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National Society and Knowledge Development Division Annual Report 2013

 International Federation
of Red Cross and Red Crescent Societies

MAA00006 30/04/2014

This report covers the
period from 01/01/2013
to 31/12/2013

Fragment from the [video
baseline survey](#), a joint initiative
of a joint initiative of IFRC,
Uganda Red Cross Society and
the Swedish Red Cross Society



Overview

The National Society and Knowledge Development Division (NSKD) is one of four business groups in Geneva made up of five departments and providing services to all secretariat business groups and National Societies. The mission of NSKD is to help extend the scale, quality, and impact of the work of the International Federation through knowledge, capacity building, and standards and systems development. This report focuses on the progress in achievement of the targets set for the [Long-Term Planning Framework 2012-2015](#) objectives in 2013, and also includes information on other key areas of NSKD departments' work contributing to the fulfilment of its mission.

Key achievements along areas of responsibility:

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

Federation-Wide Databank & Reporting System (FDRS)

The Constitution, as adopted in revised form in 2007, created an obligation to set up a Federation-Wide Databank & Reporting System and decision 14.2 of the Nairobi General Assembly requested "the Secretary General to develop, as quickly as possible, the Federation-wide...reporting system along the lines of the principles agreed to in Strategy 2020, for approval by the Governing Board." Accordingly, the Federation-Wide Databank & Reporting System (FDRS) was created. **In the course of 2013, all 189 National Societies have provided information on "who we are" and "what we do" through FDRS.** Based on this self-reported information, the Secretary General has been able to present, for the first time, a comprehensive annual snapshot of the scale and reach of the collective International Federation of Red Cross and Red Crescent Societies, during the November 2013 General Assembly held in Sydney. 64% of National Societies provide data through

on all seven key proxy indicators. 74 national societies have submitted their 2012 audited financial statements. An additional 66 have provided their unaudited statements. This information is also [available in real time to all FedNet users](#).

Review of Long-Term Planning Frameworks (LTPFs):

2013 featured revision of the 2012-2015 Long-Term Planning Frameworks across the organization. Facilitated by NSKD, this process resulted in the development of revised strategic plans that are interlinked at the global level, enabling organization to report as one entity against the Secretariat Plan and Budget.

Global Review on Volunteering Progress (GRoV):

The study had participation from 160 National Societies and 600 experts, staff and volunteers and has become the largest and most thorough study on RCRC volunteering ever undertaken. The results for the GRoV will be analysed and published in 2014 with assistance from researchers within National Societies. A learning and engagement plan (LEAP) is being developed with external (Corporates, academia) and internal partners (global YAVD team, Communications, Health and Humanitarian Diplomacy departments) to ensure that the learning from the research is adopted and used to inform practice. The GRoV provides an extremely strong evidence base for strategy and policy development, promotion of strong practice in strengthening volunteerism, and driving Post 2015 advocacy and agendas.

Capacity Building Fund (CBF):

The purpose and modus operandi of the CBF was reviewed in 2013, based on the experience of support since 2007 and the 2013 National Society Development Framework. It is now more focused and flexible for supporting National Society leaders in catching momentum for change. Seven National Societies are still benefitting from the technical and financial support through the Capacity Building Fund (CBF) from previous years selection (RCS of Central Africa, Liberia, Montenegro, Namibia, Seychelles, Colombia, El Salvador). Eight additional National Societies from Africa have been short-listed (RCS of Malawi, Ethiopia, Ivory Coast, Madagascar, Gambia, Lesotho, Rwanda, Senegal).

Empress Shôken Fund

In April 2013, the Empress Shôken Fund distributed grants to five National Societies in Belarus, Bolivia, Eritrea, Iran, Kiribati.

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

Organisational Capacity Assessment and Certification (OCAC)

The OCAC capacity self-assessment (phase I) has now been piloted in more than 50 National Societies. Such self-assessment exercises are supported by more than 70 OD experts from the IFRC, ICRC and National Societies that act as facilitators. The Red Crosses of Macedonia and Georgia, having met the minimum requirements of phase I, piloted the assessment on their internal cohesions and impact in the country (phase II) and will be submitted to the IFRC Governing Board for certification in May 2014.

The results from the 50 National Societies that have conducted a phase I self-assessment show that only one Society reported having less than 10% of their organisational capacities below the minimum standard set. On average, Societies reported that about half of all the capacities reviewed were not meeting the minimum standard showing that a significant group of National Societies struggle to have basic capacities and mechanisms for service delivery in place.

When looking at recurrent weaknesses reported by NS, it becomes clear that many face a dire financial situation and are under the threat of failing in their service delivery to beneficiaries of financially. Over three quarter of NSs reported to rely on a limited number of sources for their income, which are often not guaranteed for at least five years anyway. They struggle to fund their core costs, have very limited reserves (if any at all), do not have sufficient working capital, cannot

afford adequate transport means and insurances. At the same time, little resources are available or invested in resource mobilisation.

OCAC findings also show that the role of volunteers as primary providers of services is being challenged in a number of Societies, reflected by a lack of appreciation for their efforts and of a meaningful investment in their development: for example, two out of three Societies who participated in OCAC do not meet the minimum standard in the area of volunteer recruitment and retention. More than half of the Societies reported not proactively engaging with different audiences to regularly update on and involve them in RCRC activities.

In the context of organizational development, 2 years is too a short a time to measure empirical success. However, certain trends can be clearly observed and future priorities established. After piloting OCAC Phase I in 25% of our NSs, two significant observations can be made: the self-assessment is unanimously considered to be a very positive and dynamic process by all participating NSs, and that the majority of NSs surveyed are not meeting benchmarks critical to their success. The significance of these two observations is key to the future of national society sustainability & relevance. The graphic data coming out of the OCAC surveys provides the Governing Board with a powerful management tool to quickly assess the health of NSs and to mandate necessary changes; while the positive attitude of NSs to address their identified weaknesses provides NSs with the motivation to move forward on their development goals in a strong and cohesive manner. The Secretariat OD Department will provide necessary backup support to NSs requiring assistance with their development plans, as well as tracking the results. Although it's difficult to draw conclusions about the overall success of OCAC until many more NSs have successfully completed their development plans and been evaluated by their peers, the preliminary results indicate that OCAC is a strong tool for NS development and a powerful management tool as well.

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

Planning, Monitoring, Evaluation and Reporting

In 2013, the PED department increased its investment in a comprehensive capacity building strategy, incorporating online training, training of trainers and “blended learning” to increase and diversify its reach to National Societies and IFRC delegations in capacity building for M&E skills.

- Two live online “eTraining” were given in July and December 2013 to 76 participants. The eTrainings use web-conferencing technology to provide a 6-hour “crash course” in results-based-management and M&E planning. See indicator [1.4c](#) for details on the online project programme planning (PPP) course.
- Two “applied training of trainers” workshops were held (in Senegal in Panama), increasing the capacity of 14 PMER facilitators to support or run. The workshops also trained 41 participants, bringing the cumulative total for the year to 138.

The “applied training of trainers” uses both peer-review and expert coaching in a real-life training environment to build the training skills of PMER facilitators. This approach was also combined with the existing online resources, e.g. trainee trainers participating in the eTraining, and all participants being required to take the online PPP course before attending a training.

These different initiatives were combined with extensive field visits incorporating capacity assessment and planning in early 2014. In 2014 an online course in M&E will be developed and the department will continue to use online technologies to complement its face-to-face trainings that it runs and supports around the world.

In late 2013 a joint initiative with the Uganda Red Cross Society and the Swedish Red Cross Society to pilot a video baseline survey which complemented the baseline survey was launched for URCS’s Community Resilience programme. The video aimed to capture stories according to selected objectives/indicators of the programme with the idea that in three-years’ time this tool could be used to measure and demonstrate change or highlighting gaps in programming in the future. It was felt

that the piloting of this innovative approach provided an opportunity to put a human face to what is sometimes a report with many numbers, helped promote community buy-in for the URCS programme, as well as opened many doors for dialogue with various stakeholders. A long and short version of the video can be found in the IFRC [PMER playlist on youtube](#):

Learning Platform:

77,095 out of the 100,123 learners registered in the platform are staff and volunteers from 190 Red Cross and Red Crescent societies; in 2013, they have completed 27,752 online trainings for a value of circa 7 million Swiss Francs resulting in a significantly efficient way for a growing number of volunteers and staff of having a set of basic, minimum and essential competences for saving lives and changing minds, and be better equipped to meaningfully participate in all aspects of the life of National Societies. Competent and capable volunteers and staff increase organizational performance (efficiency, effectiveness and accountability) raising humanitarian standards.

World Disasters Report

The 2013 edition of the World Disasters Report (WDR) focusing on Technology and the future of humanitarian action, was launched live on 17th October 2013 to more than 400 participants at the Harvard Humanitarian Initiative in Cambridge, MA. USA, (more details on page 6)

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

This activity is being co-led with the humanitarian values and diplomacy division and will be reported on jointly.

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

Digital Divide

The commitment level among National Societies has been high, first in the 40 project plans approved by Secretary-Generals and second in the 61 pledges signed at the 31st International Conference in November 2011. This has led to a high level of expectation following on our demonstrated program success. Managing this expectation while waiting for funding activities to come to fruition continues to be a significant challenge.

Progress has been made on a range of measures which will support sustainable strength in National Society ICT capacity. These include training, commercial deals and discounts, networking and peer support among ICT staff in National Societies, online technical sessions, and many others. These are long-term measures, intended to build strength in depth in the Federation.

During 2013, an additional 7 project plans were completed, 8 MOUs were signed, and 9 project plans completed.

The Digital Divide Initiative (DDI) has had strong impact on the ICT Capacity of National Societies crossing the digital divide. A considerable number of National Societies have scored a higher ICT capacity index in the second run of the ICT Survey, many of which have participated in a DDI project. The impact the DDI program over and above changes in ICT Capacity from 2011 to 2013 is evident, where Index Scores for National Societies completing DDI projects increased by 32.67%. On the other hand, National Societies which have been nominated for DDI intervention but have not had the chance to implement yet, observed insignificant ICT Index average increase of 3.15% only. Further details on the Digital Divide Pilot Program can be found in the assessment report on [FedNet](#).

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

Working in partnership

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

Operational Partners	Agreement
Information Services	
Microsoft	MoU signed in Davos in February 2013. This agreement makes Microsoft product such as eLearning tools and Office 365, a powerful email program facilitated by cloud computing, more accessible and in some cases free to National Societies.
Accenture	In 2012, the IFRC Cloud Strategy was developed by Accenture, partly in response to evolving technology and to a number of previously reported security and resilience issues, raised by previous internal audits and external penetration tests. In 2013 we completed the Cloud and Infrastructure as a Service (IaaS) proof-of-concept tests. This sets the stage for accelerating our migration to the Cloud in 2014.
Youth Action and Volunteering Development	
UNV	Partners for more than 13 years, current focus of the partnership is on Post 2015 advocacy and research agendas
VSO	Research partners, Advisory committee representation on research initiatives
University of Northumbria	Research Partners – Global Review on Volunteering
International Association for the Volunteer Effort	Partner in global volunteering initiatives particularly Corporate Volunteering in disasters and global conferences
International Olympic Committee	MOU signed in May 2003. Partnering in joint initiatives around youth leadership, global conferences, and local community engagement
Special Olympics International	Partnership in promoting disability inclusion
Australian Red Cross, Swiss Red Cross, French Red Cross, Burundi Red Cross, British Red Cross, Spanish Red Cross	Staff on Loan for the Global Review on Volunteering
Austrian Red Cross	Staff on Loan
Finnish Red Cross	Financial Contribution toward Staff on Loan for the Global Review on Volunteering.
Norwegian Red Cross	Staff on Loan for youth development
ICRC	Joint development of a Movement “Humanitarian Education Platform”; and strengthening protection (including safety and security) of volunteers
CEGOS	Personal development online learning courses
Cornerstone on demand	Technology powering the learning platform
Department for International Development of UK	Financing and governing research endeavour

Progress towards objectives

Business Line 1: Raise humanitarian standards

1.1. A contemporary review of the interpretation of the Fundamental Principles is carried out in cooperation with all Movement partners.

Indicators	2012	2013 Target	2013 Achieved
1.1 Revised commentary on the Fundamental Principles	Published study on current understanding and practices	First draft of revised guidance	N/A

1.2. A databank of objectively analyzed National Society capacities is established.

Indicators	2012	2013 Target	2013 Achieved
1.2a Percentage of National Societies providing one or more of the following through FDRS: strategic plans, financial statements, and annual reports	59%	70%	89%

170 National Societies out of 189 (**135** National Societies provided an annual report, **145** provided a strategic plan, and **140** provided a financial statement of which 74 are audited).

Indicators	2012	2013 Target	2013 Achieved
1.2b Percentage of National Societies providing data on one or more FDRS key performance indicators.	42%	60%	100%

189 National Societies out of 189

Indicators	2012	2013 Target	2013 Achieved
1.2c Percentage of National Societies providing data on all seven FDRS key performance indicators.	14%	30%	64%

121 National Societies out of 189

The above achievements in terms of data coverage uptake by national societies represent a marked improvement in establishing this core function within the organization. With FDRS being one of the three DFID/ IFRC reform priorities, exceeding targets set for the year (and also 2014) during 2013 has contributed to keeping the partnership on track, and positively informing the 2014 DFID funding decision.

Beyond the seven key proxy indicators agreed to in Strategy 2020, preliminary analysis has been undertaken on financial statements received by September 2013, to better understand sources of income and patterns of expenditure. Subject to allocation of financial resources in 2014, this work will be completed during Q1/2014, factoring all national society information received by 31 December 2013.

The analysis on FDRS data will be reflected in the first of a series of annual publications in accordance to the commitments made in Strategy 2020, for which the first draft has been prepared. To complement the printed publication and promote increased citation of Red Cross and Red Crescent evidence base in independent research, the FDRS data shall be made publically available through interactive data visualization linked to the FDRS IT platform. In this context, consultations

were held in December 2013 with over 40 individuals from the secretariat for their input into the drafting of the business requirements for the next build of the FDRS platform.

Several national societies have expressed their commitment to actively support the roll out of FDRS and its further improvements. To name a few, these include Swedish Red Cross, Norwegian Red Cross, Austrian Red Cross, Qatar Red Crescent, and Kuwait Red Crescent.

The immediate term strategy of getting FDRS back on track and delivering results in time for the November 2013 has been realized. However timely allocation of DFID and ITSG funds remain a critical factor for maintaining the levels of progress achieved in 2013, and delivering on the medium term implementation plan that has been developed in 2013.

Beyond hindering project delivery, delays in financial disbursements will adversely impact credibility that has been gradually built up with internal and external stakeholders over the past year.

Indicators	2012	2013 Target	2013 Achieved
1.3a # NS participated in OCAC self-assessment.	36	66	49

OCAC facts:

- Fourteen National Societies conducted an OCAC self-assessment workshop.
- Following branch OCAC workshops conducted by the Russian Red Cross Society, a final national OCAC workshop, which included representatives of each branch that finalized an OCAC self-assessment in addition to HQ senior management, took place in Moscow, thereby successfully concluding the pilot of this new methodology in large countries. A similar approach is planned to be applied to future large countries applying for an OCAC.
- A major revision of all OCAC tools and supporting documents has started; this revision should be finalized in the first quarter of 2014. The overall methodology will be presented to the Governing Board in May 2014 for official approval.

Indicators	2012	2013 Target	2013 Achieved
1.3b # NS participated in OCAC peer review.	0	9	0

Given the limited NS qualifying for phase 2, priority has been given to roll-out of phase 1. The methodology for phase 2 has been developed, and will be piloted in two Societies in March 2014. It is expected that these National Societies, if they meet the minimum requirements set for their internal cohesion and impact, will be presented to the Governing Board at its May 2014 meeting for certification.

1.4. A learning and knowledge sharing network to strengthen the professional qualifications and competences of staff and volunteers is established.

Indicators	2012	2013 Target	2013 Achieved
1.4a # new courses offered in collaboration with academic partners.	3	3	1

In total, 199 volunteers and staff are undertaking professional and vocational online courses.

Indicators	2012	2013 Target	2013 Achieved
1.4b # users (self-registered & licensed) of the IFRC learning platform / learning passport.	25,000	40,000	100,123

Around other 40 National Societies (including the Singaporean, Kenyan, Mexican and America Red Cross National Societies) are in various stages of discussion around adoption of the learning

platform, enabling them to customize it for their own needs, add, manage and report on users and usage, add courses and so on themselves.

As part of this initiative, National Societies are being requested to identify Focal Points, over 60 having done so already. Various virtual group meetings were set-up, mainly at sub-regional level.

Indicators	2012	2013 Target	2013 Achieved
1.4c % completion rate of Red Cross Essentials course.	47%	40%	54.06%

The planning and evaluation department (PED) launched its first online training course in 2011 – the self-led “project/programme planning (PPP)” course, which forms part of the Red Cross Essentials package. In 2013, a total 473 completed the course, bringing the cumulative total to 749.

A total of 4,215 people have registered for the course, of which 4,199 started the course and 1,177 people completed the first module. The cumulative average percentage of people who complete at least one module is 57%; the average percentage who complete the entire course is 18%.

PPP online course – completion rates		
	To date	2013
English	442	269
French	114	88
Spanish	193	116
Total	749	473

As mentioned above under [area of responsibility 3](#), this online course has been integrated into the overall training strategy of PED, and will be complemented in 2014 by a follow-up course on M&E.

Indicators	2012	2013 Target	2013 Achieved
1.4d # Red Talks with attendance over 100 people (live/online).	2	3	0

Red Talks were deprioritized in 2013 resulting in an increase of resources allocated to outputs (reflected in indicators 1.4.b and 1.4.c) which have staff and volunteers from national societies at the centre as opposed to staff of the secretariat.

77,095 out of the 100,123 learners registered in the platform are staff and volunteers from 190 Red Cross and Red Crescent societies; in 2013, they have completed 27,752 online trainings for a value of circa 7 million Swiss Francs resulting in a significantly efficient way for a growing number of volunteers and staff of having a set of basic, minimum and essential competences for saving lives and changing minds, and be better equipped to meaningfully participate in all aspects of the life of National Societies. Competent and capable volunteers and staff increase organizational performance (efficiency, effectiveness and accountability) raising humanitarian standards.

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

2.2. The Red Cross Red Crescent global disaster management system is further developed.

Indicators	2012	2013 Target	2013 Achieved
2.2g % large (>CHF 10 million) emergency operations where Federation-wide reporting is carried out.	N/A	70%	2 out of 3

The IFRC humanitarian response operation in the **Philippines** following Typhoon Haiyan triggered the request for a Federation-wide monitoring and reporting system. An assessment was done in December and the AP zone is currently considering how to set up the mechanism.

Another scoping exercise/assessment is planned for the **Syria operation** following request received from the MENA zone. The mission is supposed to take place during February 2014.

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

3.1. A wider understanding of the Red Cross Red Crescent model for longer-term sustainable development.

Indicators	2012	2013 Target	2013 Achieved
3.1a # research products completed on issues of humanitarian and development concern.	4	4	2

DRM Capacity building project entitled “Strategic Research into National and Local Capacity Building for Disaster Risk Management”

Funding support for the project were also received from SIDA (SEK 1'500'000) and CIDA (200,000 Canadian dollars). Narrative and financial reports were also submitted to DFID. Regular contacts between the project manager, OPM and the department's focal point have also been held, to ensure the smooth flow of the project, exchange information and update each other on developments.

Cambridge University research project

Collaboration to provide input on the state of research in different fields, but more to create a basis for ongoing dialogue between academic and practitioner work, form the basis for future joint research. Plans are being made for this to be followed up with an initial workshop in Q1 2014.

The 2013 edition of the World Disasters Report (WDR) additional launch and promotional events took place in more than 100 countries, with key ones being held in London (also streamed live online), The Hague, and Nairobi (hosted by the iHub). The full report in English and a 40-page summary in Arabic, French and Spanish will be published. Ten thousand (10,000) copies of the English version of the report, 1,500 copies of the summary in French, 2,500 copies of the summary in Spanish and 1,000 copies of the summary in Arabic.

No. of people we have reached:

An estimate of more than 5 million persons were reached via social media during October. Based on data from the full monitoring report for the promotion of the WDR there were 153 media hits (compared to 120 hits in 2012) with a total of more than 80 million people reached. Coverage was assured by a range of large media houses such as BBC News, Voice of America, AFP, Reuters, Euronews, The Guardian, France 24, IRIN and All Africa. For social media, Twitter feeds from 11-18 Oct with the hashtag #WDR2013: Estimated reach: 2,613,003 accounts; Exposure: 14,439,435 impressions; Activity: 1,486 tweets (543 tweets, 849 RTs, 94 replies), 567 contributors. 7,985 YouTube hits have been registered on the English version of the promotional launch video.

Constraints or Challenges

Further efforts were made to diversify the funding sources of and the contributors to the report during in this reporting period. While these have not yet led to tangible outcomes, follow up will be done in early in 2014.

The WDR '13 once again benefited from partnership with a number of key actors. These included the Red Cross and Red Crescent National Societies, the UN (with one of the back cover quotes being contributed by Baroness Amos), ODI, the Humanitarian Innovation Fund, Harvard Humanitarian Initiative (HHI – which provided the editor and other resource persons), the Qatar Foundation and the Peace Research Institute of Oslo, with which we had collaboration for consecutive years.

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

Indicators	2012	2013 Target	2013 Achieved
3.3a # NS receiving technical support to formulate and implement their self-development plans	8	7	18

See 3.4a for details

Indicators	2012	2013 Target	2013 Achieved
3.3b # learning platform courses completed by NS staff/	7,951	10,000	27,752

volunteers			
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Indicators	2012	2013 Target	2013 Achieved
3.3c # senior NS staff completing leadership/management learning.	32	50	53

A Global Leadership Review was launched during the reporting period. It aims at having better understanding of what is meant by leadership, of the different forms it can take, of the specificity of Red Cross Red Crescent leadership roles, tasks and skills development needs in order to develop an IFRC Leadership Development Framework in 2014.

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

Indicators	2012	2013 Target	2013 Achieved
3.4a # NS assisted by the Capacity Building Fund and the Empress Shôken Fund	10	20	20

The purpose and modus operandi of the CBF was reviewed in 2013, based on the experience of support since 2007 and the 2013 National Society Development Framework. It is now more focused and flexible for supporting National Society leaders in catching momentum for change. A business case describing the improved version of the CBF was distributed during the reporting period and discussions are held with traditional partners to support it again.

Seven National Societies are still benefitting from the technical and financial support through the Capacity Building Fund (CBF) from previous years selection (RCS of Central Africa, Liberia, Montenegro, Namibia, Seychelles, Colombia, El Salvador). Eight additional National Societies from Africa have been short-listed, provided with an OD coaching workshop in Burundi to formulate an OD plan to create grassroots sustainable capacity, and provided feed-back on their plan in 2014 (RCS of Malawi, Ethiopia, Ivory Coast, Madagascar, Gambia, Lesotho, Rwanda, Senegal). Among these, one was so far final selected for implementation with financial support for the first year (Ethiopian Red Cross). An evaluation of the FYR Macedonia's organizational change supported by the CBF was completed. A detailed report will be made available to sister National Societies in 2014.

In April 2013, the Empress Shôken Fund distributed grants to five National Societies in Belarus, Bolivia, Eritrea, Iran, Kiribati. In September 2013, the Call for Applications has been sent to all National Societies for the 93rd Distribution of grants for 2014. By 31st December 2013, 23 National Societies have applied. The selected projects will be announced in April 2014.

A review was conducted to build on experience from various IFRC coordination mechanisms. A new process is being developed encouraging National Societies to focus on their own domestic environment in order to:

- develop services and organizational capacities that build a stronger identity, strengthen their structures, and make them relevant and credible domestic organizations;
- create further synergy with domestic partners to become more sustainable and less dependent, mentally and financially, on international assistance;
- optimize partnerships with international actors based on identified strategic priorities for their self-development.

The guidelines that are being developed aim to support Red Cross Red Crescent National Societies to improve the sustainability of their core services and organizational structures, and encourage them to better exploit the synergy between the assistance and support provided by domestic and international partners.

Indicators	2012	2013 Target	2013 Achieved
3.4b # subscribers to the National Society development	497	300	497

community of practice (CoP).			
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The National Society development CoP is not hosted in the Learning Platform any more as of the end of 2013. Knowledge sharing and communication about National Society development will continue in the National Society development wiki (<http://nsdevelopment.wikispaces.net>) launched in January 2014.

3.5. The Red Cross Red Crescent share of volunteering among all ages is expanded.

Indicators	2012	2013 Target	2013 Achieved
3.5a # people volunteering more than 4 hours a year in National Societies.	13.66mio	15mio	17.1mio

Commentary on Indicator: The GRoV and FDRS have worked closely together in 2013 to arrive at the most accurate number possible given the limitations to data collection processes. Ostensibly, this indicates a growth of approximately 4 million, however this is misleading. Much of the revision rests in improvements in data collection rather than reflections of genuine growth. The 17.1 million number of volunteers will serve as a baseline for future assessments.

Indicators	2012	2013 Target	2013 Achieved
3.5b # NS with <i>effective</i> volunteer management systems in place.	49	65	under study by GRoV

Commentary on Indicator: A number of key issues are emerging from the GRoV relating to effective volunteer management. The major issues include: lack of resources, low organisational strategic focus, volunteer retention, diversity in recruitment, shorter life cycles of volunteer participation, lack of flexibility and adaptability in engagement models, significant external social and economic trends.

Global Review on Volunteering Progress: The GRoV has been the major research initiative of the YAVD department for 2013. The study is almost completed and has participation from 160 National Societies and 600 experts, staff and volunteers. 5 case studies (Macedonia, Sierra Leone, Belize, Australia and Iran) and a comprehensive literature review have also been completed. In all, more than 5,000 pages of data have been assembled. This is the largest and most thorough study on RCRC volunteering ever undertaken.

The results for the GRoV will be analysed and published in 2014 with assistance from researchers within National Societies. A learning and engagement plan (LEAP) is being developed with external (Corporates, academia) and internal partners (global YAVD team, Communications, Health and Humanitarian Diplomacy departments) to ensure that the learning from the research is adopted and used to inform practice. The LEAP will provide an innovative pathway to engagement, connection and collaboration between National Societies as they work together to find solutions for the challenges facing volunteerism, community ownership and development priorities into the future. Initiatives will be implemented throughout 2014 to build collaboration between National Societies on volunteering and these efforts will culminate in a global forum at the end of 2014 in Bangkok.

Preliminary findings : The GRoV provides an extremely strong evidence base from which to base strategy and policy development, promote strong practice in strengthening volunteerism, and drive Post 2015 advocacy and agendas. In particular key areas of focus likely to emerge from the GRoV for 2014 will include (amongst others);

- Reviewing the role of volunteerism within the RCRC into the future and the development of an IFRC Volunteering Development Strategy (2010-2015)
- Addressing the impacts of the significant social, economic and political changes in the environment
- Developing adapted models for community engagement and volunteerism
- Moving beyond National Borders in volunteering

- Employing the use of technology and innovation in new forms of volunteering and volunteer management
- Ensuring a strengthened approach to services development and community participation

Other Research: Two research pieces were completed in partnership with the Graduate Institute of Geneva. The effectiveness and efficiency of community based volunteers in delivering health outcomes within community settings in underserved areas” (CBH Volunteers”) and; “The practice and implications of paying volunteers in emergency health responses” (“Paid Volunteers in Emergencies”).

The ‘CBH Volunteers’ research found that;

- Volunteer retention can be increased when volunteers have a sense of self efficacy and are recognized and respected by the community, as well as by the Red Cross Red Crescent. Long-term commitment to volunteering is improved when programmes target recruiting at volunteers with internal motivation, and then provide external incentives and support, such as adequate training and a well-structured working environment where their roles and position are well defined.
- In order to improve volunteer effectiveness and ultimately lead to “scaling up” of health services, volunteers must be confident, have a strong relationship (based on trust and respect) with the community and the Red Cross Red Crescent, and possess good working knowledge of CBFHA activities and community health needs.
- Volunteers can support overall community empowerment by creating strong relationships within the community and encouraging community ownership of health programmes. This is most successful when other (non-Red Cross Red Crescent) community actors are committed to improving health outcomes in the community and when there is a strong sense of community already in place.

The key findings of the ‘Paid Volunteers in Emergencies’ research included;

- 1) Good quality and constant (rather than project-based) volunteer management is a crucial component for achieving volunteer sustainability;
- 2) Evaluation and reward schemes are not devoted the necessary attention and are therefore often the cause of a lack of understanding of volunteers needs between the volunteers and their managers (which reflects on the types of incentives volunteers expect);
- 3) Clear communication and transparency are at the core of establishing a good working atmosphere for volunteers and their managers, as well as establishing clear parameters for the volunteers’ incentives and expectations.

The findings of these two studies will be incorporated into the GRoV and within the LEAP.

Protection: Overall, the number of volunteers more than doubled since 2011, with a 150% increase in National Societies participating in the IFRC Volunteer Accident Insurance Scheme. At the end of 2013, 40% of National Societies were participating in this global scheme covering 64,892 volunteers. Whilst improvements have been observed both in the overall number of National Societies providing insurance for their volunteers; and in the overall awareness of the need for providing insurance, there is still considerable progress to be made. 75% of those insured are done so through provisions made available in DREF funding. Efforts must be made for more comprehensive and sustainable coverage with local insurance carriers in addition to the continued promotion of the global scheme for those National Societies who do not have other options. . Improvements to the management of the system of the global scheme in 2014 along with changes to the insurance policy which will extend the coverage to include accidents (beyond death and disability) should help to increase National Society participation.

During the GYC 2013 and General Assembly a booth to promote the safety and security of volunteers and staff was set-up with information provided to more than 140 National Societies, including the distribution of 500 memory sticks on “Stay Safe” and other tools and on-line courses.

On-line Courses: The volunteering suite of on-line courses continues to be the most popular courses we have available on the platform. For instance the Volunteering – Basic Course, has over 15,000 people registered, eclipsing all other courses in on-line learning. The Volunteering Branch Leadership Development course which is designed for volunteers and youth leaders, is still under development and will be completed in early 2014.

IFRC Volunteering Development Award 2013

Three National Societies were awarded for their outstanding volunteer management practices and mobilisation of volunteers. The award ceremony took place at the closing of the General Assembly, Sydney 2013. More specifically, they included: Use of IT in Mobilising and Managing Volunteers, Spanish Red Cross; Volunteer Management in Urban Environments, Red Crescent Society of the Islamic Republic of Iran; Volunteer Management in Emergencies, Hong Kong Red Cross (Branch of the China Red Cross). A special feature of the recognition is for recipient of the Award to share their success by providing peer coaching to National Societies wishing to replicate their model and best practices. The awards provides a unique opportunity to promote volunteering excellence and innovation to the Movement and to encourage learning from within the extensive network. The peer approach to sharing learning will be a cornerstone of volunteering development in the coming years.

Council of Delegates Workshops

A focus on the **protection of volunteers and staff** was central to the “**Safer Access and the Protection of Staff and Volunteers**” and **Health Care in Danger: Health-care Workers, Volunteers and Communities at Risk** workshops. The outcomes call for a collective approach to the security and safety of volunteers and staff of National Societies; importance placed on protecting the Emblem; need for better coordination with the Movement and with authorities and other health-care and humanitarian organisations while also protecting the independence of National Societies, among others. The volunteering development focal points in National Societies will work with both ICRC and the IFRC Secretariat in supporting the follow-up of the decisions.

The Mid-term Review on Resolution 4 – Furthering the auxiliary role: Partnership for stronger National Societies and volunteering development and the Global Review on Volunteering indicate that there is still considerable progress to be made with advocacy for legislative and policy frameworks that promote and enable volunteering. Most countries appear to have very little in the way of volunteer legislation, few have dedicated legislation and even fewer have national level strategies. At present, research and mapping indicate that most National Societies aren't strongly engaging into volunteering advocacy with their governments, though there are an encouraging number of National Societies that are engaged with volunteer sector groups (that typically comprise the major volunteer organisations in the country), whom conduct joint advocacy and promotions around volunteerism.

There is a need during 2014/15 for renewed efforts at supporting National Societies to engage with their Governments and other volunteer organisations to promote strengthened frameworks and legislation, particularly those measures that ensure the protection of volunteers.

Post-2015 Development Agenda

The General Assembly panel on the Post-2015 development agenda included Ms Ashanta Osborne-Moses, the Chair of the IFRC Youth Commission, Ms Amina Mohammed, Special Advisor of the Secretary-General on the Post-2015 Development Planning, and Mr Anselme Katiyunguruza, Secretary General of the Burundi Red Cross. The outcome of deliberations at the General Assembly was an IFRC Declaration on Post-2015 adopted by the General Assembly with 3 overarching commitments to support sustainable development and for National Societies to engage government and other stakeholders in advocating collectively toward.

YAVD is entering into a joint advocacy initiative that will be implemented in 2014 to promote volunteerism as a critical component for ensuring that communities are at the centre of their own development. The initiative will be delivered in partnership with UNV, UNFPA and the Millennium Campaign and will target 20 countries that have strategic significance for the Post 2015 development agenda process within the UN system. During 2014 the UN will undertake a round of

consultations that will focus more on the implementation of the Post 2015 agenda. There are significant opportunities to promote volunteerism within these elements, including;

- Ensuring that volunteerism is utilised to help reverse top-down approaches and to help engage and support communities to design and drive their own development agendas
- Helping to build participatory approaches to monitoring and accountability
- Volunteerism as a cross cutting enabler
- Volunteerism as a tool to build bridges with civil society and to help localise the Post 2015 Agendas.

YAVD will work with National Societies and other technical departments to develop strategies to engage on these issues. One example is the joint initiative with the health department to advocate for volunteerism as a key enabler for achieving Universal Health Coverage (UHC), efforts included:

- A side event held during the 2013 World Health Assembly in collaboration with Pfizer, the Global Health Workforce Alliance and the Governments of Zambia and Mexico to explore the contributions of volunteerism in meeting the UHC challenges. The event attracted almost 100 representatives. A similar event is being planned for the 2014 WHA
- Media activity around World Aids Day and International Volunteer Day
- Multi-media toolkits, tips and guidelines for National Societies to assist engaging governments in advocacy

External partnerships with VSO, UNV and a taskforce for Post 2015 Volunteering advocacy (comprised of leading global volunteer institutions) are also being leveraged to target other channels within the UN system and Member states to promote volunteerism for development.

3.6. Involvement of young people at all levels and in all services in National Societies increased.

Indicators	2012	2013 Target	2013 Achieved
3.6a # subscribers to online youth community of exchange.	23,941	50,000	30,476

In total there were 30,476 subscribers including:

462 subscribers to 8 different FedNet on-line Youth and Volunteering communities globally (facilitated by Zones and Geneva); and **30,014** subscribers to the on-line youth social media platforms (ie. The IFRC Youth Twitter account (3,046 followers); The IFRC Youth Facebook community page (26,968 followers). A key focus for 2014 is to build on the momentum and strengthen the use of social media as a vehicle to engage youth globally as well as in facilitating greater engagement among youth networks.

GYC 2013 and statutory meetings

The GYC 2013 hosted by the Australian Red Cross had a focus on youth engagement in re-shaping the humanitarian landscape beyond 2015 and the contribution of youth as key development actors. The IFRC Y.E.S. was central to the GYC deliberations as a strategic tool for both the RCRC positioning towards the Post 2015 development agenda and in achieving the expected impacts of the IFRC Strategy 2020 through meaningful youth engagement.

The IFRC Youth Commission spearheaded the development of the GYC 2013 agenda and the highly interactive methodology which resulted in concrete outcomes toward strengthening youth engagement at all levels of the Movement. This was highly evident by the youth interventions at the Statutory meetings. In preparation for the GYC 2013, webinars were organised by Zone offices (Europe, Asia/Pacific, and Americas). There were a total of **203 youth leaders attending the GYC 2013**, representing 112 National Societies, including youth leaders from the Australian Red Cross. The youth joined the Statutory meetings as members of their delegation. This was a landmark achievement, which sets the benchmark for future meetings. This included maximising the use of technology through the [GYC blog](#) and social media to engage youth virtually. The GYC blog was hosted on the www.rcrcmeeting.org. A short [GYC video](#) was produced to capture the GYC highlights. Outcomes of the GYC 2013 were reflected in the IFRC Post MDGs Declaration.

Another strong outcome of the participation of youth leaders in the GYC and the Statutory meetings 2013 was the re-invigoration of the Regional RCRC Youth Networks and commitment of their members to concrete actions to be initiated in furthering inter-generational dialogue. For example, in the MENA region, the Sydney meetings resulted in the leadership's commitment to the revitalisation of the regional youth network. We can observe a similar trend in Africa, where regional youth networks call for stronger support and recognition of their contribution to accomplishing the humanitarian missions of their National Societies. The Spanish speaking youth network in the Americas appreciated the meetings for bringing their youth leaders closer to the global arena, and for enabling them to have a better understanding of the key trends in youth development and for empowerment of their youth leaders in challenging culture barriers of meaningful youth engagement within RCRC as reflected in the strategic directions of the Y.E.S. Inter-regional cooperation and learning from each other have been fostered and cross-zone cooperation is an area of collective focus in preparing for strong youth participation in the 2015 Statutory meetings.

Statutory meetings related achievements

IFRC Youth Commission 2-year report (2011-2013) and the IFRC Youth Engagement Strategy (Y.E.S.) were approved by the General Assembly. In addition, 2 sessions of the GA Workshop on "NSs implementing the Y.E.S." were conducted. As a result of the GA decision, the IFRC Secretariat will be developing a draft of the "Youth as contributors to International Development" Pledge in wide consultation with National Societies to be presented to the International Conference in 2015 and linked to the adoption of the Post 2015 Development Agenda by the UN in September 2015.

IFRC Youth on the Move Award 2013

The IFRC Youth Award 2013 were presented at the closing of the General Assembly. The Award recipients included, by category: Live our principles, celebrate our diversity, change our community (winner: China Red Cross, runner-up: Iranian Red Crescent); Healthy youth make a healthy world (winner: Pakistan Red Crescent, runner-up: Kenya Red Cross); Adapting to climate change and addressing catastrophes (winner: Kenya Red Cross, runner-up: Georgian Red Cross); Bridging the Digital Divide- connecting people through technology (winner: Uganda Red Cross, runner-up: Chilean Red Cross). As a special feature of the Award, these National Societies will have available peer coaching to support the implementation of their initiatives. The coaching will be granted for a total of 20 hours per project-life, and could be among internal or external partners.

The Humanitarian Education Platform (HEP):

The "Humanitarian Education Platform" (HEP) was launched during the HEP Workshop at the Council of Delegates. There were a total of 40 National Societies signed up for the pilot. The HEP is will enable peer to peer project-based learning, coaching, and knowledge sharing throughout our Red Cross and Red Crescent Movement. It will facilitate opportunities in formal, non-formal, and informal settings. More specifically, the aim of HEP is to engage youth in actively contributing to improving the lives of vulnerable people in their communities. This Platform is hosted on the Red Cross and Red Crescent Learning Platform for engagement by National Societies and external partners. Resource mobilization is a challenging issue, any contributions of resources by National Societies – whether funding, technical expertise or human resources are required to scale-up this initiative in the initial phase of implementation (2014-2015).

Focus for 2014 and beyond

Being guided by the Youth Policy and the Y.ES. and building on achievements of the 2013 in the youth engagement, the overarching focus for 2014 will be on fostering connections between youth engagement and the Post-2015 development agenda, as the themes of future development goals, mainly urbanisation, migration, health, and employability.

Through our 2014 -2015 partnership with the UN on the "Youth in the Post-2015 development agenda" initiative, and the cooperation on the global level between the IFRC Youth Commission and the UN Secretary General's Envoy for Youth will facilitate and heighten advocacy of the IFRC positioning on the Post-2015 development agenda.

Advocacy for meaningful youth engagement at all levels including strengthening regional youth networks and facilitating technical support to the Zone offices for effective promotion of the IFRC Youth Policy, the IFRC Y.E.S. and other tools for supporting National Societies in their development will be a priority for 2014 and beyond. Acknowledging our lead-role in developing global strategies, standards, and guidelines, the IFRC Secretariat with the Youth Commission will be developing a global standard for the RCRC Youth Leadership Programme from mid-2014.

For volunteering, the outcomes and recommendations from the Global Review on Volunteering will transform the future of volunteerism and support National Societies in strengthening the engagement and contribution of volunteers. The Red Cross and Red Crescent will utilise the trends, motivations of volunteers, and introduce new forms of volunteering to meet the changing humanitarian landscape, challenges and opportunities that exist in enabling us collectively to be a leading humanitarian actor and advocate for vulnerable people, locally and globally.

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

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

Indicators	2012	2013 Target	2013 Achieved
4.1d # NS / IFRC staff who complete the DIPLO course in HD-related training	56	60	57

A total of 40 students registered for the September intake of the Global Health online course with Manchester University.

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

5.3. Affordable digital technologies are provided to National Societies who need them.

Indicator	2012	2013 Target	2013 Achieved
5.3a # NS with action plans in place to “cross the digital divide”.	32	52	40

National Society capacity building projects continued through December 2013 with remaining funding from Saudi RC, which is now fully spent. Nine National Societies completed ICT capacity

Building projects in 2013, two more are still in implementation phase. Twelve National Societies have completed project plans, and are currently seeking funds to implement. Additional assessments and planning is contingent on funding. **Without additional funding, the program is at risk of being cancelled in 2014.**

A satisfaction survey for National Societies completing Digital Divide projects, demonstrated the following:

- **National Societies are very satisfied with the Digital Divide Initiative (90%)** (4.5 on 5 points scale: Highly satisfied)
- **Top 2 impact areas are:** Improved communications (31%) and Organizational improvement (21%)
- **Top 2 things to do different:** Clarity in the budget process (60%) and More planning time (40%)

Indicator	2012	2013 Target	2013 Achieved
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5.3b # NS benefiting from the new Technology Catalogue	29	39	48
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The new Technology Catalogue allows National Societies to find appropriate applications to fit their size and capacity. As of end-2013, there are over 850 entries in the application inventory that we gathered during our survey of National Societies.

The 2013 achieved figure has been revised based on the information received through analysing access to the three areas of Technology Catalogue on [FedNet](#). This methodology is still under review, but it provides acceptable estimation of NS views. The value of these views is to be determined through more direct NS communications.

This is an opportunity to share applications before building or buying technology solutions from scratch. At a minimum, National Societies can discuss projects with colleagues in other countries to hear what they learned

5.4 National Societies have a strategic plan aligned with Strategy 2020 and report to their stakeholders on their results.

Indicators	2012	2013 Target	2013 Achieved
5.4a # NS with a strategic plan in line with <i>Strategy 2020</i> .	77	80-90	145

Thanks to improvements in the Federation-Wide Databank and Reporting System, the collection of national society strategic plans has increased and these are all located within the FDRS platform: <https://fdrs.ifrc.org>

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

Indicators	2012	2013 Target	2013 Achieved
5.5a # thematic evaluations carried out.	4	3-4	3[this is 3 have been completed]

The department's role in the shelter review and decentralization review has come to an end. No new evaluation were started and good progress was made on all ongoing evaluation and reviews: Below a brief update on all ongoing evaluations and reviews:

- **Disaster Law evaluation:** Evaluation completed
- **Disaster Response Dialogue** – Concept note in review with relevant stakeholders for the baseline survey process.
- **Sydney - Statutory Meetings conference evaluation** – The report on the General Assembly has been complete, the one on the Council of delegates will be completed in January 2014.
- **Sydney-Global Youth Conference** - Evaluation report completed in December
- **Pilot video baseline (Uganda)-** All approvals have been obtained and the video baseline is to go ahead in January 2014 in collaboration with the Uganda RC and the Swedish RC.

The department is supporting the following surveys:

- **Logistics**
- **HR:** a new staff survey is being prepared in cooperation with the HR department and scheduled for Q2 2014.

Indicators	2012	2013 Target	2013 Achieved
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5.5b % of disaster operations which meet the criteria where an RTE was carried out.	N/A	80%	100%
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The RTE on the Syria operation has been postponed.

The ToR for an RTE of the Philippines Typhoon Haiyan operation have been prepared and widely shared. The selection of the team and evaluation will happen during Q1 2014.

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

Indicators	2012	2013 Target	2013 Achieved
5.6a responses in staff satisfaction survey	1,484	N/A	N/A

The next staff survey is planned for 2014

Indicators	2012	2013 Target	2013 Achieved
5.6c responses in NS satisfaction survey.	N/A	N/A	N/A

Next NS survey is tentatively planned for 2014-2015

Indicators	2012	2013 Target	2013 Achieved
5.6d % expenditure against budget of secretariat long term plans	92%	80%	68% ¹

Stakeholder participation and feedback

The learning opportunities offered via the learning platform continues to be welcome by volunteers and staff of national societies but national societies are somehow reluctant to contribute to the financing of this initiative expecting it to be financed by their statutory contribution.

The Federation **planning, monitoring, evaluation and reporting** community continues to grow the dedicated email list, and a wide range of interactions with PMER departments in National Societies around the world. The planning and evaluation department (PED) has supported and been involved in the annual meeting of National Society PMER advisors, a forum which is growing in size and a provides a useful advisory function.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
Information Services		
Positive Factor: 61 National Societies signing the Digital Divide pledge at the 31 st International Conference indicates a broad support for this initiative and recognition of its capacity building potential.	H	Continue to follow-up with the National Societies who signed the pledge

¹ Total for 9 Business Groups

<p>Risk: Lack of funding - The Digital Divide Initiative intends to institutionalize a more effective approach to technology within the Federation. To do so it needs to carry out its activities over a significant period (planned 2014-15) to effect a lasting cultural change and to establish new ways of working. Currently the programme does not have the long term funding to do this.</p>	H	<ol style="list-style-type: none"> 1. Continue fundraising as a top RM priority in support of the global programme 2. Continue to develop new more flexible ways for donors to participate 3. Continue to promote the value of a more coordinated approach across the Red Cross Red Crescent Movement to technology assistance, and develop tools to enable this 4. Ensure that technology aspects of existing and future programmes are carried out according to DDI guidelines.
<p>Risk: Not meeting expectations – The programme aims to carry out capacity building projects in 80 National Societies by the end of 2015. This aim is reflected in departmental and divisional objectives, and in programme communications; however only 26 projects have been completed at the end of 2013, the programme mid-point, due to lack of funding. There is a risk that, in spite of its technical success and the stated support of National Societies, it will be perceived as failing.</p>	H	<p>Expectations must be clearly set and adjusted, and the funding shortfall clearly explained, when communicating about the programme.</p>
<p>Risk: Lack of collaboration – Without strong and supported central coordination, there is a risk of divergent Digital Divide projects and technologies that will detract from collaboration across the Movement.</p>	H	<p>Promote collaboration and information sharing across the Federation.</p>
Learning and Research		
<p>A more sustainable financial model for the learning platform has been envisioned. A letter from SG to national societies soliciting support is planned.</p>	H	<p>To discuss with USG Humanitarian Values & Diplomacy Division as to ensure assistance, support and advice and concrete involvement by mean of raising funds from our colleagues in the humanitarian diplomacy division.</p>
<p>No unrestricted funding is available for IMPACT in 2014. A full transformation of IMPACT from being financed by unrestricted to restricted budget or as supplementary service is to be completed.</p>	H	
<p>Despite the efforts made to date to diversify the funding sources of the report, this has not yet materialized. However, additional steps will be taken in the Spring, which it is hoped will make this possible for future editions. The focus is not only financial support, but also inputs into the theme for future editions, as well as resource persons once the theme has been selected. This will help to further enhance the geographical diversity of the publication.</p>	M	<p>To discuss with USG Humanitarian Values & Diplomacy Division as to ensure assistance, support and advice and concrete involvement by mean of raising funds from our colleagues in the humanitarian diplomacy division.</p>

Lessons learned and looking ahead

For **information services** as reported in the [2013 ISD Annual report](#), the challenges we faced in 2013 were on three fronts. First, as we began implementing our Cloud Migration roadmap, it became clear that we needed a stronger legal and security foundation. The resulting Information Security Framework that was completed in 2013, is a foundational policy, on which a number of elements of our IT Strategy will be based, including the Cloud Migration Roadmap, a move to more fit-for-purpose Software as a Service (SaaS) applications, and the increasing use of mobile technologies in our fieldwork. The second set of challenges surrounds funding for the Digital Divide. We have a continuing resource mobilization issue that needs to be more strongly addressed. The third set of challenges concerns the business risks around rising IT maintenance costs. Recent ISD-Finance analysis shows that maintenance costs are rising significantly due to a growing applications and systems portfolio. Without other sources of funding, the impact of these costs will mean the reduction in recommended compliance and must-do projects in 2015 and 2016 and the elimination of any new projects. ISD has proposed potential sources for funding that are under study and will be reported by mid-2014.

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

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

www.ifrc.org
Saving lives, changing minds.



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

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

Find out more on www.ifrc.org

Contact information

For further information specifically related to this report, please contact:

- **In the Geneva Secretariat Office:**

Matthias Schmale, Under Secretary General, National Society & Knowledge Development

Tel. +41 (0)22 730 4222 | Fax +41 (0)22 733 0395

Email matthias.schmale@ifrc.org