zone office in collaboration with YAVD department at the IFRC Secretariat, Geneva and contributions from many National Societies. The guide has been widely distributed and has received very strong positive feedback

Indicators	BL	Annual Target	Year Actual
3.5b # NS with <i>effective</i> volunteer management	N/A	65	49

systems in place.			
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According to the information provided by the Zone Offices and the data collected in the report “Volunteer management practices in 19 European National Societies”, to date 49 National Societies have effective volunteer management systems in place. This is a conservative estimate, it is believed that many more National Societies utilise effective volunteer management systems but aren't providing reporting on this.

Insurance for volunteers: In 2012, 41,104 volunteers from 51 National Societies were insured under the IFRC scheme. About 40 National Societies insured their volunteers using funds from DREF or disaster appeals. This is an important improvement compared with 2011 when 24,500 volunteers were insured in 31 National Societies. The aim of the IFRC Secretariat is to have all National Societies insure their volunteers. For 2013, the target is to have 100,000 volunteers insured through the IFRC scheme.

An online induction course for new volunteers of National Societies was posted in the Learning platform. The training course in English has been taken by 410 people since its launch in November 2012; Versions in Spanish, French, Arabic and Russian will be accessible for all people by the end of January 2013. This is the first e-learning course for volunteers offered on the IFRC Learning Platform. Contributions from IFRC Security Unit, Dified, Swedish Red Cross, British Red Cross, MENA Zone and Europe Zone helped make this possible. It has received positive feedback from volunteers.

Security of volunteers: The Guide “*Volunteers, stay safe*”, has been published in five languages (i.e. the four official languages and Russian) and distributed to all National Societies and IFRC delegations. The guide is now available in hard copies and online and Zone and field delegations are encouraged to print and circulate the Guide (e.g. the Tunis delegation printed 500 hard copies in English and Arabic which were sent to five National Societies of North Africa region).

“Coping with Crisis. Focus: Volunteers in emergencies” guide: was produced by the Psycho social support reference centre with support from YAVD. The resource provides guidance on how developing systems to support the psycho-social needs of volunteers. A study undertaken during 2012 on Red Cross volunteers in Indonesia during the Tsunami showed higher rates of issues in Volunteers than in staff.

Volunteer Branch Development: Training was provided to a group of youth leaders from Central and Eastern Europe National Societies on developing volunteer approaches in branches. The training was facilitated in Budapest in collaboration with the Europe Zone Office.

Indicators	BL	Annual Target	Year Actual
3.5c Volunteer development reference centre established	N/A	Established	In process

Assistance was provided by YAVD to the Spanish Red Cross and British Red Cross in the framework of the European Reference Centre on Volunteering, supporting:

- the publication of six e-newsletters (October-December 2012) on volunteer management and volunteering development. The newsletters were sent to a database of 1,124 people globally, in addition to posting it on the reference centre's website.
- the analysis of the data on a comparative and longitudinal research on volunteer management practices in 19 (37%) National Societies in Europe conducted in 2011. The study compared data captured both in 2006 and 2010.
- and development of a draft concept with recommendations for the exploration of a global Resource Centre on Volunteering.

The YAVD provided technical advice on the essential competencies for volunteers and volunteering focal points in National Societies at the last European Network for the Development of Volunteering

(ENDOV) meeting (18-20 October 2012), where 30 volunteering focal points from 19 European National Societies participated. The Reference Centre on Volunteering is strongly linked to this ENDOV network.

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 Actual
3.6a # subscribers to online youth community of exchange.	0	1,000	23,941

The breakdown of the subscribers achieved up to December 2012 is the following:

- As of December 2012, there are subscribers to 6 different FedNet online Youth communities, i.e.: Youth in East Asia: 10; Youth on the Move: 124 (an increase by 71); European Youth Network: 37 (an increase by 19); Youth Engagement following the pre, during and post Global Youth Conference engagement: 775; Volunteering in English: 46; and Voluntariado in Spanish: 22.
- As of December 2012 there are 22,972 subscribers to the online youth social media platforms:
 - The IFRC Youth Twitter account had 2,013 followers.
 - The IFRC Youth Facebook community page had 20,914 members (on the average there is an increase of 946 per quarter).

Contributions from youth action and volunteering development department for this output, not linked to a specific indicator:

The **Youth Commission Work Plan for 2012-2013** was accepted by the Governing Board in June¹⁰. Progress will be reported to the Youth Commission, Under Secretary General for NSKD and Governing Board.

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. More than 70 people attended from the Permanent Missions in Geneva, other youth organizations and the secretariat. Over 100 people participated in the talk through live-streaming 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 were reached through this initiative.

A **global meeting on Red Cross Red Crescent Regional Youth Networks was held in Dubai** in April financially supported and hosted by the UAE Red Crescent. The meeting addressed the role, relevance and added value of regional youth networks. It concluded with key actions and recommendations of concrete ways of strengthening youth networks at the regional level for 2012-2013. The outcomes will be used to develop guidance for National Societies in enabling greater youth engagement as well as knowledge sharing and development throughout the region, and globally.

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

¹⁰ 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.

2011 as well as issues of youth leadership, communications and social media, and the inclusion and empowerment of beneficiaries in service design and delivery. The IFRC was represented by the Senior Adviser, Youth Action.

Global Red Cross Red Crescent Youth Conference 2012 was jointly organized by the IFRC and the Austrian Red Cross in Vienna, Austria on 9-12 December 2012. The theme of the conference was “Youth as agents of change... Making a difference in the world around you”. It was attended by 155 participants from 78 Red Cross and Red Crescent National Societies and 9 partner organisations. The conference generated strong substance which will input to the development of the IFRC Youth Engagement Strategy and be presented to the General Assembly 2013. 65 concept proposals were submitted by National Societies around the key themes of the Conference. Generous financial contributions in supporting sister National Societies to participate in the conference were provided by Austrian Red Cross, Japanese Red Cross, Luxembourg Red Cross, Norwegian Red Cross and Swiss Red Cross.

Pan African Youth Conference was organised by the YAVD, with the Youth Commission and the Africa Zone Office on the 19th October in Addis Ababa. Around 50 youth leaders participated from National Societies throughout Africa, in addition to 20 Ethiopian Red Cross youth leaders having made this conference the largest attended regional youth conference organised in the Africa region. The theme was on “Youth investing in Africa” with a strong focus on entrepreneurship, innovation and sharing of youth-led initiatives on sustainable development and strengthening livelihoods. Partner organisations joining the conference included: World Economic Forum, Global Change Makers of the British Council, International Olympic Committee and Coca Cola, Ethiopian Country Office. The outcome document of the conference was a youth declaration to guide youth action, further entrepreneurship and inter-generational dialogue and strengthen youth networks in the region. Reports on the state of youth engagement in African Red Cross Red Crescent Societies (African Youth Spectrum Report_2012), including regional youth networks (Africa Youth Network concept paper) to support the substance of the conference, were produced.

Pan African Conference: The YAVD contributed to substance and methodology development of the Commission 3, working group 3 (Youth as contributors to a culture of peace) held in the framework of the Pan African Conference.

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

The IFRC participated in 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 meeting focussed on: advocacy and recognition of the contribution of volunteers to sustainable development; and plans and possible areas of collaboration among stakeholders in 2012 and beyond. IFRC plans to collaborate with UNV on the follow-up to the Global Volunteer Conference 2011 and the post-2015 development agenda process.

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. The contribution to Rio +20 by YAVD also included:

- The creation of a blog aimed to discuss on the concept of resilience with young RCRC volunteers, which registered contributions from twelve National Societies. The blog was linked with the youth social media (Facebook and Twitter) to enhance and make visible the

discussions around the various topics on strengthening communities. On the average there were 17,625 people reached weekly.

- A virtual photo gallery accompanied by stories on resilience and sustainable development was created and shared with National Societies to be used for advocacy efforts.

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 which identified 19 active Red Cross and Red Crescent regional youth networks and formed the foundation for the global youth network meeting held in Dubai supported and hosted by the UAE Red Crescent.

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”. The Chair of the Youth Commission was on the panel on Youth and Volunteering. In addition, the IFRC and Global Changemakers of the British Council held a joint side event on “Young People as Agents of Change, Experience of the British Council and the International Federation of Red Cross and Red Crescent Societies (IFRC)”.

Media activity was undertaken on International Volunteers Day encouraging Governments to make volunteering ‘safer and easier’ through appropriate legislative responses. The press releases were picked up by a number of international and local media and re-distributed by other National Societies particularly in the Americas and Africa.

Indicators	BL	Annual Target	Year Actual
4.1d # NS / IFRC staff who complete the DIPLO course in HD-related training	0	25	56

56 new volunteers and staff from the Red Cross Red Crescent Movement successfully enrolled in the online certificate course in Humanitarian Diplomacy in 2012. The RCRC Learning Network Alumni will be developed in 2013 to link all graduates from courses offered through the Learning Network. The alumni will promote peer support among all graduates from the Learning Network.

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.

Contributions from ISD for this output, not linked to a specific indicator:

The 2005 partnership MOU with Microsoft for Europe, Middle East and Africa is being expanded to a Global Strategic Account agreement. Microsoft has provided a status report and initial funding proposal at the May CIO Summit, and ISD jointly with legal department resolved 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 5.3 Well-connected National Societies that function effectively and participate fully as Federation members.

Indicators	BL	Annual Target	Year Actual
5.3a # NS with action plans in place to “cross the digital divide”.	0 ¹¹	32 ¹²	32

In the reporting period, preliminary surveys of ICT capacity have been carried out with the Maldives Red Crescent. Detailed assessments have been carried out with the National Societies of the Central African Republic, Kyrgyzstan, Niger, Tajikistan and Timor Leste. ICT development plans have been finalized by the National Societies of Liberia, Mauritania, Papua New Guinea, Somalia, Tajikistan, Uzbekistan and Yemen. Project MoUs have been signed with the National Societies of Somalia and Uzbekistan, and project implementation is ongoing with the Sudanese Red Crescent.

A project toolkit and methodology has been developed, based on tools used during the pilot programme in 2011 and expanded to incorporate links to fundraising opportunities for National Societies. This toolkit is now in use in all the partnerships mentioned above.

Major global programme funding is being sought from the Saudi Red Crescent (repeat funding), Qatar Red Crescent and government, Korea Red Cross and government, Kuwait Red Crescent government, Samsung, and the OPEC fund for International Development.

National Society assistance is being sought both through funding and through extending the programme into bilateral partnerships.

A Digital Divide Community has been established in new FedNet communities, with 74 current members. The digital divide email list now has 257 members.

Indicators	BL	Annual Target	Year Actual
5.3b # NS accessing the new Technology Catalogue ¹³	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 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.

¹¹ 17 in 2011

¹² Cumulative target for the end of 2012

¹³ 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.

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 129 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:

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 Actual
5.4a # NS with a strategic plan in line with Strategy 2020.	62 in 2011	100	81

By the end of December 2012 a total of 81 National Societies have updated their strategic plans in line with Strategy 2020.

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 Actual
5.5a # thematic evaluations carried out.	0	2	4
5.5b % of disaster operations which meet the criteria where an RTE was carried out.	100%	100%	Not applicable

1. A culture and practice of quality and reliable planning:

- By the end on December 2012 a total of 81 National Societies have updated their strategic plans in line with Strategy 2020.
- Guidelines on Strategic Planning for National Societies have been printed. Translations in French and Spanish are in process.

- The on-line Project and Programme Planning course is available in English, Spanish and French. To date 2,488 people have taken the course.
- Development operational plan for 2013 have been completed for almost all business groups. The SG approved plans and budget for the zones on 21 December. The approval for the Geneva business groups is supposed to happen in January 2013.

2. A culture and practice of quality and reliable monitoring and reporting:

- Technical assistance is being provided to several departments of the secretariat.
- In consultation with the health department, PED submitted an abstract (that has since been accepted) for the March 2013 ALNAP conference on the use of mobile phones and the RAMP methodology for data collection in humanitarian contexts. This will highlight lessons from the IFRC experience.
- PE made a substantial contribution to the Africa progress report which was submitted during the Pan African Conference.

3. A culture and practice of quality and reliable evaluation:

- The following evaluations/reviews are being/have been supported:
 - **Shelter review:** review ongoing, first draft of report expected for early February 2013.
 - **Decentralisation of IFRC secretariat:** presentation of findings in early 2013.
 - **HIV/Aids Global alliance:** consultant has been identified and commissioned, and the evaluation has begun, with expected completion in January 2013.
 - **Governance Review:** In collaboration with the Cooperation and Governance Support Department, PED drafted and disseminated the ToR and participated in the recruitment process. IMD was selected, with DIDIER COSSIN as the lead consultant.
 - **Ethiopia Drought Evaluation:** support provided in data collection for the evaluation, report expected to be finalized early 2013.
- An online evaluation register has been created on APPLE to facilitate the management of one's evaluation process from beginning to end. Roll out is happening now.
- Provided technical support to on-going research partnerships and input on research design/methods or data collection tools, to technical file holders from various departments or to zone offices, upon demand.
- Liaised with consultant to support the implementation of the Haiti Evaluation framework.
- Agreed to take on the management of a DFID-funded research programme (GDP 1.2 million) on building national and local capacity for disaster response. In the process of negotiating terms and conditions.
- Supported the first-year partnership with the Graduate Institute (Geneva), whose students delivered in December a research paper on Participatory Approaches to Assess Vulnerability of Climate Change in an Urban Setting. In the process of renewing the partnership for the coming year.

4. Support a culture and practice of PMER through cross-cutting initiatives:

A total of 17 PMER workshops were organized in 2012 across all 5 zones. They resulted in 314 people being trained in PMER-related capacities.

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 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% ¹⁴	72% ¹⁵
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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 October; and an OD advisors panel meeting in London in May.

The pilot of the **Organisational Capacity Assessment and Certification** (OCAC) phase I process has been piloted in 22 National Societies, which led to many feedback from these participating Societies and led to frequent changes in the methodology and tools. This is best illustrated by the fact that the self-assessment tool is now at its 20th version since the process was started, and additional refinements are planned in 2013. The OCAC was also widely shared with leadership of selected National Societies in dedicated workshops, to introduce this new initiative and request feedback on the tool and methodology.

The achievements related to **youth and volunteering** were done in collaboration with National Societies and external partner organisations¹⁶. The global meeting with the IFRC Youth Commission and regional youth network representatives led to recommendations on strengthening youth engagement, which was further consulted on and presented at the Global Youth Conference in December 2012. Strategies relating to developing International and Corporate Volunteering are being developed in consultation with the leadership of National Societies. A major global review on volunteering is being planned by YAVD for 2013 that will deliver unprecedented consultation and input into the development of a Volunteering Development strategy through 2020 and a publication on the "state of Red Cross and Red Crescent Volunteering".

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.

¹⁴ The Secretariat target for the indicator 5.6d stands at 80% of the approved expenditure budget

¹⁵ 72% (excluding GRSP figures) compared to CHF 17,670,000 from LTPF outlook of funding required for 2012

¹⁶ British Council's Global Changemakers Programme, International Association for Volunteer Effort, Voluntary Service Overseas and United Nations Volunteers

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority <u>H</u> Medium <u>Low</u>	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.
<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> endorsed 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 for a 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.
Performance Development		
<ul style="list-style-type: none"> • Positive factor: High interest from National Societies in conducting an OCAC self-assessment workshop, as shown by the high number of new candidates that have asked to conduct a phase I self-assessment based on recommendations from Societies that had gone through an OCAC assessment. 		<ul style="list-style-type: none"> • Continue the good work
<ul style="list-style-type: none"> • Positive factor: Feedback from participating National Societies show that many have followed up on recommendations and are addressing weaknesses identified. 	H	<ul style="list-style-type: none"> • Develop mechanisms, procedures and tools to better support and monitor follow-up measures undertaken by participating National Societies.

<ul style="list-style-type: none"> • Risk: Current resources, both human and financial, do not allow to fund OCAC workshop related costs of all interested National Societies. The OCAC is seen by National Society as a core business activity of the IFRC, and should be therefore covered by IFRC core costs (barême) and not through fundraising. 	Very very H	<ul style="list-style-type: none"> • One additional staff to support pilot and rollout to be hired in 2013. Mobilisation of financial resources – internally and from funding partners – to be identified and raised to guarantee workshop related costs.
<ul style="list-style-type: none"> • Risk: Lack of understanding of benefits and limitation of OCAC, and frequent unrealistic expectations from stakeholders which can lead to participation from National Societies which might not be ready for such an exercise. 		<ul style="list-style-type: none"> • Continue dissemination work of the aims, objectives, use and methodology related to the OCAC initiative, to be done by IFRC Geneva and Zones.
Learning		
<ul style="list-style-type: none"> • Positive factor: High interest from National Societies in adopting the IFRC Learning platform for their staff and volunteers. 	H	<ul style="list-style-type: none"> • Increased resources for business development and quality assurance. Include learning platform services as part of service agreements.
<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. Aligned to ISO quality standards. An standard operating procedure being developed.
<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"> • 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"> • Communications to actively contribute to develop a comprehensive marketing and promotional strategy for all academic courses.
Youth Action and Volunteering Development		
<ul style="list-style-type: none"> • Positive factor: The UN International Year of Volunteers +10 has allowed for raised awareness and focus on volunteering among members and there is significant momentum that can be carried into subsequent years. 		<ul style="list-style-type: none"> • Capitalise on the momentum by continuing to drive initiatives that deliver key benefits and supports to National Societies.
<ul style="list-style-type: none"> • Positive factor: The “Value of Volunteers” Study raised the profile internally of the value and contributions of volunteers and is contributing to a deepened appreciation of their work 		<ul style="list-style-type: none"> • Continue to support initiatives that promote and estimate the economic value of volunteer (such as VIVA) whilst ensuring to expand this to emphasise the social value that volunteers bring.
<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"> • Funding was successfully secured for 60NS to attend the conference.

representative at the Global Youth Conference.		
<ul style="list-style-type: none"> • Risk: That the indispensable roles of volunteers in contributing to resilience and sustainable development are not understood or devalued 	H	<ul style="list-style-type: none"> • Develop strategies to research and demonstrate the value of utilising volunteering as a tool to enhance social, political and economic capital.
<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 FDRS must be done and in the meantime, complementary systems must be designed to capture and measure the indicators. Approaches applied in both the Evaluation of the Pledge 129 and the Development of the RCRC Youth networks discussion paper prove to have a high response rate and should therefore be replicated. Stronger role and contribution of the Zone offices to providing evidence-based information is critical to advancing volunteering. Complementary systems to the FWRS must feature benefits for participation of NSs and ensure the NSs have access to analysed data.
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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Support ISD restructuring plan

Lessons learned and looking ahead

For **youth action and volunteering development**, 2012 delivered stark lessons about ensuring that the focus on the value of volunteering and youth engagement need to be continually promoted

through multiple strategies. Funding was also a key issue, hindering many vital efforts of developing new tools for National Societies in strengthening volunteerism at the community level. Resource mobilisation will require a concerted focus in 2013. The lack of sufficient reliable information about volunteering in National Societies at a zone and global level was also a key issue in 2012 that will be converted into a strategy in 2013.

Some key highlights for YAVD during 2013 will include;

1. Strengthening knowledge and expertise

- Conducting a major Global review on Volunteering in National Societies
- Undertaking a number of research initiatives on the Value of Volunteers, Urban Volunteering, community based volunteers and legal issues related to volunteering
- Developing e-learning courses for Volunteers on Red Cross and Red Crescent, Legal Issues and Branch Development

2. Strengthening Practice

- Establishing a Global Resource Centre on Volunteering
- Producing Case Studies (and other support) on Specialist volunteering (eg. corporate, senior, and international)
- Increasing insurance and other volunteer protection mechanisms
- Facilitating peer approaches in strengthening volunteer management, including communities of practice

3. Promoting volunteers

- Facilitating and presenting the Youth on the Move Award 2013 and Volunteering Development Award 2013 at the General Assembly in Sydney, Australia
- Conducting a media campaign around International Volunteers Day
- Facilitating global platforms and tools for recruitment and promotion of diverse volunteer groups

4. Youth Engagement

- Developing the IFRC Youth Engagement Strategy
- Developing a Movement approach to Humanitarian Education
- Establishing guidance on developing and sustaining youth networks.
- Staging a global youth conference supporting the Australian Red Cross in Sydney, Australia, November 2013

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. The pace of the development of the learning platform is surpassing the investments allocated from management. A sustainable business model is becoming an essential part of the future of the platform as investments are likely to be maintained at the same level. IMPACT is consuming a significant part of the budget and a solution to deliver the coordination service without exhausting the resources of learning and research is due.

In the area of **organizational development**, recent reports and case studies¹⁷ 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 resources¹⁸, 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 Societies¹⁹ 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 FedNet²⁰. Contact je.brodier@ifrc.org for more information on this.

¹⁷ From the National Societies of El Salvador, Namibia, Burundi, Ghana and Vietnam

¹⁸ People, in kind contributions and financial contributions.

¹⁹ As per the definition in [Building strong National Societies: Our common endeavour. A comprehensive framework.](#)

²⁰ <https://fednet.ifrc.org/en/communities/communities-of-practice/Home/?clubId=66>

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.

The **Performance Development department** will continue piloting the OCAC phase I (self-assessment) in willing National Society; the phase II (peer review on internal cohesion and impact) will be developed and piloted in those National Societies that have met the minimum standards of phase I, and are candidate for such an assessment. The methodology and modalities to certify National Societies that meet the set minimum standards will be developed, and rolled out accordingly. The pool of OCAC facilitators will be broadened, to ensure representation of all Zones and all key languages; trained facilitators will be involved in OCAC workshops to build their experience and allow them to conduct such facilitation without involvement of IFRC Geneva. Finally, the OCAC methodology and related tools will continue to be fine-tuned to ultimately be submitted for approval by the IFRC governance.

Focus areas in **planning and evaluation** included a global PMER meeting in September, rolling out the tools completed earlier in 2012: 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. Looking ahead the department will continue its technical support to the Geneva based departments and zone offices. Specific guidance will be developed on collecting baseline data, preparing emergency plans of action and setting up beneficiary complaints and feedback mechanisms. Considering as well the many challenges field teams face to uphold good M&E practices the department will also continue to explore the use of mobile technology for data collection and possibly the use of video to document programme results.

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.

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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

Contact information

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