



Promoting generational change in the Red Cross National Societies of the Americas

Continental Youth Programme 2010-2012
Evaluation report — December 2012

www.ifrc.org

Saving lives, changing minds.

Finnish Red Cross



International Federation

of Red Cross and Red Crescent Societies



Strategy 2020 voices the collective determination of the IFRC to move forward in tackling the major challenges that confront humanity in the next decade. Informed by the needs and vulnerabilities of the diverse communities with whom we work, as well as the basic rights and freedoms to which all are entitled, this strategy seeks to benefit all who look to Red Cross Red Crescent to help to build a more humane, dignified, and peaceful world. Over the next ten years, the collective focus of the IFRC will be on achieving the following strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disasters and crises
2. Enable healthy and safe living
3. Promote social inclusion and a culture of non-violence and peace

© International Federation of Red Cross and Red Crescent Societies, Geneva, 2012

Any part of this publication may be cited, copied, translated into other languages or adapted to meet local needs without prior permission from the International Federation of Red Cross and Red Crescent Societies, provided that the source is clearly stated. Requests for commercial reproduction should be directed to the IFRC at secretariat@ifrc.org

All photos used in this study are copyright of the IFRC unless otherwise indicated.

Cover photo: Youth participants at the Americas Youth Summit 2012 - training of YABC peer educators in Port-au-Prince, Haiti. Ewin Enmore/Guyana Red Cross

P.O. Box 372
CH-1211 Geneva 19
Switzerland
Telephone: +41 22 730 4222
Telefax: +41 22 730 0395
E-mail: secretariat@ifrc.org
Web site: <http://www.ifrc.org>

IFRC Document reference

Contents

EXECUTIVE SUMMARY	4
1. INTRODUCTION	6
2. BACKGROUND	7
3. METHODOLOGY AND ITS LIMITATIONS	8
3.1. OBJECTIVES OF THE EVALUATION	8
3.2. METHODOLOGY AND DATA SOURCES	8
3.3. LIMITATIONS	9
4. IMPACT	10
4.1. OUTCOME 1: YOUTH LEADERSHIP IS STRENGTHENED WITHIN NATIONAL SOCIETIES	11
4.2. OUTCOME 2: ROLE OF YOUTH AS CONTRIBUTORS TO NS PROGRAMMATIC AND ORGANIZATIONAL DEVELOPMENT IS STRENGTHENED	13
BOLIVIAN RED CROSS BETS ON THE YOUTH	14
4.3. OUTCOME 3: ROLE OF RED CROSS YOUTH NETWORKS IS STRENGTHENED	18
OPPORTUNITIES FROM A CRISIS: GENERATIONAL CHANGE IN THE CHILEAN RED CROSS	22
5. SUSTAINABILITY	24
5.1. CONDITIONS FOR SUCCESS AND SUSTAINABLE RESULTS	24
5.2. SUSTAINABILITY OF THE PROGRAMME RESULTS	24
5.3. ADVOCACY ON YOUTH ISSUES	25
PROMOTING THE REDUCTION OF YOUTH VIOLENCE IN SAINT LUCIA	26
6. PROGRAMME MANAGEMENT AND COORDINATION	28
6.1. PLANNING	28
6.2. FINANCIAL AND HUMAN RESOURCES	28
6.3. SECRETARIAT ADDED VALUE AND FUTURE MOVEMENT COLLABORATION	29
7. CONCLUSIONS	31
8. RECOMMENDATIONS	34
9. SOURCES	37
ANNEXES	39
TERMS OF REFERENCE	39
DATA COLLECTION TOOLS	47

Executive Summary

In many National Societies, young people are excluded from decision-making and funds for the development of young people are limited. If National Societies fail to invest in youth, they risk losing a unique opportunity to support the development of the next generation, compromising the future of the Red Cross in the Americas. Although a number of National Societies have made progress in increasing youth participation, the inclusion of youth has in general been slow.

Youth are not only beneficiaries, but leaders and role models inspiring behaviour change at the community level and through peer education; thus providing the Movement an access to their vulnerable peers. Young people bring motivation and dynamism, innovative approaches as well as new volunteers, thus positioning the Movement in the future. If managed properly, youth ensure the continuity of the Red Cross. Thus, youth are an important part of organizational development that need to be present transversally in all actions, especially on issues that concern them.

The *Promoting Generational Change in the National Societies of the Americas* –programme was a continental three-year programme (2010-2012) financed by the Finnish Red Cross and technically supported by the IFRC Americas Zone Office and the Regional Representation Offices of the Americas. The programme aimed to contribute into Strategy 2020's Enabling Action 1: Build Strong National Red Cross and Red Crescent Societies, which calls to educate, enable and empower young people "to be active in leading and participating in voluntary activities and in the governance, management and services of their National Societies".

The programme focused on the expansion of youth volunteer empowerment and capacity building in order to enable young volunteers to genuinely engage in Red Cross leadership. The following continental programme objectives were adapted to the local contexts:

1. Strengthen youth leadership skills in the National Societies.
2. Promote the role of youth as contributors to National Society programmatic and organizational development.
3. Promote renewed emphasis on the membership and role of Red Cross youth networks.

The programme components included supporting regional and national youth networks, developing tools and methodologies on leadership and thematic contents, as well as building up youth' leadership capacities through training, exchanges and engaging them in micro project planning and implementation.

During the first year of the programme, youth development was supported through the Caribbean and Central American regional youth networks (the former consisting of 16 NS and 14 Overseas Branches and the latter of 7 NS). In 2011, the programme expanded to the Andean region (Bolivia, Peru) and in the final year to Chile, Dominican Republic and Haiti, thus covering all the five regions of Latin America and the Caribbean.

The programme was evaluated during its three last months. The evaluation included data collection, desk review of the key documents, semi-structured interviews with key stakeholders, observation of the Caribbean Youth Network Coordination Committee meeting and story collection for evidence-based development stories. The criteria of the IFRC Evaluation Framework were used.

The programme was designed together with youth. During the implementation some relevant changes were made partly due to lack of experience in planning and having set too high expectations. The Secretariat directed the focus more on the National Societies instead of regional activities to better reach the local level. Making the programme continental and at the same time focusing better on NS proved to be challenging and non-compliance to the timetable on the part of all the stakeholders lead to shorter periods of implementation.

The programme had an **impact on individual volunteers through personal capacity building** through trainings and project management experience. The micro projects strengthened the programmatic and thematic skills of the youth and successfully touched themes in which youth can have an added value such as violence prevention and road safety. The projects offered many youth their first opportunity to participate in project management, serving as an opportunity to learn by

Youth participation in the programmes and in their management should be facilitated to guarantee access to vulnerable youth. Photo: St. Lucia Red Cross Society

doing. Youth in many NS have started to contribute to new areas during the programme, including psychosocial support, climate change, road safety education, violence prevention and migration.

For the youth networks, the programme presented an opportunity to continue the work they had started. The Caribbean youth network has now clear structures in place and there is high awareness of the network among the youth representatives in the region. The Central American youth network has gained its space, is now more coordinated and communication between the network members has been facilitated.

The programme raised the profile of the youth. In five additional National Societies, there are now youth representatives on national governing boards. Several youth have also stepped into positions of responsibility in their NS as volunteers and as staff. In Central America, youth have taken a more active role in the decision-making and strategic planning of their NS.



Nevertheless, in most National Societies the impact is yet to be seen at the institutional level. The programme did not address the question of creating opportunities for youth to put their leadership skills into practice and many still lack those opportunities in their NS. The results of the programme show that **the commitment of the NS senior leadership is the key for a real change.** The programme could have reached a better impact if it had invested in changing NS leadership mindsets or focused on NSs with a readiness for change.

Youth turn-over presents a challenge for the sustainability of the results which rests on the leadership and project management skills the youth have gained and on the few institutional advances. Attention should be paid to youth volunteer retention by providing opportunities for personal growth through training and real responsibilities and by recognizing the contribution and value of the youth.

The NSs should develop a clear vision for the roles and responsibilities of young people in consultation with the youth. Youth need to be fully integrated into the long-term development planning and integral organizational development processes of the NSs. Youth participation in the programmes and in their management should be facilitated to guarantee access to vulnerable youth and to use the added value youth can bring to their NSs.

The youth networks would benefit from better commitment of the National Societies, strategic planning, stronger coordination and improving the connection between the regional, national and local levels through active communication. The youth networks should strive to be self-sustaining through improving their resource mobilization and planning, monitoring, evaluation and reporting (PMER) skills as well as looking at cooperation opportunities outside the Movement.

Multilateral and bilateral cooperation could have a better impact focusing on fewer National Societies that are committed to youth development. The IFRC Secretariat should raise the importance of youth in order to provide better support for NS on youth development. Finding a balance between supporting regional and national activities is important. The Secretariat has a also key role in advocating on youth development and participation which requires both human and financial resources.

1. Introduction

In 2009, the Solferino Youth Declaration called for the leaders of National Societies and of the Red Cross and Red Crescent Movement to include youth in decision-making and planning processes at all levels, to leverage on stronger role for youth in programme development and implementation and to strengthen regional networks in order to empower local and international youth structures. Following the Youth Declaration, a three-year continental youth programme *Promoting Generational Change in the Red Cross National Societies of the Americas 2010-2012*, supported by International Federation of Red Cross and Red Crescent Societies (IFRC) and funded by Finnish Red Cross, aimed at challenging the National Societies (NS) in the Americas for generational change through strengthening and promoting youth leadership.

The overall goal of the continental youth programme was to “promote appropriate generational change in the National Societies of the Americas by focusing on the expansion of youth volunteer training enabling young volunteers to genuinely engage in Red Cross leadership”. The programme had the following general objectives for the entire continent:

1. Strengthen youth leadership skills in the National Societies.
2. Promote the role of youth as contributors to National Society programmatic and organizational development.
3. Promote renewed emphasis on the membership and role of Red Cross youth networks.

The programme consisted of projects that developed national and regional tools and methodologies, built up youths’ leadership capacities through training and exchanges and engaged youth in micro project planning and implementation. Adjusted to the realities and working approaches of the different regions, the projects formed a continental youth initiative that strived to create long-term youth development and meet the common objectives set at the beginning of the three-year cycle of the programme.

During the first year of the programme projects were implemented with the regional youth networks in the Caribbean and Central America. In 2011, the programme expanded to the Andean region covering also Bolivia and Peru. In 2012, the programme supported projects in all the five regions of Latin America and the Caribbean: the Andean region, Central America, English-speaking Caribbean, Latin Caribbean (Dominican Republic, Haiti) and Southern Cone (Chile).

The programme was evaluated between October- December 2012 to analyze if - and what kind of - generational change has taken place in the National Societies, the impact the programme has had on National Societies, their youth volunteers and the regional youth networks, identifying programme strengths, key achievements and lessons learned.

This evaluation report presents the background for the programme, methodology of the evaluation and its limitations, and then proceeds to the impact as well as key findings on sustainability and programme management. Section seven summarizes the conclusions and section eight gives recommendations for future youth programming.

2. Background

In many National Societies, young people are excluded from decision-making and funds for the development of young people are limited. If National Societies fail to invest in youth, they risk losing a unique opportunity to support the development of the next generation, compromising the future of the Red Cross in the Americas.

According to the study on the *Future of Red Cross in the Latin America and the Caribbean* (2009), the Red Cross was facing a reduction in the number of young members and their active presence. The decrease in young volunteers was explained partly by the lack of incentives and programmes which attract youth. Although a number of National Societies have made progress in defining specific plans for youth and increasing youth participation at all levels, in general, the inclusion of youth in National Societies has been slow.

In the Guayaquil Commitment, signed in the Red Cross Inter-American Conference in 2007, the National Societies of the Americas committed to “taking measures to ensure that young people have the opportunity to be actively involved in all aspects of our work and our organization”. The commitment confirmed the desire to work towards increased participation of youth in the Red Cross. The Inter-American Plan 2007-2011 stated clearly the importance of youth participation. Strategic Objective 9 sought to “Promote leaders with a clear strategic vision who stimulate and lead change and innovation necessary to put the Global Agenda into practice”, and made a specific reference to the identification of young leaders. Objective 12 mentioned the need to “increase the number of volunteers, improving their preparation to implement programmes and take part in the life of the institution”. Objective 13 referred to the need to “Promote active Red Cross Youth and initiatives in favour of young people, ensuring effective participation in the institutional life of the National Societies”.

In 2009, a participatory consultation was conducted to guide future youth programming. A high number of youth gave their views on how they perceive their National Societies’ leadership and how it could be strengthened. Almost every outcome of previous studies was confirmed by the conclusions. One of the issues was frustration over lack of youth involvement in the institutional life and decision-making in the National Societies. This was connected with the need of change in the NS structures and statutes.

As a way forward the youth concluded that there was a need to create tools for youth development that incorporate leadership and prepare the youth with necessary skills. Exchange of experiences and ideas as well as peer support had to be improved between National Societies and between branches to guarantee in-depth knowledge of the Red Cross Red Crescent Movement. The participatory consultation contributed to designing the continental youth programme *Promoting Generational Change in the Red Cross National Societies of the Americas 2010-2012*, supported by the Secretariat of the IFRC and funded by the Finnish Red Cross.

3. Methodology and its limitations

3.1. Objectives of the evaluation

The purpose of the evaluation was to assess the programme against the general and component specific objectives set for 2010-2012: analyzing if - and what kind of - appropriate generational change has taken place in the National Societies, the impact the programme had on National Societies, their youth volunteers and the regional youth networks, identifying programme strengths, key achievements, lessons learned and providing recommendations for future youth programming in terms of implementation methods, different collaboration models as well as governance and administrative procedures.

3.2. Methodology and data sources

The evaluation was largely qualitative. In addition, some quantitative data was analysed. The evaluation consisted of:

- ◆ Revision of the baseline data available
- ◆ Desk review of programme proposals, plans and narrative reports, budgets and financial reports, email correspondence
- ◆ Questionnaire for the National Societies on the indicators for the general objectives of the programme
- ◆ Questionnaire for the Caribbean and Central American regional youth networks on the indicators for the general objectives
- ◆ Semi-structured interviews with key stakeholders via skype or in person
 - ◆ Youth volunteers/youth network members involved in the programme
 - ◆ Current or former National Society staff related to the programme
 - ◆ IFRC Country Support Plan and Organizational Development Coordinators
 - ◆ IFRC Organisational Development Advisor
 - ◆ IFRC Regional Representatives for the Caribbean and Central America
 - ◆ IFRC Americas Zone Office (AZO) Youth Coordinator
 - ◆ IFRC AZO current and former Volunteer Coordinators
 - ◆ Finnish Red Cross Regional Representative for Latin America and the Caribbean
- ◆ Observation of the Caribbean Red Cross Youth Network Coordination Committee meeting and a session with the Coordination Committee to analyze Strengths, Challenges, Opportunities and Resources of the network and to identify recommendations for a way forward for the network
- ◆ Story collection for the evidence-based development stories on good practices and lessons learned from the three years of the youth programme by a consultant



In the programme, youth volunteers developed tools and methodologies on leadership and thematic contents, as well as built up their leadership capacities through training, exchanges and micro projects. The ACE project in St. Lucia trained a group of 50 young persons aged 12 to 17 years as peer mediators, to disseminate conflict management messages to young persons of the same age range throughout the island. Photo: St. Lucia Red Cross Society.

3.3. Limitations

The scope of the evaluation was wide; it included all five regions of Latin America and the Caribbean. Focus was on evaluating Central American and Caribbean regions that were involved in the programme throughout its lifespan, but also the Andean region, Latin Caribbean and Southern Cone were included. The wide scope limited the depth of analysis.

There was no proper baseline data available nor the data from the participatory consultation that was conducted in 2009. The few possible baseline data sources did not provide a complete picture of the situation prior to the programme implementation. The understanding of the baseline rests largely on the institutional memory of some long-term actors.

The National Societies that implemented the programme either through the regional youth networks or as individual National Societies were sent a questionnaire to collect especially quantitative data on youth development. The response rate was low: eight National Societies and one Caribbean overseas branch of the British Red Cross returned their completed questionnaires.

The programme runs through the year 2012 and the final reports are due only in 2013. Since the evaluation was finished by mid-December 2012, some activities were yet to be implemented while the report was being written. Thus the financial and narrative information available for the year 2012 was not complete.

4. Impact

This section examines the impact of the programme *Promoting Generational Change in the Red Cross National Societies of the Americas*. It seeks to assess the extent to which the programme has strengthened youth leadership within National Societies, the role of youth as contributors to NS programmatic and organizational development and the role of Red Cross youth networks, contributing to the overall programme goal: “Increase youth involvement in programme development and institutional life of National Societies”.



Young people bring motivation, dynamism and innovative approaches to the Movement. Photo: Jaime Huerta Osorio, Peruvian Red Cross.

Youth volunteering has to be understood in a comprehensive way: youth are not only beneficiaries, but leaders and role models inspiring behaviour change at the community level and through peer education; thus providing the Movement an important access to their vulnerable peers. Young people position the Movement in the future bringing motivation and dynamism, innovative approaches as well as new volunteers. If managed properly, youth ensure the continuity and sustainability.

According to the Global Youth Consultation conducted in 2011, the best ways to encourage youth volunteering are recognition, ownership (genuine responsibility), training, international participation and formal commitments. While it is important to develop the capacities of the youth, train youth in leadership skills and provide them opportunities to develop their self-esteem, youth also need to be recognised and given opportunities to take responsibility transversally in programmes as well as in the decision-making bodies of the National Societies at all levels. Youth are an important part of

organizational development that need to be present in all actions, especially on issues that concern them.

The programme with its objective of increasing youth involvement in programme development and institutional life of National Societies was - and continues to be - relevant for building strong National Red Cross Societies. Developing youth participation was not the first priority of all National Societies; however the overall goals of the programme were flexible and could be adapted to local contexts and needs.

Developing youth participation in the National Societies is a long-term process, and many outcomes are yet to be seen. In most National Societies, there is support for training youth in leadership skills, but many steps need to be taken to bring youth to lead positions in the management and governance. The programme has laid foundations for a generational change, but it alone can not make a change. The understanding, will and support of senior leadership are keys to a real change.

4.1. Outcome 1: Youth leadership is strengthened within National Societies

The programme, designed together with youth, aimed at increasing youth involvement in programme development and institutional life of National Societies through strengthening youth leadership, project management skills and regional or national youth networks.

The programme activities had an **impact on individual volunteers through personal capacity building** in trainings and through practical project management experience which has functioned as a learning by doing method. This allowed youth to gain skills and knowledge and develop at the individual level.

The programme raised the profile of the youth and created a basis for a leadership change. In many NS, youth are now on the agenda and some real opportunities have been created. In Central America, the youth have gained experience and the senior leadership recognizes the value of the youth, demonstrating that by including them in the decision-making in many National Societies. Central American youth have participated more actively in developing their National Societies' strategies and they have been given lead roles in facilitating working groups in the strategic planning meetings. In El Salvador, youth have participated more actively in electing the leaders of the National Society. In Costa Rica, youth are part of the national volunteering commission where they advise on volunteer management. Several youth have also stepped into positions of responsibility in their National Societies as volunteers and as staff such as in Nicaragua where the youth director and coordinator of the regional youth network was chosen to the position of the Volunteer Director of the National Society.

In Chile, the profile of the youth has been raised since the earthquake in 2010. The NS president values the participation of youth and has been a key person in promoting the participation of youth in the national governing board. In March 2012, the governing board decided to include a youth representative in the board with the right to speak, and at the end of the year 2012 it was institutionalized through a statutory reform to always have a youth representative in the board with the right to speak and vote. Also the Guatemalan Red Cross and three additional National Societies in the Caribbean (Dominica, Trinidad & Tobago, St. Vincent) have now youth representatives in their national governing boards in as a result of direct conversations.

In the Andean region, Bolivian Red Cross has given the right to vote for its volunteers and Peruvian Red Cross is to do that at the end of the year. These changes have the potential to improve youth



International Volunteer Day Celebrations in Lima, Peru on December 5, 2012. Photo: Hector Flores Reyes, Peruvian Red Cross.

participation in decision-making. The Peruvian Red Cross proposal for the new statutes will also include having a youth representative in the governing boards at all levels. Also the Costa Rican Red Cross is developing a similar proposal.

Nevertheless, the impact of the youth leadership is in most National Societies yet to be seen at the institutional level. The crucial question is if the skills and knowledge the youth have gained through the programme will be taken to that level. Many youth still lack the opportunity to put their leadership skills to use in their National Societies. The commitment of the NS senior leadership is the key in creating these opportunities. Active promotion is needed on their part; without it, there will not be a real impact on the institution and the results of the programme can not be sustained.

In the National Societies where there are youth representatives on boards, the challenge is how to use the decision-making spaces that have been given: to translate youth participation into actually being able to have a say and power. This depends largely on the NS commitment to positioning youth. After succeeding in having a youth representative in the governing board, the Chilean Red Cross plans to focus on the quality of the participation by training a number of youth to take up this role in the future.

The programme has served to lay **foundations for the future**. More opportunities need to be created at the National Societies for youth to put into practice the skills and knowledge gained. For this to happen, **the commitment and political support of the senior leadership are essential**.

4.2. Outcome 2: Role of youth as contributors to NS programmatic and organizational development is strengthened

Leadership credibility is often built on strong hands-on experiences. This can be seen for example in disaster response: in Chile the youth took a key role in responding to the 2010 earthquake which facilitated positioning the youth better in their National Society. Strong programmes and activities by youth over time facilitate achieving leadership positions.

The programme included **micro projects which were successful in strengthening the programmatic and thematic skills of the youth** who participated in the programme management phases from the design and implementation to monitoring. The micro projects touched themes in which youth can have an important added value such as violence prevention (St. Lucia, Grenada, Barbados) and road safety (Costa Rica, Mexico, Panama) and offered many youth their first opportunity to participate in project management, serving as an opportunity to learn by doing.

The approach to provide youth first-hand experience of programme management achieved tangible results. The Central American youth network supported micro projects in each of the seven member National Societies of the network in 2011, only with 1800 USD for each NS. After having developed a regional school brigade manual in 2010, youth worked the following year with the school brigades in El Salvador, Nicaragua and Panama. In El Salvador 30 volunteers were trained in the methodology and they started 16 new school brigades. In Nicaragua 15 youth volunteers formed brigades in 30 schools and developed 7 sustainability plans for them. In Panama, the capacities of 10 youth Bolivian Red Cross Educational Brigades conducted Cleaning Campaigns in which the students learned how to recycle and differentiate garbage by colour. Photo: Bolivian Red Cross.



Bolivian Red Cross bets on the youth

Childhood, adolescence and youth are key stages during the formation of values and principals, during which young people begin to define their personalities. According to official figures, it is estimated that approximately 850,000 Bolivian children and adolescents work, meaning that 28% of the population between 5 and 17 years old performs some type of labour activity. More than 87% of these underage workers participate in the worst forms of labour, which can include harvesting sugar cane to mining.

Within this context, and in order to strengthen youth leadership skills within the National Societies of the Red Cross, the Bolivian Red Cross (BRC) introduced a project on a national level in 2011 called "Strengthening Educational Brigades". The objective of this project is that young volunteers and students are increasingly better prepared and aware of their ability and potential.

The project, which included the creation and formation of thirteen Educational Brigades in seven of the country's departments and reached approximately 4,000 beneficiaries, had the support of the International Federation of the Red Cross and Red Crescent Societies (IFRC) and the Finnish Red Cross (FRC), which during the previous year started a continental program Promoting Generational Change.

Putting the objectives into practice

As a starting point, materials were developed for the youth volunteers of the Bolivian Red Cross, focusing on a special training module that covered four topics pertaining to youth: Leadership, Respect for Diversity and Non-Discrimination, Ecology and the Environment, and Blood Donation.

The materials were implemented for the first time during a national workshop, where 24 young people participated, each committed to sharing their knowledge with their local volunteers. A new generation of youth leaders, approximately 70 volunteers, was about to be developed once instructors for the Educational Units were established.

Through agreements with various academic institutions, the Bolivian Red Cross worked with students between 11 and 16 years old, managing to reach 560 young people and training a total of 210 youth leaders. During the final stage of their training, the Educational Brigades conducted Cleaning Campaigns, which were developed so that students could learn how to recycle and differentiate garbage by colour.

It's very exciting to teach children and see how it awakens their interests, wanting to put into practice what they've learned. Initially, it was difficult to capture their attention, but when you teach them things that interest them, they truly participate. Several children are very interested in volunteering for the Red Cross," says Sergio Miguel Iturralde de la Barra, volunteer for the Oruro Youth Department and Monitor of

"Throughout the history of the International Movement of the Red Cross, the support amongst National Societies has been crucial to the success of our humanitarian mission and to the growth of our organization. A clear example is the case of the Finnish Red Cross, which constantly supports the development of Risk Management projects and, during the last two years, has supported the Bolivian Red Cross as part of its cooperation program in the Americas that began in 2010, strengthening our youth and providing opportunities for the formation of local and national leaders. A sincere thank you to all those that worked and contributed to making this a reality.

-Dr. Abel Peña y Lillo Telleria
President of the Bolivian Red Cross

one of the Educational Brigades, which has trained approximately 37 children in Basic First Aid, Leadership, Environment and Non-Discrimination.

Additionally, educational fairs were held in the thirteen brigades so that the students could pass on the benefits of volunteer work to other youth and children, as well as parents and neighbours. The project's closing activity was the National Youth camp, in which 80 youth leaders participated. During this camp, knowledge was shared and tools were introduced to meet the objectives of the IFRC's Strategy 2020, specifically the promotion of social inclusion and a culture of no violence and peace.

With this project, the work of the Educational Brigades was reactivated in some branches that had stopped working with this area, thereby allowing their volunteers to strengthen their ability to recognize the needs of young students and to give them better guidance.

Challenges to define the way forward

One of the primary challenges facing the youth of the Bolivian Red Cross is the lack of a youth representative within the National Governing Board, but the participation of volunteers within local Boards has been accomplished.

As a follow up to the project, branches are working on developing the skills of young volunteers, especially with methodologies that enable them to do more within their communities without the need for external funding and support. An important step was the experience with the IFRC and the support of the Finnish Red Cross that helped spark the will in volunteers and their leaders.

Also, contact with the authorities of the local Educational Units of seven departments of Bolivia was activated, which has facilitated the development of new initiatives in these educational centres.

David Copa Pereira, of the National Youth Unit of the Bolivian Red Cross, says that thanks to the project of the IFRC and the Finnish Red Cross, they acquired training materials so that their volunteers can work with Educational Brigades. "To date, three courses have already been developed through our Virtual Platform, using as a reference document three themes of the training module," explains Copa Pereira.

"Now the real challenge is to continue working and developing the necessary resources to facilitate this work, forming a leadership that is young, strong and committed to the development of the Bolivian Red Cross, and to assume the leadership of this organization in the future," he adds.



Educational Brigade students of the Bolivian Red Cross participate in an artistic dynamic. Photo: Bolivian Red Cross.

volunteers were built up on school brigades and they were equipped with materials to start brigades within their branches. Also Bolivian Red Cross in the Andean region developed a school brigade manual and trained 24 youth volunteers as facilitators. The youth started working again with 14 schools and repeated the training in their branches reaching 160 volunteers.

In Costa Rica, the youth designed a manual, materials and a national training programme on road safety in cooperation with the key stakeholders in the country, training 31 volunteers on the theme. A workshop on climate change was organized in Guatemala training 17 local youth coordinators and through them strengthened the branches on climate change issues. In Honduras, youth prepared a leadership manual for the Red Cross youth, distributed it to all the branches where there are youth and trained 40 volunteers as facilitators for the manual. Youth in El Salvador also included a leadership component in their volunteer induction manual. The Mexican Youth updated First Aid course materials and trained 30 volunteers as facilitators who worked with 553 volunteers.

In 2012, the youth network was asked to focus on only two National Societies with more funds and closer support. A formal process of project calls was completed, resulting in funding road safety projects in Costa Rica and Mexico. The road safety project in Costa Rica motivated the youth with its new theme and made it possible to integrate more youth in the activities. The success of the micro project was demonstrated through the requests of the community to continue with the project activities. The micro projects have driven the development of the youth in Mexico and Costa Rica and today they are referents in road safety.

Costa Rican youth volunteers trained children and youth on road safety through an educational game.
Photo: Costa Rican Red Cross.





Grenada Red Cross implemented a successful micro project "STRIVE" - Strive To Reduce Youth Violence Everywhere. Testimonials from the inmates told how the inmates had applied the strategies to avert violent confrontations. Photo: Grenada Red Cross.

In the Caribbean, three projects on violence prevention were implemented in Grenada, St. Lucia and Barbados in 2011. The intervention in Grenada targeted young incarcerated males due to be discharged, facilitating sessions on life skills, character building and violence prevention strategies. The goal was to reach 30 youth inmates, but the project attracted more, resulting in 54 participants with an average attendance rate of 85%. The project was a success in its impact on the beneficiaries as well as on the professional volunteers who all committed themselves to continuing the programme. The Saint Lucia Red Cross trained 50 youth as peer educators and disseminated conflict management messages to young persons, reaching during the project some 1000 persons. The peace ambassadors are still active in their schools, sharing information and mitigating violence. In Barbados, the Red Cross sensitized 57 youth and 14 adults in high risk communities on the negative effects of violence and crime. The participants were given tools to handle anger and resolve conflicts. External facilitators were used to deliver the programme, training RC youth at the same time as facilitators in the theme.

The micro projects made it possible for the youth to grow and develop. In Central America, many youth now have the capacity and spaces to design projects and present them to potential donors, and they are encouraged by their NS leadership to do so. Nicaraguan Red Cross youth developed a project proposal on violence prevention (Ten steps to creating a safer environment) and succeeded for the first time in getting funding. In Costa Rica, the National Society recently created a health department,

but the youth department continues - in collaboration with the health department - working with health issues that are related to children and youth. In the Caribbean, more work is done by the youth in blood donation in Dominica and Surinam and peer education on HIV/AIDS. Jamaica Red Cross youth is developing a module on violence prevention. More youth have also been trained as National Intervention Teams in disasters. In the Dominican Republic, Youth as Agents of Behavioural Change (YABC) – methodology has become a concept that has been used in several events and violence prevention activities. Also many other National Societies, such as Honduras, Mexico and Chile, now work with the YABC methodology, on the promotion of a culture of non-violence and peace, due to a continental training that was held in March 2012 in Haiti, training youth from 22 National Societies of the Americas as YABC peer educators. Also Caribbean youth have used parts of the YABC methodology in their activities as icebreakers or reflections.

The youth have gained skills in planning, implementation and monitoring that can be used for future programming. During the past three years, youth started to contribute to new areas in their NS, including psychosocial support, climate change, road safety education, violence prevention and migration. In addition to their traditional programming, the youth can take more responsibility and leadership in these emerging issues.

4.3. Outcome 3: Role of Red Cross youth networks is strengthened

The programme facilitated creating a national youth network in Chile. Youth leadership was supported in an innovative way: the leadership concept is not based on any formal position but instead on the personality, attitude, skills and knowledge of a youth volunteer.

The message of the Chilean Red Cross is clear: the two generations are part of one Chilean Red Cross and working together will make the National Society stronger. Youth will no longer be treated as a separate category, but as an integral part of the organization at all levels. The project identified youth volunteers who would be capable of taking this message to all levels of the National Society, focusing on the local level. A detailed selection process was conducted in cooperation with the governance, management departments and the IFRC Secretariat. 13 youth were then trained online on the IFRC Learning Platform (WORC, Strategy 2020, PPP) and through a YABC workshop, providing them new skills, knowledge and attitude. The project created a group of youth leaders that reflect the key message and are willing to take it to the branches through the projects they designed. It started a longer-term process by achieving more than was expected.

The Caribbean and Central American Red Cross regional youth networks combined leadership training, micro projects and profile raising in the programme. Networking of youth was promoted and information was shared through regional meetings and horizontal support.

The Central American youth network facilitated **horizontal (peer to peer) support** by organizing six youth exchanges in 2011 which worked as spaces for peer learning on different themes. Through an exchange between Costa Rican and Mexican Red Cross Youth, the former learned about road safety and started working with the issue. The exchanges and a later micro project strengthened road safety programming in Costa Rica and helped the Costa Rican youth to become referents in the theme. Later, they in turn provided support for the Panamanian Red Cross Youth to develop their Road Safety strategy and programme with financial support from the British Red Cross.

Respecting the existing decision making structures, regional youth networks present an opportunity for youth to be united across the region in advocating for youth development. The Caribbean youth network has a voice and a unified approach to addressing strategy and policies. The youth network acts as a cohesive group that has the mandate and the focus which gives it profile, credibility and

potential opportunities.

The youth networks **do not have the direct mandate to directly engage in serving the most vulnerable**; they need to do so through the National Societies. However, a well-functioning youth network contributes to making youth and their National Societies stronger and is thus a means to improve the activities directed to the most vulnerable.

The strength of the regional networks is directly linked to how strong the NS youth are. The micro projects benefitted the National Societies by building the capacities of the youth in designing and managing programmes. In 2011, the Central American youth network members participated in workshops on the Ten Steps to Creating Safer Environments methodology of the Canadian Red Cross. The network committed itself to support the NS youth in it, resulting in the successful project proposal of the Nicaraguan youth. The network also offered technical support to the Guatemalan Red Cross in organizing a national workshop to train facilitators on school brigades methodology. These actions have positioned NS youth in specific thematic contents (road safety, violence prevention, school brigades), enhancing the visibility of the youth. Central American youth are now more active at the community level and the development and implementation of projects has improved.

For the Nicaraguan Red Cross, the years 2011 and 2012 were the first time the National Society lead the regional youth network. The Youth Department has been strengthened through working with the regional youth network, through the micro projects and also other integral processes of the National

National youth camp in Nicaragua had as its theme “Red Cross Youth promoting human dignity and peace in the World” June 2011. Photo: Nicaraguan Red Cross.



Society. The success is built on the foundation the youth programming has offered and the thematic experience in school brigades and non-violence programming.

The Caribbean youth network has focused on creating the link with the youth network and serving the most vulnerable. The network has developed its participant selection process for the regional meetings and workshops to guarantee the right profile of the participants and thus facilitate taking the results to the national and local levels. Due to the micro projects being the first experience for many youth in programme management, the network offered close support for the three violence prevention micro projects, developing monitoring and reporting systems and more logical approaches to implementing the projects which lead to communities receiving a higher quality of programming.

Regional youth networks **link youth with the regional and global levels**. During the course of the programme, the youth networks attended international events which gave them opportunities for learning and sharing. Both networks have worked with Geneva in supporting other regional networks that have been developing. The Caribbean youth have currently two representatives in the Youth Commission which facilitates the flow of information from the global to the regional and national levels. The Central American youth network had an important role in preparing the Inter-American Conference 2012, the chair leading the Volunteering and Youth working group with the support of the network. There was a wide representation of youth in the Conference, including youth from both networks and individual NSs; however the role of the youth could have been better facilitated to guarantee a proper participation and involvement.

The challenge of the youth networks has been to prove their value to the National Societies to gain their commitment. The Central American youth network has earned its space for which it has worked for several years. The space provides the youth opportunities for peer learning; sharing experiences and challenges and learning from each other. The youth network has focused on creating methodologies and tools to support NS youth in the development of specific thematic contents. The network is now more coordinated and it is easier for the network members to get advice on different topics from their peers.

In the Caribbean, the programme allowed the network to continue what had been started when it was established in 2008: the network now has a clear structure, terms of reference and a Coordinating Committee that meets frequently using technology and that consists of five members with pre-existing as well as nurtured capacities. There is high awareness of the network among youth representatives across the region; however communication should be improved from both sides (the Coordination Committee and the NS), focusing especially on reaching youth at the local level to also increase awareness of the network among them.

A well-functioning regional youth network has added value. NS motivation translates into participation in the networks: **how the networks are used depends on the ownership of the National Societies**. In many National Societies, there is now a better understanding of the networks and of their importance. One indicator of the NS commitment and priorities is if they are willing to support their youth to participate in the network activities financially. In Central America, the National Societies sent some 20 participants to the regional youth camp organized in 2012 covering all the travel costs and thus showing their commitment. In the Caribbean, the participation of the National Societies varies. Many National Societies have yet to show their commitment by participating actively and contributing financially.

One of the programme objectives at the zone level was creating a South American youth network. This was facilitated from the zone office, but the National Societies in the region have not considered

it as a priority and thus no youth network has been created for South America. However, in December 2012 at the Global Youth Conference in Vienna, Austria, six South American youth representatives (including Surinam and Guyana) wrote a proposal for the creation of a regional youth network and committed to advocating for it in their NSs as well as looking funds for a regional meeting where the network could be established.

The networks support the organizational development of the National Societies, but there is still potential in the Central American and Caribbean regional youth networks that has not been fully used. Both youth networks would benefit of:

- ◆ better commitment of the National Societies to participate and contribute actively
- ◆ strategic planning (in line with the strategic planning of the National Societies)
- ◆ stronger coordination; institutionalized responsibilities that are shared between the network members
- ◆ improving connection between the regional and local levels through better communication between network coordination and its members
- ◆ improving resource mobilization and PMER skills to be self-sustaining
- ◆ capacity building of the senior youth volunteers and employees
- ◆ processes to facilitate the rotation of network focal points in the NS and the coordination of the network (institutional memory)
- ◆ continuous support from the IFRC Secretariat due to the rotation of youth

The youth networks have been dependent on the external funding provided. Finding a balance between support to the regional youth networks and the local level is important since youth development needs to happen at the national and local level in the National Societies. Funding for the youth networks should function as an incentive for the network to continue developing, but it should not create dependence. Creating a Plan of Action for 2013 without confirmed funding for the activities planned is a test for the leadership and skills of the youth and for the commitment of the National Societies; an opportunity to proof the sustainability of the networks. Both networks are also in a situation where their leadership is changing and a smooth transition demands efforts from the networks themselves and from the Secretariat. .

Opportunities from a crisis: Generational change in the Chilean Red Cross

The earthquake that struck Chile in February 2010 marked a turning point for the Chilean Red Cross. Solidarity and the desire to help those affected attracted a large number of young people who joined the volunteer activities of the Red Cross during the disaster, and have since remained with the organization.

Before the earthquake, the participation of young people within the Chilean Red Cross Youth (ChRC) was limited, mainly due to lack of opportunities to participate in decision-making processes and a complicated induction process. All of this changed, thanks to a new strategic vision - based on a new discourse - that allowed the ChRC to integrate young people more effectively into the organization. The important contribution of young people was widely recognized, which facilitated priority being given to their participation at all levels of the organization.

This process was supported by the International Federation of the Red Cross and Red Crescent Societies (IFRC) that, with the support of the Finnish Red Cross, started a continental program Promoting Generational Change, which was introduced in Chile during 2012.

A new strategy

At the beginning of the project, a detailed selection process was conducted which helped to identify the key youth volunteers; future leaders that possessed the ability to work in a team, influence others, generate positive changes and motivate other young people, as well as contribute to the organization. They were trained through the IFRC's online learning platform and Youth as Agents of Behavioural Change (YABC). These training activities gave these young people new skills, knowledge and attitudes that allowed them to develop project proposals to apply in their branches. Also, in some branches, the youth organized training for other youth and adult volunteers.

In light of these changes, the Chilean Red Cross decided to integrate a young volunteer, who is currently the youth representative on the institution's Governing Board, with the right to speak and vote. That is, with influence in making decisions that affect the future of the Chilean Red Cross.

For Natalia Cruz, Youth Director of the Chilean Red Cross, it is important to note that, with regards to youth, "the Chilean Red Cross has worked to take advantage of the opportunities that have presented themselves to promote their participation, especially in community activities."

"Similarly, several initiatives have been launched so that youth leadership helps to strengthen the institution at different levels, recognizing in youth a strategic core concept on development and creating a more strategic view of the role of young people," Cruz points out.

However, having achieved a youth representative on the Governing Board is not enough. The

"An organization that does not include young people tends to disappear, because it cannot be regenerated. The participation of young people should be integrated and shared. They can participate in various areas of work, and not just in the area of youth. They should be given the option to choose work in what they most like or are interested, because if they are unhappy they do not work well and leave the institution. With regards to the project, I find it very interesting, educational, novel and a recreational way for young people to learn, it was a very positive experience. I thank the Finnish Red Cross and the IFRC for their generous contribution to the Chilean Red Cross."

- Mrs. Lorenza Donoso Oyarce

President of the Chilean Red Cross

quality of youth participation is also important, for which there are plans to train a number of young people in order to prepare them for future roles.

New tools and structural innovation

One of the fundamental aspects of project success has been teamwork, both within management as well as at the government level. A clear example is the selection process of participating volunteers. Members of government and its operational areas, such as Health, Risk Management and Social Welfare, participated in the process, working together with the Department of Development and the IFRC. These are areas that rely heavily on the work of the youth of the Chilean Red Cross.



“Without knowing where we were going, we ventured into this course that would change our lives. We had the opportunity to give and receive knowledge, learn how to work in other parts of our country and under the same principles. This allowed us to contribute what we’ve learned to our respective branches,” said Eileen Muñoz, a youth volunteer of the Chilean Red Cross.

As part of the project, young people are going to implement micro projects in their branches, inviting other youth and adult volunteers to participate, since it is important that the program reaches the local level. These working principals will undoubtedly be key to motivate a more generalized vision of better integration between youth and adult volunteers.

“On several occasions, before this course, the idea of leaving the Red Cross had crossed my mind. However, ‘YABC’ completely changed my perspective. I feel that it is in our hands, the youth, to change minds to change the world,” says Muñoz.

Marked challenges and successes

The YABC program empowered the youth of the Chilean Red Cross, which developed their ethical leadership skills and their ability to interact and cohabit with other youth in a peaceful way. The underlying methodology of YABC is centred on “learning by doing”, which allows participants to positively transform their mindset and their habits both individually and as a community.

Due to the practical nature of the YABC program methodology, youth members added new dynamics and non-traditional educational techniques to their toolbox for community work.

Cruz, who was a key part of the project’s inner workings, explained that it is important to understand that there are still major challenges to come for the Chilean Red Cross. “One of the main challenges is to really integrate young people in all areas, levels, structure and activities of the National Society,” adds Cruz.

“For this, it is important to understand that the participation of youth is transversal, so it is not favourable to say that one wants to empower young people as members of the youth area, but rather as part of the National Society’s volunteers,” she points out.

National Youth Network of the Chilean Red Cross empowers youth as agents of change.
Find two videos on YouTube to learn more about the initiative:
YABC-training of peer educators ([long version](#), [short version](#))

5. Sustainability

This section considers the factors that contribute to the sustainability of the results and the extent to which the results are likely to be sustained without further support from Finnish Red Cross. It highlights the importance of an integral organizational development process of which youth programming should be part of.

5.1. Conditions for success and sustainable results

Youth programming needs to happen as a part of a larger organizational development process.

The existence of a holistic organizational development process and the integration of youth in it create the basis for successful youth programming and contribute to sustainability. When there is an integral process in place, the programmes are also more responsive to the needs.

The success of the project in Chile is based on a holistic organizational development process. The **youth project fits well in the bigger picture of organizational development** which has been given good conditions: Political support and the integration of the areas (youth, volunteering, disaster management, health) has strengthened the process by building bridges between youth and the programmes and facilitating adult-youth contacts and inter-generational support. The process is in the beginning of making the Chilean Red Cross a National Society where youth are included in programmes and governance at all levels. In Peru, an integral organizational development process is also on-going and different projects contribute to the overall goal of organizational development.

To create an integral approach to the organizational development of a National Society, all the stakeholders, led by the National Society in coordination with the Secretariat, need to set together a concrete, integral plan that is based on the needs and the context. Once there is a development plan for the National Society in place, donors can draw out projects that contribute to achieving the overall goals. A holistic approach and an annually revised process guarantees the continuation of the process, thus contributing to sustainability and working as an exit strategy.

5.2. Sustainability of the programme results

The sustainability of the programme relies on the leadership and project management skills built in the activities. For the last year of the programme, Finnish Red Cross wanted to include a programme and project planning component (PPP) in all projects to train youth in programme management. Some project implementers organized a PPP workshop while others completed a virtual course on the IFRC Learning Platform. The training has inspired youth to present proposals, for example the Haitian youth are planning to present a proposal in 2013.

In addition to the trainings, youth have gained practical experience of project management through the micro projects. **NS youth have been given tools to develop their programming and through designing good project proposals achieve funding for them.** In Central America, Nicaragua, Costa Rica and Mexico have already identified opportunities for future youth projects. At least one case has already lead to approved funding (Nicaraguan RC Youth, violence prevention project).

Youth turn-over presents a serious challenge for the sustainability of the results. In the Caribbean, there was rotation during the three years of the programme and some of the youth who participated in the trainings were not the ones who wrote the proposals and implemented the micro projects. Also Central American National Societies face high youth rotation. If trained youth leave the organization,

the impact of the programme does not transfer to the institutional level. Paying attention to recruitment and retention of youth volunteers is important, however the natural rotation of youth volunteers should be acknowledged. Strengthening the Red Cross identity of youth volunteers can also help to carry them to other National Societies when migrating.

The new spaces provided for youth to influence decision-making are important for sustainability. In some National Societies such as in Guatemala and Chile, the inclusion of youth in the governance has been institutionalized, in others there are still steps to take to achieve that.

Financial support should aim at strengthening regional youth networks and NS youth to become self-sustaining. **For future programs, it would be beneficial to include a resource mobilization component:** training and exercises to identify donors would contribute to building own fundraising and financial sustainability. In the Caribbean, the successful micro projects on violence prevention have the potential to develop to core programming, but for that they would need more funding in which own fundraising efforts would be important.

5.3. Advocacy on youth issues

In the framework of the programme, key youth volunteers have been identified and trained in leadership and project management skills; many are ready to take up leadership positions in their National Societies. Without interesting opportunities and spaces for creativity and innovation, youth risk losing their interest which can lead to loss of important skills and knowledge.

Many programme stakeholders expressed that the programme could have been more effective if it included an advocacy component. **The results of the programme demonstrate that improving youth participation is directly linked to the importance given by the senior leadership.** Sending youth participants to a meeting or a training should be seen as investing in the capacity building of the youth and creating an enabling environment for them. Fully-funded participation opportunities are important for youth development; however they potentially impact the will of the NS to contribute to the development of their youth and create expectations of future funding.

The role of the Secretariat is important in advocating for youth development and participation. The priority of youth needs to be reflected in the key documents of the IFRC and the National Societies. The Secretariat should engage in high level conversations with the National Societies to strengthen their commitment. The AZO Youth Coordinator has a key role in advocating on youth issues, but during the programme not enough funds were allocated for advocacy.

A results-based framework could facilitate advocating on youth issues and function as a catalyst: more specific guidelines and conditioning future funding to showing tangible results could help the National Societies to strive for better results. In addition, training the governance level on youth issues could create understanding of the importance of youth development and participation.

Promoting the reduction of youth violence in Saint Lucia

In a speech part of the Seminar on the Alliance of Civilizations¹ involving Caribbean Community (CARICOM), the noted Saint Lucian and Caribbean educator, Dr. Didacus Jules, estimated that youth crime and violence alone in St. Lucia generates more than 3 million dollars in lost benefits to society each year². As such, crime breeds crime, especially when offenders are young and lack the proper guidance to take a different path.

In response to the rising crime involving and affecting youths, the Santa Lucia Red Cross (SLRC) developed the ACE (Ambassadors for Crime-free Engagements) project in 2011 to enhance conflict management skills amongst young persons aged 12 - 17 years.

The project, planned and implemented by St. Lucia Red Cross Youth, took inspiration from the International Federation of Red Cross and Red Crescent Societies (IFRC) Youth Declaration of Solferino and the third Strategic Aim of the IFRC Strategy 2020: promote social inclusion, a culture of non-violence and peace.

The ACE project formed part of a continental youth programme of the IFRC, which in the Caribbean has been coordinated by the Caribbean Red Cross Youth Network in cooperation with the IFRC Caribbean Regional Representation Office (CRRO) and the Americas Zone Office.

The Caribbean Red Cross Youth Network has a key programmatic focus on violence prevention with the objective of developing a Red Cross response to violence in the Caribbean and building the capacity of the National Societies of the Caribbean to effectively respond to violence among youth. Within that framework, the youth programme in the Caribbean supported financially and technically the development of three micro-projects on violence prevention, one of which took place in Saint Lucia.

Be an ACE

"We live in a society where young persons are the perpetrators and victims of violence and anger. They need support to control their anger. They need to be able to understand that conflicts will occur but that it is how they control and manage the conflict that is even more important. Who is better to show them how to control their anger? It is their peers," says former SLRC Youth Officer and the brainchild of the 'Be an ACE' project, Marva Oculien.

"Initiatives such as 'Be an ACE' are important in contributing to curbing the level of violence amongst young persons," she further explains.

The ACE project trained a core group of 50 young persons aged 12 to 17 years as peer mediators, who would in turn disseminate conflict management messages to young persons of the same age range throughout the island. The project was designed to be self-sustaining by nature, leaving a core group of persons that would disseminate the messages of the project to other youngsters in communities after the project's official end.

"As we, the St Lucia Red Cross, work towards achieving the goal of promoting social inclusion and a culture of non-violence, we must focus on our youth, both as they are the majority of our membership, and at a national level, they are the ones who commit the majority of violent acts. Given the objectives and strategy of Be an ACE, it will contribute to reaching that goal."

-Kenneth Monplaisir,

President of the St. Lucia Red Cross Society

Training for these 50 core peer youngsters from around the island was undertaken through week-long training sessions where participants were requested to attend the complete learning curriculum in order to qualify as a peer educator. They then pledged to develop messages on conflict management. One of the messages *Peer Mediation - A Win/Win Solution* was selected and printed on T-shirts and drawstring bags which were distributed amongst the peer mediators.

Following the training, the young peers conducted education sessions at their school and community. Working in teams, they directly impacted some 1,000 persons during the six-month period of the project. The main methods of education were through school assemblies, distribution of posters and flyers and small group sessions conducted during Red Cross Youth meetings at the school level.

Marwan Edward, one of the few male participants in the project, explained that he uses the steps to help his friends when there is trouble between them. *"I also use the steps, like counting, to control anger for myself"* ponders Edward.

During the 2012 Caribbean Red Cross Regional Youth Camp which was hosted by St Lucia Red Cross under the theme *"YOU(th) – responding to the humanitarian call"*, participants from Red Cross societies around the Caribbean received basic training in conflict management techniques. The training sessions were conducted by previously trained *"Be an ACE"* peer mediators.

Despite constraints hopeful future

Whilst the *"Be an ACE"* peer mediation programme has contributed to enhancing the capacity of the Saint Lucia Red Cross Youth in meeting its mandate of promoting a culture of social inclusion and non-violence, the project faced a number of constraints. Amongst these are the challenges of monitoring the peer mediators as a greater number have graduated from secondary school to college. In response, the National Society



SLRC *"Be an ACE"* Youth volunteers engaged in group activity during training session.

is working on plans to enhance the monitoring of the peer mediators. Another immediate plan is to increase the cadre of peer mediators as a number of other Red Cross and non-Red Cross youth are expressing interest in receiving training as peer mediators.

However, as the majority of the membership of the Saint Lucia Red Cross, are approximately 300 school-based youth, the National Society is confident that those who continue to work to achieving their mandate as peer mediators will sustain the program into the future.

1. The Alliance of Civilizations (AoC) is an initiative proposed by the Government of Spain at the 59th General Assembly of the United Nations (UN) in 2005, which seeks to galvanize international action against extremism.

2. "Youth & Education: The Struggle Against Crime & Violence;" presentation to the Seminar on the Alliance of Civilization, by Dr. Didacus Jules. September, 2006.

6. Programme management and coordination

This section focuses on the extent to which the programme management and the structure of the programme supported and facilitated the achievement of the objectives.

6.1. Planning

The continental youth programme was planned together with youth through a participatory process including an internet questionnaire. The youth networks in the Caribbean and Central America had a role in the planning phase. IFRC policies and guidelines were part of the programme planning at the zone level and the Secretariat facilitated the incorporation of the documents into the projects. The Caribbean youth network has focused on being in line with global level policies and serves as an example for the NS in the region in how to incorporate IFRC policies and guidelines into the strategies and programming. Being aligned requires updating the documents which the Caribbean Youth Network plans to do in 2013 to better reflect the current needs and the global level.

There were not tight restrictions from the part of the donor which allowed analysing well the context and planning activities that would in the best possible way achieve the objectives. During the course of the programme some project implementers requested to make some changes. Most of them aimed at contributing better to achieving the objectives, but were partly due to lack of experience in planning and having set too high expectations in the beginning. The Secretariat also directed the programme to better reach the local level by focusing more on the National Societies instead of regional activities.

Youth networks were in the lead of their projects at all steps. The role of the youth in the management of the micro projects depended on the specific NS. In the individual National Societies, the projects were lead from the headquarters and youth volunteers participated in the activities.

The project designers were not given information in the beginning that funding could continue the following years. Funding was confirmed on a yearly basis which did not allow long-term planning. The project designers requested to be informed in the future about a possibility for continuing the funding in multi-year programmes. This could be done using a results-based framework; approving funding against tangible results.

Some wishes of the donor were conflicting: making the program continental and focusing better on National Societies at the same time. Spreading the program to various different implementers reduced the time available for supporting each project implementer technically as well as the amount of funding. However, the Caribbean youth network acknowledged that the small scale of the project funding helped to concentrate on the priorities and to carefully identify activities that would contribute to the objectives. In order to provide closer technical support, **it could be better to focus on fewer National Societies.**

6.2. Financial and human resources

The programme included several project implementers and funding per project was limited. Most stakeholders did not see this as a challenge; many underlined that youth are used to working with small amounts of funding. In 2011, the project funded micro projects in Central America with only 1800 USD each. It showed the capacity of the youth to plan projects reaching a good coverage with

very little funds. Concentrating on only two National Societies in 2012 made it possible to offer more support.

There were delays in confirming funding and transferring the funds. Projects planned for 12 months were implemented in 6 to 8 months. **There was not enough compliance on the part of all the stakeholders to the timetable set.** In the projects that participated for more than a year, the delay did not permit continuous programming. To improve the continuity and sustainability, a realistic schedule should be set and all the stakeholders need to respect it.

From the donor perspective, a challenge has been to follow the actual implementation level of the funds. The Secretariat provides working advances to the National Societies and the funds stay in the provisions as long as the National Society sends its financial reports. There is potential to improve the real-time follow up of the implementation and financial reporting of the NS finance departments. This is part of overall capacity building of the National Societies and does not relate only to youth programming.

In general, the funds were used well. Building the National Societies' capacities in planning and finances would contribute to making the programs more effective. Some project implementers had to rely on using consultants due to capacity constraints which in some cases was not the most effective solution.

The strong commitment of the volunteer youth network leaders was important for the youth network projects that were highly dependent on these key persons. The NS youth staff was mostly funded by the NS themselves or through other projects. In 2010 and 2011 some funds were directed to staff salaries, but in 2012 the programme was did not fund human resources for project implementation.

6.3. Secretariat added value and future Movement collaboration

The continental youth programme provided important funding for youth development. As long as the National Societies lack fundraising capacities, the IFRC is an important channel for funding. For the past years long-term funding for Secretariat youth programming in the Americas has relied mostly on Finnish Red Cross. There have been attempts to diversify the funding base without significant results. Other Partner National Societies (PNS) have funded youth through other programs on a more ad hoc basis and through bilateral projects. The risk in fully-funded youth programmes is that then it is not necessary for the National Societies to support financially the youth. Funding should function as a catalyst and incentive for the NSs to take responsibility of the development of their youth.

Technical support in the programme was offered from the IFRC Americas Zone Office and the IFRC Regional Representation Offices. The AZO Youth Coordinator that has been in place since the beginning of 2011 was available for technical support if the project implementers needed. The regional offices provided support, advice and follow up, pushing the project implementers to reflect and to look for innovative ways of working. However, most project implementers wished for better support from the regional offices. Many regional representation offices have had important capacity constraints and the portfolio of youth has not been a priority. The adjustment process of the IFRC Americas Zone added some challenges.

The added value of the Secretariat (and the justification of the higher indirect costs) **relies much on the field presence.** The Secretariat can have an important role in organizational and capacity development through engaging a National Society in a holistic conversation, capitalising a higher level of peer pressure and monitoring to produce results. In Chile, the Organizational Development



Youth can have an important added value in violence prevention. Photo: Honduran Red Cross.

Delegate in-country provided support for the integral organizational development process that is ongoing in the National Society, focusing also on youth development, which was an important factor in making the project successful.

Technical support for youth is important due to the natural rotation of youth. The Americas Zone adjustment process presents an opportunity to provide closer support for the National Societies as programming will move to the regional or country level. The adjustment process also gives a higher profile for volunteering and youth which should lead to higher priority of these areas also in the daily work of the Secretariat. However, improving support for youth development is also linked to funding.

Multilateral funding for Secretariat youth programmes will most likely reduce. Being active contributors in disaster management, health, migration and violence prevention, youth should be better included in the programmes and projects of these areas at all levels.

Being closer to the National Societies, the Secretariat has important knowledge on the National Societies which helps to produce results. If a Partner National Society wishes to work bilaterally, but is not familiar with the context, the Secretariat can provide valuable orientation. In multiyear programmes a PNS could work together with the IFRC in a hybrid way: the first year through the Secretariat to learn about the context and the National Society, continuing bilaterally in the following years.

AZO Youth Coordinator has a key role in advocating on youth participation. Funds should be allocated for the Youth Coordinator to concentrate putting youth on the agenda in national, regional and international arenas. Advocacy focus will be facilitated in the framework of the zone adjustment process in which the role of the Youth Coordinator will move from direct programming to providing more technical support. The Youth Coordinator has also an important role in coordinating with Geneva, disseminating information and linking the National Societies with existing youth resources of the IFRC Secretariat and other National Societies as well as facilitating horizontal support.

7. Conclusions

This section summarises the conclusions of the *Promoting Generational Change in the National Societies of the Americas 2010-2012* programme evaluation against the IFRC evaluation criteria: adherence to IFRC policies and guidelines, relevance and appropriateness, efficiency, effectiveness, coverage, impact, coherence and sustainability.

Adherence to IFRC policies and guidelines

- ◆ Relevant IFRC policies and guidelines were part of the programme planning and the Secretariat facilitated their incorporation into the projects.
- ◆ The Caribbean youth network has focused on being aligned with the global level policies and guidelines and serves as an example of how these can be taken into account also in the NS level in the region.

Relevance and appropriateness

- ◆ The programme was consistent with the needs and priorities of youth development in National Societies of the Americas. The general objectives of the programme allowed designing projects according to the specific needs of the different contexts.
- ◆ Selecting the NS by their willingness to change or including an advocacy component could have improved the impact. The programme has laid foundations for a generational change, but it alone can not make a change. Active promotion of youth participation is needed on the part of the senior leadership.
- ◆ During the programme some project implementers requested to make relevant changes to better achieve the objectives, but these were partly due to lack of experience in planning and having set too high expectations in the beginning. The Secretariat directed the programme to focus more on the National Societies instead of regional activities to better reach the local level.
- ◆ Most of the stakeholders considered the limited amount of funding sufficient and many underlined that youth have the capacity to produce results with small amounts of funding.
- ◆ Many project implementers would have wished for closer support from the IFRC regional offices that have had important capacity constraints. Youth have not been a priority at the regional offices; however technical support for youth development is essential due to the natural rotation of youth.
- ◆ The Americas Zone adjustment process presents an opportunity to provide closer support to the NS. The importance of volunteering and youth is raised inside the Secretariat. Improving support for youth development is also linked to funding and donor priorities.

Efficiency

- ◆ There was not enough compliance on the part of all the stakeholders to the timetable set which lead to delays in confirming and transferring the funds.
- ◆ There is potential to improve the monitoring of the actual implementation level of the funds by the NS finance departments. This is part of overall capacity building of the National

Societies and does not relate only to youth programming.

- ◆ The strong commitment of the two volunteer youth network leaders was important for the youth network projects that were highly dependent on these key persons. The NS youth staff was funded through other projects or by the NS themselves.

Effectiveness

- ◆ The activities have for the most part attained their objectives.
- ◆ Due to the delays in confirming and transferring the funds, the period of implementation was shorter than expected. Nevertheless, the projects were mostly implemented on time.

Coverage

- ◆ The programme supported Central American and Caribbean regional youth networks (2010-2012), the National Societies of Bolivia and Peru (2011-2012) as well as Chile, Dominican Republic and Haiti (2012), thus covering all the five regions of Latin America and the Caribbean.
- ◆ The projects of the youth networks were designed and managed by youth. In the micro projects of the networks, the participation of the youth depended on the NS. The projects of the individual NS were lead from the headquarters by the Youth Coordinators.

Impact

- ◆ The programme had an **impact on individual volunteers through personal capacity building** in trainings and through practical project management experience. This allowed youth to strengthen their leadership and programme management skills at the individual level.
- ◆ The programme has **raised the profile of the youth**. Youth are now on the agenda in many places and some real opportunities have been created, including having youth representatives in the governing bodies of five additional National Societies.
- ◆ In spite of few advances at the institutional level, **the impact is yet to be seen at the institutional level in most NS**. The crucial question is if the skills and knowledge the youth have gained through the programme will be taken to that level. **The will and support of NS senior leadership is the key to increasing youth participation at all levels of management and governance.**
- ◆ In Chile, the project was part of an on-going integral organizational development process. It created a national network of active youth volunteers. The leadership concept is based on the personality, attitudes, skills and knowledge of the youth; not on formal positions.
- ◆ Regional youth networks link NS youth with the regional and global levels and provide spaces for peer learning. They present an opportunity for youth to share objectives, agenda and resources and to have a unified approach in advocating for youth issues which can contribute to strengthening the position of youth in their National Societies.
- ◆ The youth networks do not have the mandate to directly engage in serving the most vulnerable. A well-functioning youth network contributes to making youth and National Societies stronger and is thus also a means to improve the services to the most vulnerable. **How the networks are used depends on the ownership of the National Societies.**

- ◆ Through the networks and the programme funding, NS youth accessed leadership and project management training which has provided them with skills to develop projects and programmes in their NS.
- ◆ The networks realised calls for proposals and a competitive selection for the micro projects. These projects offered many youth their first opportunity of project management, serving as an opportunity to learn by doing. Through the micro projects youth developed expertise on road safety (Central America) and violence prevention (the Caribbean), and have acquired tools to address the most vulnerable in their societies.
- ◆ The programme offered the youth networks an opportunity to continue the work they had started. The Caribbean youth network has now clear structures in place and there is high awareness of the network among the youth representatives in the region. The Central American youth network has gained its space, is now more coordinated and communication between the network members has been facilitated.
- ◆ Both youth networks would benefit from strategic planning (in line with the strategic planning of the NS), stronger coordination as well as better communication between network coordination and the members. Capacity building needs relate to improving resource mobilization and PMER skills. Better commitment of the NS and continuous support from the IFRC Secretariat are essential for youth networks to realize their full potential.

Coherence

- ◆ The NS, IFRC and FRC approaches were in general coherent. Youth development was not the first priority of all the National Societies, however the overall goals of the programme were flexible and could be adapted to local contexts and needs.
- ◆ Making the programme continental and at the same time focusing better on National Societies proved to be challenging.

Sustainability

- ◆ **Youth programming needs to happen as a part of a larger organizational development process.** A holistic organizational development process creates the basis for successful youth programming and contributes to sustaining the process even if program funding from a particular donor ends, thus working as an exit strategy.
- ◆ The commitment of the NS leadership to promoting youth participation varies according to the National Societies. The different projects demonstrate that improving youth participation is directly linked to the importance given by the governing bodies.
- ◆ A results-based framework could facilitate advocating on youth issues and function as a catalyst: conditioning funding to showing tangible results helps the National Societies to strive for better results.
- ◆ **NS youth have been given tools to develop their programming and through designing good project proposals achieve funding for them.** At least one case has already led to approved funding. For future programming, it would be beneficial to include a resource mobilization component.

- ◆ **Youth turn-over presents a challenge for the sustainability of the results.** Without interesting opportunities, youth risk losing their interest which can lead to loss of important skills and knowledge. However, rotation is characteristic for the age group.
- ◆ The regional youth networks have relied on the programme funding and currently find themselves in a situation where they need to look for funding independently. It is a test for the results of the programme.
- ◆ Both regional networks are changing their leadership. A smooth transition demands efforts from the networks and the support of the Secretariat.
- ◆ NS commitment to the networks is essential. In Central America, the NS have demonstrated this by sending their participants to the regional meeting, covering the travel costs.
- ◆ The role of the Secretariat and AZO Youth Coordinator is important in advocating for youth development and participation. The Secretariat can engage in high level conversations with the NS to strengthen their commitment. Effective advocacy work also requires funding.

8. Recommendations

This section presents the recommendations drawn from the conclusions of the evaluation. Developing youth participation has to be seen as long-term development work and needs to happen as part of a larger integral organizational development process. The recommendations below are designed to provide a way forward for future youth programming.

National Societies

- ◆ Develop a clear national vision for the roles and responsibilities of young people within the National Society in consultation with the youth.
- ◆ With the support of the Secretariat, create an integral organizational development process and integrate youth fully to the long-term development planning. This facilitates successful youth programming and sustainability of the actions even if funding sources change.
- ◆ Develop a Youth Policy, based on the IFRC Youth Policy, using a participatory process to achieve the commitment of all the stakeholders.
- ◆ Offer activities for youth which provide spaces for personal growth, ownership (genuine responsibility) and innovation. Invest in (youth) volunteer recruitment and retention through training and recognition. Find ways to attract a more diverse volunteer base.
- ◆ Design a portfolio of activities for youth to identify their strengths and use them. Facilitate youth participation in the different programmatic areas. The key for active youth participation are local activities that are born from the motivation of the youth.
- ◆ Create opportunities for youth to gain programme management experience. Micro projects can function as an important learning by doing method.
- ◆ Define and act upon a set of criteria for selecting youth participants to trainings and events to ensure that the investments will stay with the organization. Identify potential leaders.
- ◆ Provide spaces for youth to step into leadership roles to use their expertise on youth issues, to

improve the access to the vulnerable peers and to make their interest, skills and knowledge stay within the organization.

- ◆ Strengthen youth leadership and make sure youth development programmes reach the local level. Strengthening youth leadership is a continuous task due to the natural rotation of youth volunteers.
- ◆ Direct the youth department to take up a more strategic role.
- ◆ Find ways for inter-generational support, adult-youth mentorship and internships. Youth development should be supported by the management and governance teams at all levels.
- ◆ Take advantage of the full potential of the regional youth networks by participating actively in them and by contributing to their activities.
- ◆ Work together with peer National Societies. Advocate for youth development. Provide and receive horizontal support. Share tools and methodologies that exist in the NS.

Central American and Caribbean Regional Youth Networks

- ◆ Enhance the commitment of the National Societies through identifying their needs and the priorities and by communicating well on the achievements of the youth network. Improve the connection between the regional, national and local levels.
- ◆ Invest in strategic planning (in line with the strategic planning of the National Societies).
- ◆ Appoint a Coordination Committee and improve coordination by assigning clear tasks for each member of the Coordination Committee. Stay in on-going contact and engage in strategic discussions with the National Societies.
- ◆ Create ways to preserve the institutional knowledge even if the focal points change.
- ◆ Communicate actively between the network coordination and its members. Make better use of virtual communication (social media, FedNet Communities of Practice, skype) to include more youth in the work of the network and to reach a wide audience.
- ◆ Strive to be self-sustaining. Improve fundraising and PMER skills. Look at cooperation opportunities outside the Movement with other volunteer organizations and the private sector.
- ◆ Find opportunities for capacity building. Pay attention to the selection process to guarantee the right profile of the participants.
- ◆ Strengthen links with other networks in the region and with the IFRC youth commission (global level) as well as network sharing between the regions.
- ◆ Promote NS peer-to-peer advocacy on youth development.

The Secretariat of the International Federation

- ◆ Facilitate the National Societies in creating a holistic integral organizational development process that serves as a basis for successful youth and other programming.
- ◆ Raise the importance of youth development in the portfolio of the existing personnel of the Secretariat to provide continuous technical support for youth. It is essential due to the rotation of youth which is characteristic for the age group.

- ◆ Provide personalized support. Analyse the situation of youth in each National Society.
- ◆ Facilitate strategic planning on youth development at the national level. Support the NS in incorporating IFRC policies and guidelines into their youth strategies and programming.
- ◆ Create standard governance induction processes which place emphasis on volunteer management and youth participation at all levels of the organization.
- ◆ Develop a curriculum for senior youth leadership capacity building.
- ◆ Provide support for the regional youth networks in strategic planning (in line with the strategic planning of the NS), resource mobilization and PMER skills.
- ◆ Invest both human and financial resources in advocacy on youth issues. Strive to include youth in the agenda and strategies. Engage in high level conversations with the National Societies.
- ◆ Collect and share NS good practices on youth development.

Multilateral or Bilateral Cooperation

- ◆ Advocate on the importance of volunteering and youth to achieve funding from the back donors. Find funding opportunities from the corporate sector and other non-traditional funding.
- ◆ Support the National Societies in their integral organizational development processes and draw out youth projects from those processes. Building up an integral organizational development process contributes to sustainability and works as an exit strategy.
- ◆ Focus on fewer National Societies that are committed to youth development. The commitment is essential for creating the necessary conditions. Focusing on fewer NSs allows also improving the support for the project implementers.
- ◆ Include an advocacy component. A results-based framework could facilitate advocating on youth participation and function as a catalyst to strengthen the NS commitment. Involve the senior leadership.
- ◆ Make sure the programming reaches the local level. Find a balance between support for regional and national activities.
- ◆ Set realistic timetables and demand compliance on the part of all the stakeholders to avoid delays and shortened periods of implementation.
- ◆ Allocate enough funds for monitoring and evaluation.
- ◆ Improve monitoring of the actual implementation level of the funds through capacity building of the National Societies.
- ◆ Communicate well in advance if the support will continue the following years.
- ◆ As an exit strategy, support the National Societies in creating their integral organizational development processes, advocate on youth participation and build the capacities of the youth in resource mobilization and programme management.

9. Sources

Documents

Programme documentation from the Finnish Red Cross, IFRC Americas Zone Office, IFRC Regional Representation Offices, Caribbean and Central American Regional Youth Networks and National Societies:

IFRC programme proposal and project proposals from the National Societies and the regional youth networks, yearly plans and changed project plans, pledges, IFRC Financial and narrative reports to the Finnish Red Cross and Finnish Red Cross reports to the donor, email correspondence.

Caribbean Red Cross Youth Report 2008-2010.

Interviews, questionnaires and contributions

Agueda Aguilar Garcia, IFRC Country Support Plans and Organizational Development Coordinator, Regional Representation for the Andean Countries

Akeisha Benjamin, Programme Officer, HIV and AIDS Department Northern Branch, Trinidad and Tobago Red Cross Society / Member of the Caribbean Youth Network Coordinating Committee

Andreas Sandin, Former Volunteer Coordinator, IFRC Americas Zone Office

Andres Echeverria, IFRC Country Support Plans and Organizational Development Coordinator, Central America

Ashanta Osborne-Moses, Chair of the Caribbean Youth Network

Auner Antonio Garcia Garcia, Volunteer Coordinator of the Nicaraguan Red Cross, Former Chair of the Central American Youth Network

David Iban Copa Pereira, Youth Coordinator, Bolivian Red Cross

Elieth Moraga Blanco, Former chair of the Central American Youth Network

Elisée Pierre, Youth Representative, Haitian Red Cross

Gillian Primus, Youth/Volunteer Manager, Trinidad and Tobago Red Cross Society

Heini Aaltonen, Youth Coordinator, IFRC Americas Zone Office

Howard Arfin, IFRC Regional Representative, Caribbean Regional Representation Office

Ian Steed, Organisational Development Advisor, IFRC

Isaac G. Mora Ch., National Youth Director, Red Cross Society of Panama

Jaime Huerta Osorio, Volunteer Coordinator, Peruvian Red Cross

Jan Gelfand, Head of Programs and Operations, IFRC Americas Zone Office

Jéssica Fallas Hidalgo, National Youth Director, Costa Rican Red Cross

Jiva Niles, Youth & Peer Education Programme Manager, Anguilla Red Cross (Overseas Branch of the British Red Cross)

Joana Sanchez, National Youth Director, Salvadorean Red Cross Society

Jose Efrain Ortega Pinto, National Youth Coordinator, Guatemalan Red Cross

Juan Garland, Organizational Development Delegate, IFRC

Krista Brandt, Programme Officer, Finnish Red Cross

Laura Perander, Volunteering Coordinator, IFRC Americas Zone

Luis Loyaza, Finance Officer, IFRC Americas Zone Office

Nancy Martinez, National Youth Director, Honduran Red Cross

Natalia Cruz, Youth Director, Chilean Red Cross

Nelson Aly Rodriguez, IFRC Regional Representative (Interim), Central America

Ritva Lahti, Regional Representative for Latin America and the Caribbean, Finnish Red Cross

Stacy-Ann Tomlinson, Programme Director, HIV & Youth, Jamaica Red Cross / Member of the Caribbean Youth Network Coordinating Committee

Xavier Castellanos, Director, IFRC Americas Zone

Reference materials

Guía de apoyo: Testimonios y casos de estudio para el voluntariado. Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja.

Future of Red Cross in the Latin America and the Caribbean. The International Federation of Red Cross and Red Crescent Societies. 2009.

IFRC Framework for Evaluation. Planning and Evaluation Department. IFRC Secretariat. International Federation of Red Cross and Red Crescent Societies. February 2011.

Global Youth Consultation 2011. Report on the status of youth in the IFRC.

IFRC Youth Policy. International Federation of Red Cross and Red Crescent Societies. 2011.

Inter-American Plan 2007-2011. XVIII Inter-American Conference of the Red Cross, Guayaquil, Ecuador, June 2007. International Federation of Red Cross and Red Crescent Societies. Geneva, 2008.

Montrouis Commitment. XIX Inter-American Conference. Montrouis, Haiti – March 2012.

Red Cross Inter-American Framework for Action 2012-2016. XIX Inter-American Conference. Montrouis, Haiti – March 2012. International Federation of Red Cross and Red Crescent Societies, Geneva, 2012.

Strategy 2020. Saving lives, changing minds. International Federation of Red Cross and Red Crescent Societies. Geneva, 2010.

Youth Declaration. International Federation of Red Cross and Red Crescent Societies. Solferino, Italy. June 2009.

Youth Networks in the Red Cross Red Crescent – Discussion Paper. International Federation of Red Cross and Red Crescent Societies, Geneva, 2012.

Annex 1. Terms of Reference

Evaluation of the “Promoting Generational Change in the National Societies of the Americas” -programme

1. Summary

1.1 Purpose: The purpose of the evaluation is to assess the Promoting Generational Change - programme against the general and component specific objectives set for the programme for 2010-2012: analyzing if - and what kind of - “appropriate” generational change has taken place in the National Societies, the impact the programme has had on National Societies, their youth volunteers and the regional youth networks, identifying programme strengths, key achievements, lessons learned and especially providing recommendations for future youth programming in terms of implementation methods, different collaboration models between the different parties involved, as well as governance and administrative procedures.

1.2 Audience: The primary audience for the evaluation report are the Finnish Red Cross, the Youth Action and Volunteering Development unit at the Americas Zone Office of the IFRC and the Youth Action and Volunteering Development Department of the IFRC in Geneva.

1.3 Commissioners: This internal evaluation is commissioned by the Finnish Red Cross in compliance with the FRC evaluation and learning framework.

1.4 Duration of evaluation: Two and a half months

1.5 Time frame: 2 October – 15 December 2012

1.6 Location: Desk study and report writing to be done at the Americas Zone Office, field visits to Latin American Volunteering Meeting in Quito, Ecuador on 22-24th October and a to a Caribbean RC Youth Network Coordinating Committee meeting and Caribbean Youth, Health and DM Networks conference in Trinidad and Tobago around 26-29th November, case studies to be conducted by external consultant in Panama and three Central American National Societies.

2. Background

The *Promoting Generational Change in the National Societies of the Americas* –programme is a continental three-year programme financed by the Finnish Red Cross and technically supported by the IFRC Americas Zone office and the five Regional Representation Offices of the Americas.

The programme contributes into Strategy 2020’s Enabling Action 1: Build Strong National Red Cross and Red Crescent Societies, which calls to educate, enable and empower young people “to be active in leading and participating in voluntary activities and in the governance, management and services of their National Societies.” This is to be achieved through the promotion of dedicated youth networks and structures, using non-formal approaches, such as peer-education, as well as specific training and skills development of youth.

The youth programme has gradually expanded its scope. During the first year of the programme in 2010, the programme focus was in the Caribbean and Central American regions, where youth development was supported through the Caribbean and Central American Red Cross Youth Networks. Second year the programme expanded to cover also the Andean region and in the final year of the programme cycle, it covers all the five regions of Latin America and the Caribbean.

The continental youth programme aims to promote appropriate generational change in the National Societies of the Americas by focusing on the expansion of youth volunteer empowerment and capacity building in the National Societies in order to enable young volunteers to genuinely engage in

Red Cross leadership.

This is being done through a development process which will contribute to achieving the following **general objectives** for the entire continent:

1. Strengthen youth leadership skills in the National Societies.
2. Promote the role of youth as contributors to National Society programmatic and organizational development
3. Promote renewed emphasis on the membership and role of Red Cross youth networks

The programme components have included support to the youth networks, developing national and regional tools and methodologies and building up leadership capacities of youth through training, internships and engaging them in micro project planning and implementation.

3. Purpose and Scope of the Evaluation

The Finnish Red Cross, together with the International Federation of Red Cross and Red Crescent Societies (International Federation) in Panama, are planning the final evaluation of the Promoting Generational Change programme as the three-year programme cycle is coming to an end in 2012, and further involvement in youth programming in the Americas is being considered.

The purpose of the evaluation is to *assess the Promoting Generational Change* -programme against the general and component specific objectives set for the programme for 2010-2012: analyzing if - and what kind of - “appropriate” generational change has taken place in the National Societies, the impact the programme has had on National Societies, their youth volunteers and the regional youth networks, identifying programme strengths, key achievements, lessons learned and especially providing recommendations for future youth programming in terms of implementation methods, different collaboration models between the different parties involved, as well as governance and administrative procedures.

The evaluation upholds FRC and IFRC commitment to accountability and organizational learning and will be used while programming new initiatives in the area of youth development.

The primary audience for the evaluation report are the Finnish Red Cross and the Youth Action and Volunteering Development unit at the Americas Zone Office of the International Federation. The evaluation is also expected to be of interest to the Youth Action and Volunteering Development Department of the IFRC in Geneva, the National Societies and Regional Youth Networks that have participated in the programme, as well as the planning, monitoring, evaluation and reporting (PMER) unit in Panama, and it may be presented to external partners of the IFRC and the Finnish Red Cross.

The report will be made public via the International Federation’s online evaluation database.

The evaluation will cover the three years of the Promoting Generational Change in the Americas – programme from 2010 until 2012. Focus will be on evaluating the Central American and Caribbean regions that have been involved in the programme throughout its lifespan, but also the programme components of the Andean region, Latin Caribbean and Southern Cone will be included in the evaluation.

4. Evaluation Objectives and Criteria

4.1. Objectives

The main objectives of the evaluation are:

1. To assess to which extent the objectives of the programme have been reached, if generational change has taken place and what is the impact of the programme at National Society, individual and network levels.
2. To draw clear conclusions and recommendations for future youth programming on the implementation methods, collaboration models between the IFRC secretariat, PNSs, youth networks and National Societies, as well as governance and administrative procedures which have hindered or promoted the successful realization of programme objectives.
3. To identify lessons learned, as well as good practices of strengthened youth leadership, role of youth as contributors to NS programmatic and organizational development or renewed emphasis of Red Cross youth networks, and make them available in the form of case studies.
4. To identify strengths, weaknesses, opportunities and threats (through SWOT analysis) of the regional youth networks, with recommendations for the way forward for further strengthening of the networks.

4.2. Evaluation criteria and specific evaluation questions

The basic evaluation criteria of the OECD/DAC will be used: 1) relevance, 2) effectiveness, 3) efficiency, 4) impact, 5) sustainability. Additionally, according to the IFRC Evaluation Framework, 6) adherence to IFRC policies and guidelines will be evaluated.

The inception report developed by the evaluator can include and further specify some of the following indicative questions. Particular focus should be paid to questions of relevance and impact of the intervention, as well as providing recommendations for future youth programming.

Relevance

- ◆ Is the programme consistent with the needs and priorities of youth development in National Societies of the Americas?
- ◆ Assess the degree to which the programme plans have been fulfilled and if there have been changes during the course of the year, how were the changes made and how relevant were they.
- ◆ To what extent the financial and technical support was adequate for the particular context and development stage of the partners? What worked well, what could have worked better?
- ◆ Provide recommendations for future youth programming on possible collaboration models of the Movement partners involved, governance and administrative procedures.
- ◆ Considering changed circumstances (new tendencies, current needs for NS youth development), can more relevant priorities/objectives be set for future youth programming? Why and what would they be?
- ◆ Are the youth networks a relevant way to address the vulnerabilities of the local communities and strengthen youth's position within their National Societies?

Effectiveness

- ◆ To what extent the programme objectives have been attained?
- ◆ Evaluate how the overall programme plan and its subsequent annual plans were implemented. What worked, what did not work?

- ◆ Assess the effectiveness and extent of youth involvement in the planning, management; implementation and monitoring of the youth programme.

Efficiency

- ◆ How well the resources have been used to produce achievements and results?
- ◆ Were objectives achieved on time?
- ◆ What would be a more efficient way to achieve the objectives of the programme?
- ◆ What is the added value of youth networks for youth development in National Societies? Provide recommendations for a way forward for the youth networks' development.

Impact of intervention

- ◆ Did the programme lead to strengthened youth leadership in National Societies, strengthened role of youth in NS programmatic and organizational development and strengthened Red Cross youth networks? In which ways?
- ◆ Did the programme lead to improving the services delivered and access to the vulnerable? In which way?
- ◆ What is the impact/added value the regional youth networks and IFRC Secretariat have had on the programme implementation?

Sustainability

- ◆ Determine what the IFRC/FRC/Red Cross Red Crescent Movement can learn from this experience in terms of youth programming.
- ◆ How sustainable are the programme outcomes? In particular, to what extent are the youth networks, youth contribution to National Society programmatic development and youth leadership in National Societies functioning thanks to the programme?
- ◆ Determine whether the intervention demonstrates financial, institutional and social sustainability particularly in terms of ongoing costs and any required capacity.
- ◆ Assess the commitment of NS leadership, NS youth and regional youth networks towards the programme.
- ◆ Determine the appropriateness of and provide recommendations for an exit strategy, reorientation or planning for future interventions.
- ◆ How sustainable are the youth networks? Provide recommendations on how they could reach higher sustainability of their actions?

Adherence to IFRC policies and guidelines

- ◆ Determine whether relevant IFRC policies and guidelines, more specifically the Fundamental Principles, IFRC's Strategy 2020, Inter-American Framework for Action, IFRC Youth Policy and Solferino Youth Declaration have been taken into account in programme planning and implementation at all levels.
- ◆ Define how the previous could better be taken into account in future youth programming.
- ◆ To what degree are the youth networks guided by the above-mentioned policies and guidelines?

5. Evaluation Methodology *Outlines the key data sources, and methods of data collection and analysis.*

The evaluation will use the following data sources:

- ◆ all project related documentation provided by the FRC, IFRC Americas Zone Office and RROs (pledge management notes, plans, budgets, financial and narrative reports, guidance documents, etc.)
- ◆ baseline data available

Reference documents:

- ◆ IFRC strategy 2020, Solferino Youth Declaration 2009, IFRC Youth Policy, Inter-American Framework for Action and Montrouis Commitment
- ◆ Youth Networks in the Red Cross Red Crescent –discussion paper
- ◆ Guía de apoyo: Testimonios y casos de estudio para el voluntariado

Methodology

The main evaluator, with the support of the Americas Zone youth coordinator and the Finnish Red Cross, will do a desk review of key documents and studies related to the programme, and prepare an inception report that outlines a realistic work plan to operationalize and direct the evaluation. The work plan will describe how the evaluation is to be carried out, bringing refinements, specificity and elaboration to this Terms of Reference document.

The National Societies and external consultant will - based on instructions provided by the AZO youth coordinator - produce case studies on best practices and lessons learned from the years of the programme implementation.

Methods of data collection and analysis are to be discussed and defined by the evaluation team, but should include at least:

Main evaluator:

- ◆ Briefing with the FRC representatives and IFRC Americas Zone youth coordinator to discuss the TOR and the time schedule,
- ◆ Document analysis/review; a critical review of documented materials including programme plans and budgets, and financial and narrative reports,
- ◆ Data collection in perspective of the baseline data available, project indicators and evaluation criteria,
- ◆ Interviews with key stakeholders (National Society youth staff and volunteers involved in the programme activities, youth network members, FRC, RRO and AZO staff),
- ◆ Observation of the Caribbean Youth Network Coordination Committee meeting and sessions with the Coordination Committee and the Central American RC Youth Network chair to analyze Strengths, Weaknesses, Opportunities and Threats of the networks and provide recommendations for a way forward for the networks.

Consultant and three Central American National Societies:

- ◆ Briefing of the consultant by AZO youth coordinator,
- ◆ Instructions provided to the Central American National Societies by the network chair

- ◆ Story collection for the case studies (to be conducted by consultant and three Central American National Societies).

All findings should be evidence based and methodology used explained in the final evaluation report.

6. Deliverables *Identifies the key deliverables or outputs from the evaluation; it is also recommended to identify specific dates for deliverables, as well as separate responsibilities when relevant.*

The evaluation team will provide:

1. An inception report by the main evaluator following the desk work, by 12th October, to demonstrate a clear understanding and realistic plan of work for the evaluation. The inception report outlines how she will conduct and lead the evaluation, a work plan and details the planned methodology. Acceptance from the FRC Internal Review Group.
2. A debriefing [lessons learnt workshop] by the main evaluator to IFRC and FRC representation at the end of the mission to discuss initial findings, conclusions and recommendations. Feedbacks from the debriefing will be integrated in the evaluation report.
3. A draft final evaluation report by the main evaluator by 3rd December.
4. 5-7 case studies from the three years of the youth programme to be presented by the consultant and three Central American National Societies by 9th November.
5. The draft evaluation report and case studies will be shared with the National Societies and youth networks involved in the programme, IFRC Americas Zone Office and other relevant stakeholders for comments. The comments are to be forwarded to the main evaluator by 10th December and discussed with the FRC before incorporating them into the final report.
6. A final (corrected) evaluation report and case studies to be submitted to the FRC by 15th December. The final evaluation report will have a maximum length of 20 pages, including an Executive Summary. Approval for the reports from the FRC and IFRC.
7. A presentation of the evaluation findings at the FRC IOP and if possible, at the Global Youth Conference in Vienna, Austria on 9-12 December 2012.

7. Proposed Timeline

It is estimated that the services of the main evaluator (Finnish Red Cross delegate) will require approximately fifty - fifty five working days, inclusive of planning and desk review, travel, presentation of findings and drafting of the evaluation report. The contract will commence 2nd October and end on 16th December 2012.

The length the consultancy will be defined based on need by IFRC AZO.

- ◆ Data gathering for the case studies and case study writing by the consultant and three Central American National Societies, September – 9th November,
- ◆ Briefing of the main evaluator by AZO youth coordinator 2nd October 2012,
- ◆ 2nd-12th October, desk review and tool development by the main evaluator at the Americas Zone Office,
- ◆ Data gathering from Panama, field visits, analysis and report writing 15th October – 2nd December,
- ◆ Field visit to Latin American Volunteering Meeting in Quito, Ecuador on 22-24th October,

- ◆ Field visit to Caribbean RC Youth Network Coordinating Committee meeting and Caribbean Youth, Health and DM Networks conference in Trinidad and Tobago around 26-29th November,
- ◆ First draft of the final evaluation report to be ready by 3rd December for comments from FRC, IFRC, Youth networks and National Societies involved,
- ◆ Debriefing with the Finnish Red Cross to present the main findings, conclusions and recommendations,
- ◆ Comments for the draft report and case studies to the main evaluator and consultant by 10th December,
- ◆ Final drafts of the evaluation report and case studies to be submitted to the Finnish Red Cross and IFRC Americas Zone office by 15th December,
- ◆ A presentation of the evaluation findings to the FRC IOP and IFRC Americas Zone Office.

The evaluation report will be published in December 2012, possibly already presented at the Global Youth Conference in Vienna, Austria on 9-12th December.

8. Evaluation Quality and Ethical Standards.

The evaluators should take all reasonable steps to ensure that the evaluation is designed and conducted to respect and protect the rights and welfare of people and the communities of which they are members, and to ensure that the evaluation is technically accurate, reliable, and legitimate, conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. Therefore, the evaluation team should adhere to the evaluation standards of the IFRC.

The IFRC Evaluation Standards are:

- 1. Utility:** Evaluations must be useful and used.
- 2. Feasibility:** Evaluations must be realistic, diplomatic, and managed in a sensible, cost effective manner.
- 3. Ethics & Legality:** Evaluations must be conducted in an ethical and legal manner, with particular regard for the welfare of those involved in and affected by the evaluation.
- 4. Impartiality & Independence:** Evaluations should be impartial, providing a comprehensive and unbiased assessment that takes into account the views of all stakeholders.
- 5. Transparency:** Evaluation activities should reflect an attitude of openness and transparency.
- 6. Accuracy:** Evaluations should be technical accurate, providing sufficient information about the data collection, analysis, and interpretation methods so that its worth or merit can be determined.
- 7. Participation:** Stakeholders should be consulted and meaningfully involved in the evaluation process when feasible and appropriate.
- 8. Collaboration:** Collaboration between key operating partners in the evaluation process improves the legitimacy and utility of the evaluation.

It is also expected that the evaluation will respect the seven Fundamental Principles of the Red Cross and Red Crescent: 1) humanity, 2) impartiality, 3) neutrality, 4) independence, 5) voluntary service, 6) unity, and 7) universality. Further information can be obtained about these principles at: www.ifrc.org/what/values/principles/index.asp

9. Evaluation Team and Qualifications. *Summarizes the composition and technical qualifications of the evaluation team.*

The team will be supported by the Finnish Red Cross and AZO Youth Coordination.

The team will include;

- ◆ A representative of the Finnish Red Cross is assigned as the Main Evaluator;
- ◆ An external consultant and three National Societies to conduct case studies.

The evaluation team shall jointly have:

- ◆ University degree/s or studies in relevant field of study (e.g. development, social sciences).
- ◆ Experience with technical knowledge of relevant programme delivery using community based and participatory methods in developing countries.
- ◆ Solid knowledge and experience of project monitoring and evaluation methods and approaches.
- ◆ Experience and knowledge in project and program design, budget, monitoring, evaluation and reporting.
- ◆ Experience in producing surveys and conducting evaluations is preferred.
- ◆ Excellent analytical, writing and presentation skills.
- ◆ Sound knowledge of the Red Cross and Red Crescent Movement.
- ◆ Experience on thematics related to volunteering and youth within the RCRC Movement
- ◆ Good knowledge of written and spoken English and Spanish

The main evaluator will be responsible for the coherence of the evaluation report. The evaluation team will report to the Evaluation Manager Krista Brandt at the FRC.

10. Application Procedures.

The Finnish Red Cross will choose the youth delegate to participate in the evaluation as main evaluator and the consultant to conduct case studies.

The RROs and youth networks will choose the network interns/volunteers to participate in the evaluation.

TOR prepared by Heini Aaltonen, Youth Coordinator, IFRC Americas Zone Office

5/10/2012

Annex 2. Questionnaire for the regional youth networks

Questionnaire of the evaluation of the “Promoting Generational Change in the National Societies of the Americas” – programme for the regional youth networks

During the past three years the International Federation of Red Cross and Red Crescent Societies (IFRC) has supported a continental youth programme *Promoting Generational Change in the National Societies of the Americas*, financed by the Finnish Red Cross. Covering all the five regions of Latin America and the Caribbean, the programme aimed at promoting appropriate generational change in the National Societies by focusing on the expansion of youth volunteer empowerment and capacity building in order to enable young volunteers to genuinely engage in Red Cross leadership. The general programme objectives are:

1. Strengthen youth leadership skills in the National Societies.
2. Promote the role of youth as contributors to National Society programmatic and organizational development
3. Promote renewed emphasis on the membership and role of Red Cross youth networks

Currently the IFRC is evaluating the programme. The evaluation includes interviews of the key stakeholders as well as questionnaires. The purpose is to analyze if - and what kind of - generational change has taken place in the National Societies, the impact the programme has had on National Societies, their youth volunteers and the regional youth networks, identifying programme strengths, key achievements and lessons learned. The evaluation aims at providing recommendations for future youth programming in terms of implementation methods, different collaboration models between the different parties involved, as well as governance and administrative procedures.

We kindly ask you to answer to the questions below that are used as indicators for the programme. **Please return the completed document by November 9 to Ms. Kaisa Kannuksela, Evaluator, kaisa.kannuksela@ifrc.org.** Should you have any questions, please do not hesitate to contact Ms. Kaisa Kannuksela. Thank you in advance for your contribution.

1. Strengthen youth leadership skills in the National Societies (NS).

1.1. How many leadership trainings (regardless of the funding source) the Youth Network has offered to its youth during the years of implementation 2010-2012? Please provide details of the topics, contents and participants of the trainings.

1.2. How many new activities have been started by the Youth Network (regardless of the funding source) during 2010-2012 that are still ongoing? Please, specify which activities and the year started.

1.3. Have any Youth Network members moved into other position of trust, either as volunteers or personnel, within their National Societies or the RCRC Movement during the programme period? Please specify. what were the objectives.

2. Promote the role of youth as contributors to National Society programmatic and organizational development.

2.1. How many regional youth programme and project proposals have been developed by the youth network in 2010-2012? Please specify.

3. Promote renewed emphasis on the membership and role of Red Cross youth networks.

- 3.1. How many regional youth documents (e.g. youth policies, terms of reference, plans of action, programmatic strategies) have been adopted and/or updated in 2010-2012? Please specify, which ones and the year developed or updated.
- 3.2. How many regional activities and/or projects the Youth Network has implemented during the years of implementation 2010-2012? Please specify which activities or projects, when and what were the objectives.

Annex 3. Evaluation questionnaire for the National Societies

Evaluation questionnaire of the “Promoting Generational Change in the National Societies of the Americas” – programme for National Societies

During the past three years, the International Federation of Red Cross and Red Crescent Societies (IFRC) has supported a continental youth programme *Promoting Generational Change in the National Societies of the Americas*, financed by the Finnish Red Cross. Covering all the five regions of Latin America and the Caribbean, the programme aimed at promoting appropriate generational change in the National Societies by focusing on the expansion of youth volunteer empowerment and capacity building in order to enable young volunteers to genuinely engage in Red Cross leadership. The general programme objectives are:

1. Strengthen youth leadership skills in the National Societies.
2. Promote the role of youth as contributors to National Society programmatic and organizational development
3. Promote renewed emphasis on the membership and role of Red Cross youth networks

Currently the IFRC is evaluating the programme. The evaluation includes interviews of the key stakeholders as well as questionnaires. The purpose is to analyze if - and what kind of - generational change has taken place in the National Societies, the impact the programme has had on National Societies, their youth volunteers and the regional youth networks, identifying programme strengths, key achievements and lessons learned. The evaluation aims at providing recommendations for future youth programming in terms of implementation methods, different collaboration models between the different parties involved, as well as governance and administrative procedures.

We kindly ask you to answer to the questions below that are used as indicators for the programme. Please return the completed document by November 9 to Ms. Kaisa Kannuksela, Evaluator, kaisa.kannuksela@ifrc.org.

Should you have any questions, please do not hesitate to contact Ms. Kaisa Kannuksela. Thank you in advance for your contribution.

National Society:

Name and position:

Indicators for the general objectives

Strengthen youth leadership skills in the National Societies (NS).

- 1.1. How many leadership trainings (regardless of youth programme funding) the National Society has offered to its youth during the years of implementation 2010-2012? Please provide details of the topics, contents and participants of the trainings.
- 1.2. How many new activities have been started by National Society youth (regardless of funding source) during 2010-2012 that are still ongoing? Please, specify which activities and the year started.
- 1.3. Is there a youth representative as a full member in the Governing Board of the National Society? Please specify, from which year.
- 1.4. Have any youth programme implementers moved into other positions of trust, either as volunteers or personnel, within your NS or the RCRC Movement during the programme period? Please specify.

Promote the role of youth as contributors to National Society programmatic and organizational development.

- 1.5. Has the National Society adapted the Federation Youth Policy to the national context and accepted it? Please, specify the year when the current youth policy was developed, adapted and accepted.
- 1.6. Does the National Society have a youth development plan developed for 2010-2013? Please specify for which years there has been/is a youth development plan.
- 1.7. How many programmatic areas the youth department is actively contributing to? Please, specify.
- 1.8. Are there new areas in which the youth have started to contribute during the years 2010-2012? Please specify.
- 1.9. How many youth project and programme proposals have been developed by NS youth and presented to NS leadership in 2010-2012? Please specify.

Promote renewed emphasis on the membership and role of Red Cross youth networks.

- 1.10. Have there been formed any new regional or national youth networks during the years of programme implementation 2010-2012 that the National Society is participating in?
- 1.11. Does the National Society participate in a regional Red Cross youth network? If yes, please provide details and continue to the following questions:
 - 1.11.1. How many regional youth network activities the NS youth have participated during 2010-2012 (regardless of funding source)? Please provide details.
 - 1.11.2. How many projects the NS youth have implemented with the support of the youth network during the years of implementation 2010-2012? Please specify which activities or projects, when and what were the objectives.

2. Impact

- 2.1. Did the Promoting Generational Change programme lead to...
 - A) strengthened youth leadership in NS programmatic and organizational development? Please explain, how.

B) strengthened youth participation in the decision-making of the National Society? Please explain, how.

2.2. Did the programme lead to improving the services delivered and access to the vulnerable? In which way? Please explain, how.

3. Sustainability

3.1. How sustainable are the programme outcomes in your National Society and within the regional youth network, if your National Society forms part of one? Please specify.

3.2. Please provide recommendations for an exit strategy, reorientation or for the planning of future interventions on youth development especially in regard to what comes to sustainability.

4. Learning and Future

4.1. What can the IFRC/FRC/Red Cross Red Crescent Movement learn from this experience in terms of youth programming (best practices or lessons learned)?

4.2. Please provide recommendations for future youth programming.

The Fundamental Principles of the International Red Cross and Red Crescent Movement

Humanity The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity There can be only one Red Cross or one Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

For further information, please contact:

International Federation of Red Cross and Red Crescent Societies

IFRC Americas Zone Office
Ave. Jacinto Palacios Cobos, Building 221
City of Knowledge, Clayton, Panama
+507 317 3050

Finnish Red Cross

Tehtaankatu 1 A
00140 Helsinki, Finland
+358 20 701 2000

Evaluated by Kaisa Kannuksela.

Evidence-based development stories by
Christian Smets and Rodolfo Bergantino.

www.ifrc.org
Saving lives, changing minds.



International Federation
of Red Cross and Red Crescent Societies