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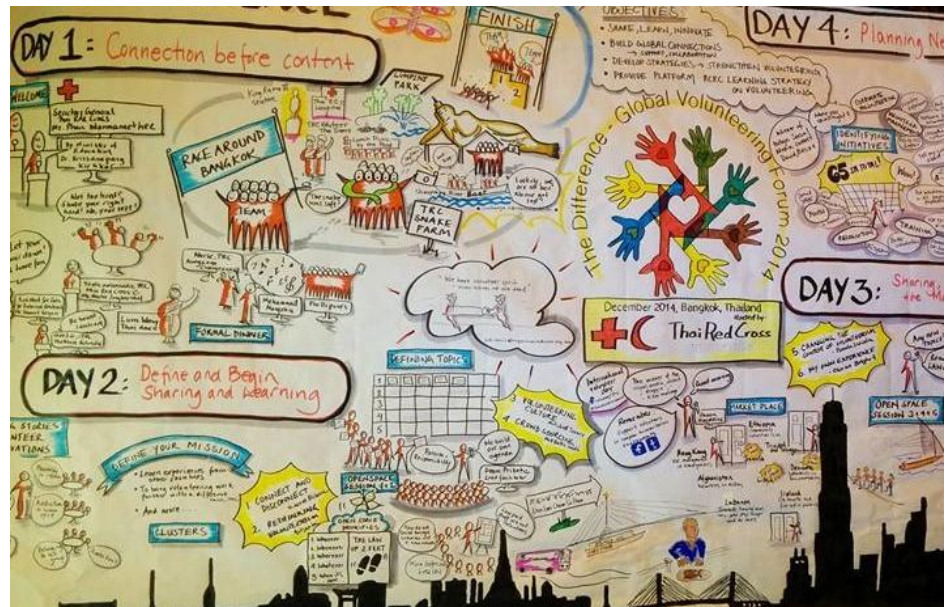
National Society and Knowledge Development Division Annual Report 2014

 International Federation
of Red Cross and Red Crescent Societies

MAA00006 30/04/2015

This report covers the
period from 01/01/2014
to 31/12/2014

Poster from the *Global
Volunteering Forum 2014*
"The Difference"



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).

National Society Development Framework 2013

Approved at the 2013 General Assembly, the National Society development Framework sets out a conceptual framework for the development of domestically relevant and sustainable National Societies. During 2014 emphasis has been on communicating the ideas of this challenging document within the membership, IFRC secretariat and ICRC:

- An open space meeting for thirty National Society experts reflected the relevance of the document, but recommended further work to simplify it for broader audiences within the Movement, which process was started in the last months of 2014. Participants highlighted the contradictions inherent between short-term project funding, and long term organisational development.

- An online learning course developed in 2014 provides an introduction to key concepts of the Framework: sustainability, relevance, and productive partnerships.
- A written critique of the Statutes Guidance for National Societies, based on intervention in a National Society in internal crisis, highlights how global guidance must allow space for local adaptation, or risk being highly destructive. Based on this and other discussions, work has begun with the Joint Statutes Commission to adapt the Guidance documents on National Society Statutes.
- Case studies on leadership in organisational crisis and working with the corporate sector highlight the importance of context in work to support National Society development. The complexity described in the case studies highlights the challenges IFRC faces in developing a holistic or even standardised understanding of National Society development.
- An opinion piece developed and circulated during 2014 sets out some of the implications that the 2013 NSD Framework could have for IFRC's current ways of working. It in particular highlights the need for consistent messaging around the goals of NS development to all Movement actors, and coherence between secretariat programming and NS development work if secretariat NS development work is to be transformative.
- Towards the end of 2014 a project was launched to work with three of the network's weakest National Societies to identify exactly what it would take for them to become relevant and sustainable organisations, as a basis for increased understanding of the resources required to significantly strengthen the RCRC network.
- A consultation tool was also developed and tested to facilitate National Society partnership development and management as a step towards achieving sustainability. Based on testing, the tool will be further revised and tested in 2015. However work will need to be ongoing for this approach to National Society development to become mainstreamed across the secretariat, let alone across IFRC.

Accountability Framework Initiative

The development of the International Federation Accountability Framework is a key initiative which has been requested by the Governing Board in 2011 and the General Assembly in 2013. Because of lack of dedicated financial and human resources the work on this initiative was kept on hold in 2013 and has resumed in 2014.

In May 2014, the IFRC Governing Board confirmed an Accountability Framework methodology where accountability is defined as "An ongoing process that creates relationships of respect between an organization and those affected by its work. In being accountable, one fulfils a commitment to enable and facilitate stakeholders to assess one's actions against defined commitments and expectations, and to respond to the assessment appropriately."

To achieve accountability, as defined above, four key conditions, resulting in relationships of respect, must be observed for each stakeholder group:

- **Setting expectation:** clarifying what the stakeholder can expect from the IFRC and thus can assess the organization against
- **Information disclosure:** actively allowing the stakeholder to access information necessary to make an assessment
- **Stakeholder evaluation:** supporting the stakeholder to assess the organization
- **Learning and improvement:** considering the assessment, correcting and responding to it as appropriate.

To ensure these conditions, mapping and identification of the stakeholders has been undertaken, as well as overall expectations setting and related IFRC Secretariat's commitments mapping in relation to each of the stakeholder. The outcomes of this work have been compiled into a consultation paper in which IFRC Secretariat's commitments are reflected as expressed in statutory meetings decisions, governing board decisions, formally approved strategies, policies, procedures and decisions. After a first round of consultation with Geneva based key senior managers the paper was

revised, and the next step, using the same methodology, is now to do the same exercise but at the level of the IFRC Institution which seeks to ensure its institutional accountability.

Federation-Wide Databank & Reporting System (FDRS)

In 2014 the FDRS has improved the coverage, quality of collected data and also the time required to collect it. The percentage of National Societies providing their 2013 data, as of 31 December 2014, has increased as below:

Indicator	Percentage of National Societies reporting	
	2013	2012
# of NS with one or more KPIs	100%	100%
# of NS with one or more key documents	90%	90%
# of NS with all 7 KPIs	71%	64%

The data submitted by National Societies through the Federation Databank and Reporting System has been visually presented through an interactive web application that has been developed and integrated into the public website. Go to: www.ifrc.org/data to access the platform in all four languages. Complementing this interactive data, the first in a series of annual reports titled 'Everyone Counts' has been produced. This area of work which promotes accountability and transparency received appreciation when presented to (i) the new Governing Board in May 2014; (ii) staff at the staff meeting; and (iii) DFID at the annual review meeting on IFRC-DFID partnership held in June 2014. Notably the DFID review rates progress on FDRS as A++ "outputs substantially exceeded expectation". It states that one of the more significant changes that resulted in IFRC having a higher score this year has been the increased use and accuracy of the Federation-wide Databank and Reporting System.

Global Review on Volunteering Progress (GRoV):

During 2013/2014 more than 600 staff, volunteers and experts (both internal and external) were interviewed across 160 countries as part of the GRoV, the largest study ever undertaken on Red Cross Red Crescent Volunteers. Thirty five staff from 21 National Societies supported the GRoV by conducting interviews and supporting the data analysis. Analysis of the findings were completed in 2014 and a Learning and Engagement Plan (LEAP) was developed to help transform the learning from the GRoV into improved practice. A report based on the findings will be published in mid-2015, targeting both internal and external audiences.

Global Volunteering Forum

In December 2014, 200 participants from 80 National Societies attended a Global Volunteering Forum in Bangkok. The meeting, a partnership between Thai Red Cross and the Secretariat, was developed as a component of the Learning and Engagement Plan (LEAP) for Volunteering Development (See Section 3). The innovative meeting design was informed by a team of pro bono design experts from the corporate sector, UNDP, and private consultants. The agenda was set by participants at the meeting and a number of conversational approaches to learning were employed throughout. More than 90% of participants felt they learned practical strategies to improve volunteering, developed meaningful networks with their peers that continue to support them and developed new approaches to learning within their own National Societies. National Societies are also continuing to actively engage through webinars, communities of practice and peer coaching around various topics in strengthening volunteerism. Also, the online RCRC Certificate on "Essentials on Leadership for decision makers, volunteers, youth and staff" was introduced at the Global Volunteering Forum. Currently, 169 volunteers completed 7 online courses and received the

Certificate. In 2015, the promotion of the Certificate will scale-up. Seventy projects were identified and these commitments represented the 'Forum Declaration'.

IFRC Volunteer Accident Insurance

The IFRC Volunteer Accident Insurance was expanded to include Medical Services. However, despite this offer to National Societies, so far only 78 National Societies and 71,398 volunteers were covered under this scheme. Given the complex environments which volunteers serve it is critical that they are insured and all efforts be made to reinforce this importance.

Youth Summits and the Regional Conferences

Youth meetings were held prior to the Asia Pacific (22-24 October 2014) and the European (4-6 June 2014) Regional Conferences. 111 youth leaders from 66 National Societies attended. Key issues discussed included: National Societies developing their Youth Engagement Strategy (Y.E.S.); RCRC Youth leadership; Role of youth in development and resilience strengthening; Strengthening of the Regional RCRC Youth Networks and areas of peer coaching, exchanges among National Societies; Enabling environments for youth volunteering with a focus on youth contribution to the SDGs; Resource mobilisation; and Use of modern technologies in furthering access of services to vulnerable people. Outcomes of the Youth meetings fed in to the Regional Conferences, where youth delegates assumed active roles of meetings' officers and contributed substantially to the substance and concrete outcomes of the Conferences. Representative participation of youth leaders in the Regional Conferences alongside their National Society leadership will be a continued priority in the next year Statutory Meetings and International Conference, December 2015, Geneva.

IFRC framework for employment related life skills for young people

The YAVD team together with the International Partnerships team and Youth Commission designed an IFRC framework for facilitating access of young people to employment related life skills. This is part of the RCRC youth focus and engagement in the Post-2015 development agenda. The framework will be finalised at the end of 2015 in collaboration with the technical departments, Zone offices, and selected National Societies with expertise and resource capacity.

RCRC Youth engagement in the Post-2015 Development Agenda

The IFRC was represented by RCRC youth leaders and Secretariat in many global and regional fora in advancing and ensuring strong youth voices in the Post-2015 development agenda discussions and outcomes. These included: Global Youth Policy Forum, Azerbaijan; Global Conference on Youth, Sri Lanka; United Nations Economic and Social Council Youth Forum, USA; and Alliance of the Youth CEOs meetings, Geneva. With the UN "Youth in the Post-2015 Development Agenda" [Global Call](#) partnership, all of these events contributed to the IFRC global positioning in the Post-2015 Development Agenda. Strengthening capacities and facilitating opportunities for National Societies to become partners of choice in the Post-2015 Development Agenda implementation needs to be prioritised throughout the IFRC Secretariat in the year 2015 and linked with preparations to the Statutory meetings and the International Conference.

Capacity Building Fund

Customized technical and financial support has been made available to 19 National Societies through the Capacity Building Fund (CBF) and in 2014 emphasis was placed on providing in situ and peer support to the Ethiopian and Namibian Red Cross societies in testing and bringing to scale models of self-led and self-sustainable service delivery units in rural communities as well as urban areas. These show very promising early results in terms of relevance and sustainability of services for the vulnerable.

Support was also provided for zones' interventions in addressing organizational crises of the National Societies of Greece, Mozambique, Papua New Guinea, Peru and Russia. Given the complexity of these contexts and organisational change, it is too early to see measurable evidence of impact on organisational relevance, sustainability and impact for populations.

No financial contributions have been made to the Capacity Building Fund in 2014. It is now relying on its reserves and prioritising the National Societies to which it has committed support. We call for urgent, voluntary contributions to the Fund through the end of 2015 and beyond. The CBF is a unique impact investment tool of the secretariat. It allows National Society senior leaders to formulate, test and implement organizational change in their specific context, in parallel to ongoing programs and administration.

Leadership development

Following-up on an initial finding from the Global Review of Leadership that National Society leaders lack access to leadership development support and that knowledge on Red Cross Red Crescent leadership is scarce, two case studies were done and widely shared. One is examining leadership patterns during the transition of the Italian Red Cross from being a public entity to a private voluntary association. Another is in the form of a video interview of the Secretary General of the Namibia Red Cross who describes the challenges of leading the National Society through change. These two show that leadership is highly contextual and those steering an organisation need to develop leadership based on their very particular context, organisational culture, traditions, history, etc. They also show that leadership does not happen top down, it is systemic and distributed throughout organisations beyond formal management positions. Research pieces on National Society development are part of a continuous work and more case studies can be found at the [following link](#).

Empress Shôken Fund

The Empress Shôken Fund was created in 1912 by Her Majesty The Empress of Japan at the 9th International Red Cross Conference to promote "relief work in time of peace". Annually, on the 11th of April, it grants funding awards to National Societies which have applied according to set criteria and for the following types of projects: Disaster preparedness, Health, Blood Services, Youth, First Aid and Rescue, Social Welfare, Dissemination of Humanitarian Ideals, and other activities of general interest for the development of the activities of the National Red Cross and Red Crescent Societies. The recipients of the 2014 allocation included the National Societies of Comoros (youth project), Serbia (anti-trafficking project with a focus on youth), Chile (Social Inclusion project), Honduras (education project), Ireland (Community-based First Aid in prisons), and Egypt (disability inclusion project) for a total of CHF 105,000.

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 70 National Societies. Experience shows that such an assessment has not only allowed participating National Societies to get a better picture of the how they work as a whole, and initiated a dialogue between different components of the Society but has also led to concrete follow-up actions and development of Societies focused on self-identified weaknesses. Findings of the assessment were used in various ways: development of a specific action plan to address weaknesses identified, supporting the development of a strategic plan, discussion with partners to streamline their support on weaknesses and development needs identified by the Society.

On average, Societies reported that about half of all the capacities reviewed were not meeting the minimum standard set. This shows that a significant group of National Societies struggle to have basic capacities and mechanisms for service delivery in place.

The overall OCAC methodology was approved by the Governing Board at its May 2014 meeting. Having met the standards of both phase I and II, the Red Crosses of Macedonia and Georgia, so far the only two National Societies to do so, have been put forward for certification by the Board at that same meeting. The decision to certify them is pending clarification on the specific procedure and development of additional verification tools and criteria by the Compliance and Mediation Committee (CMC), whose role is to review all candidates that successfully completed both OCAC assessment phases and decide on whether they should be presented to the Board for official certification. The CMC is setting up such procedures and criteria, and it is expected that the final review of those two candidates should take place in July 2015, and decision on certification to be taken by the Governing Board at its extraordinary session in September 2015. The specific criteria and minimum standards will also be presented to the Governing Board in May 2015 for official approval.

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 also are often not guaranteed for at least five years. 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.

An initial analysis of data from the first 60 participating Societies has been conducted to inform key Movement leadership and OD practitioners of the systemic weaknesses in National Societies, correlations among between attributes and links with external data. The findings show that:

- There are areas in which most (80% or more) of the Societies struggle, and require specific attention.
- Capacities are not linked with the context in which a National Society evolves: the Society that has obtained the highest rates on OCAC comes from a country in which the standards of living are the same as the National Society that had the worst OCAC score,
- Many areas are interlinked; it is not possible to take one in isolation of all the others, but a holistic view of issues and their root causes necessary to take efficient corrective measures.

In the context of organizational development, 3 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 70 of our NSs, two significant observations can be made: (a) the self-assessment is unanimously considered to be a very positive and dynamic process by all participating NSs; and (b) 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.

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

As the IFRC Secretariat is entering in 2015 the final year of a 4-year long-term planning framework, a review of the existing practice and process for planning, budgeting and resource mobilization has been requested. In response to this challenge the technical review of Development operational plans 2015 has been facilitated across the secretariat. 106 plans have been cross-reviewed by a group of 90 technical experts organization-wide. The table below lists the top ten sub-sectors covered in the operational plans

Sub-sector	% of plans
Disaster management and response	71 %
Organisational development	59 %
Disaster risk reduction and emergency preparedness	43 %
Cooperation and coordination	35 %
Learning and knowledge development	35 %
General health	33 %
Communications	29 %
ICT Capacity Building	26 %
Youth development	26 %
Anti-discrimination and violence prevention	22 %
Community-based health and first aid	22 %
Disaster Law	22 %
Volunteering development	22 %

The IFRC global planning process review has also been launched to align strategic and operational process with the Strategy 2020. The results of this work will feed into the next (2016 onwards) planning cycle.

Real-time evaluations have been launched for the currently two largest operations in Syria and West Africa (Ebola operation). The evaluations' findings along with the management response to them will be presented in 2015.

The full list of evaluations/reviews/surveys supported in 2014 is as follows:

- ✓ RTE Philippines
- ✓ 2014 RCRC 9th European Regional Conference Evaluation
- ✓ IFRC Secretariat Staff Survey
- ✓ 2014 RCRC Global Communications Forum Conference Evaluation
- ✓ DREF Evaluation
- ✓ Uganda Video Baseline Survey
- ✓ RTE Syria
- ✓ RTE Ebola
- ✓ Review of Chernobyl Humanitarian Assistance and Rehabilitation Programme (CHARP)
- ✓ DREF evaluation
- ✓ Review of the Performance of the Finance Commission
- ✓ GLS Service User Satisfaction Survey
- ✓ Economic crisis in Europe and the social response and food aid programme of National

- Societies survey
- ✓ Principles and Rules for RCRC Humanitarian Assistance Survey
- ✓ Typhoon Haiyan/Yolanda Exit Survey

In 2014 a PED staff member was deployed to Africa Zone to serve as surge IFRC Operations Manager for the Ebola Response in Guinea. The Operations Manager helped build on achievements and improve the quality of the operation through enhanced joint planning and coordination with the Red Cross Society of Guinea, specifically addressing practical issues around volunteer payments and broader volunteer management, protocols and improved quality assurance of safe and dignified burial activities, training, scaling up and deployment of integrated mobile teams to respond to new hot spots, security and a social mobilization programme aimed at reducing resistance in the community. Notably, the operation was able to overcome some of the challenges posed by destruction of all IFRC supplies stocked at the a UN warehouse in fire on 18 December 2014 and was able to arrange for logistics replenishments within 2 weeks despite the slowdown of the Christmas/ New Year period and limited production and supply of key PPE materials.

Red Cross Red Crescent Learning Platform

By the end of 2014, 105,059 out of the 141,188 learners registered in the platform are staff and volunteers from 189 Red Cross and Red Crescent societies, they have completed 106,718 online trainings for a value of circa 13.5 million Swiss Francs. The platform has been made available in 17 languages and it has 131 courses available, mainly, in English, French and Spanish, some of the courses are available in up to 11 different languages.

With an average developing cost of CHF 22,042 per course, the platform is a significantly efficient way for delivering training to a growing number of volunteers and staff and to help them to develop a set of basic, minimum and essential competences for saving lives and changing minds, raising humanitarian standards and increasing organizational performance (efficiency, effectiveness and accountability), and, for meaningfully participating in all aspects of the life of National Societies.

In 2014, 23,728 users rated their experience with courses with a 4.3 out of 5, and, the applicability of skills and knowledge with 4.4 out of 5; 94% of them would recommend the training to a peer, trainings have a 51.2% completion rate that is above the industry standards.

The operational expenses of the platform have decreased to CHF ????? per user from CHF ????? per user in 2013. And the ratio between operational expenses and estimated value added remains less than 1 to 10.

In 2014, 11 new national societies have begun the process of integrating the platform into their learning systems by introducing their emblems in the welcome page.

World disaster report

The 2014 edition of the World Disasters Report (WDR) has benefitted from solid partnership, which led to it being well received by practitioners. UNESCO, The World Bank, UNISDR are among the partners who have welcomed the publication as having provided invaluable contributions to the sector, in the lead up to Sendai. The World Bank has also continued its interest to create synergies between the WDR 2014 and their 'World Development Report 2015: Mind, Society, and Behaviour' publication, and has invited our Under Secretary General as a discussant at an event to be held in Geneva in March 2015. The launch event at ODI, which was organized by the British Red Cross was streamed live online, and created further dissemination opportunities.

In follow-up to the 2013 WDR, the American Red Cross and IFRC cosponsored a series of emerging technology workshops with National Societies in all regions, beginning with the launch at Stanford University in June 2014. The American Red Cross issued their report of findings at <http://tech4resilience.blogspot.com>

Partnership with Institutions in the Academic Sector

233 volunteers and staff of Red Cross and Red Crescent societies undertook one of the certified professional development courses developed jointly with institutions in the academic sector: master level short course in Shelter Coordination in Natural Disasters in partnership with the Centre for Development and Emergency Practice (CENDEP) at Oxford Brookes University, certificate in Global Health in partnership with the Humanitarian Respond and Conflict Institute (HRCI) at The University of Manchester, certificate in Humanitarian Diplomacy in partnership with the Diplo Foundation, certificate programme in Disaster Management in partnership with the Tata Institute for Social Sciences (TISS), and, postgraduate certificate in Social and Voluntary Sector Leadership in partnership with Thunderbird Business School

Volunteering Development Learning and Engagement Plan (LEAP)

The **Learning and Engagement Plan (LEAP)** was established in 2014 to ensure meaningful engagement with the findings of the Global Review on Volunteering (2013/2014) and to develop approaches that would lead to genuine debate and discussion about volunteering in the IFRC and subsequent action to strengthen our approaches. The LEAP seeks to utilise innovation in organisational learning and knowledge strategies to enhance volunteerism. An expert advisory group comprising internal and external experts was formed to guide this process. The LEAP developed the following approaches;

1. Creative communications to disseminate the research findings,
2. Conversational approaches to learning focussed on connectedness, building networks and encouraging exchanges,
3. Targeted engagement with broad audiences including volunteers and leadership.

The plan will continue development during 2015 but has enjoyed some preliminary success: Subscriptions to the mailing list now exceeds 3,500; four National Societies have requested presentations to their Governance and Senior Management to assist in informing strategy development; the videos created to communicate findings from our Global Review on Volunteering now have more than 20,000 views; webinars are well attended with approximately 100 participants engaging on each theme; the [Randomised Coffee Trials](#) now has 600 members from 90 National Societies and; an online group established to promote learning exchanges between volunteers has 10,000 members from more than 80 National Societies. A strategy has also been developed to promote the findings to external audiences including a report, submission of papers to various fora and presentations at sector conferences.

Humanitarian Education (HE) Initiative

The HE Initiative has continued to expand steadily since its launch at the beginning of the 2014. The initiative provides an online platform for peer learning, coaching and exchange between National Societies on the design and development of Humanitarian education initiatives for children and young people. 290 members representing 86 national societies created a profile on the HELP community in 2014, and uploaded 105 humanitarian education initiatives, posted 135 comments that produced 1,347 views.

A mapping of National Societies found that 119 National Societies have Humanitarian Education initiatives, with 69 delivering these in formal school settings. Nineteen National Societies have formal relationships with their Ministries of Education, the aim is to accelerate the increase of these partnerships and growth of Humanitarian Education to be included in the curriculum of schools by an additional 30% in 2015.

Global survey on youth engagement in RCRC

In 2014 the Secretariat completed a comprehensive online survey in which 142 National Societies, representing 75% of the membership participated. Findings of the survey will inform the

development of the IFRC-sponsored Pledge “Youth Engagement for a Better World” for the International Conference 2015 and will serve as a baseline for the IFRC Youth Policy Review (2019) and the S2020 evaluation (2020).

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 for the Digital Divide Initiative (DDI) has been high, first in the 40 project plans approved by Secretary-Generals, second in the 28 NSs completing DDI projects and third 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. However, matching this expectation with funding 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.

Due to a lack of funding, only 2 DDI projects and 3 project plans were completed in 2014. The global DDI program was closed in Geneva and responsibility transferred to the Zones and PNSs.

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. Microsoft also pledged 60K USD for Ebola-related information management tools in West Africa.
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 set the stage for completing our email migration to the Cloud and 25% of our application portfolio to the Cloud in 2014.
Nethope	Through its partners, NetHope made pledges of communications equipment and network expenses to selected members. IFRC received a grant-in-kind of \$138,000 and a grant in cash of \$148,112.25 in January 2015.
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
Austrian Red Cross	Staff on Loan
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
GetAbstract	Access business books summaries
The University of Manchester	Online postgraduate certificate and diploma
Tata Institute of Social Science	Online postgraduate certificate
Thunderbird Business School	Online postgraduate certificate
Diplo Foundation	Online postgraduate certificate
Department for International Development of UK	Financing and governing research endeavour
Italian Red Cross, Namibian Red Cross, Macedonian Red Cross	Case studies related to leadership and corporate sector support.
American Red Cross, Australian Red Cross, Benin Red Cross, British Red Cross, Burundi Red Cross, Colombian Red Cross, Djibouti Red Cross, Finnish Red Cross, French Red Cross, Guinea Red Cross, Italian Red Cross,	Supported the GRoV and assisted in its delivery and analysis

Macedonian Red Cross, Mexican Red Cross, Sierra Leone Red Cross, Senegalese Red Cross, Singapore Red Cross, Spanish Red Cross, Tanzanian Red Cross, Togo Red Cross, Tunisian Red Crescent, United Arab Emirates Red Crescent.	
British Red Cross, Danish Red Cross, Finnish Red Cross, Italian Red Cross, Japanese Red Cross, The Republic of Korea National Red Cross, Netherlands Red Cross, Norwegian Red Cross, Spanish Red Cross, Swedish Red Cross, Thai Red Cross	Supported the Global Volunteering Forum
Learning and Research	
CEGOS	Personal development online learning courses
Cornerstone on demand	Technology powering the learning platform
GetAbstract	Access business books summaries
The University of Manchester	Online postgraduate certificate and diploma
Tata Institute of Social Science	Online postgraduate certificate
Thunderbird Business School	Online postgraduate certificate
Diplo Foundation	Online postgraduate certificate
Department for International Development of UK	Financing and governing research endeavour

Progress towards objectives

NSKD Results Matrix 2014-2015

Business Line 1: Raise humanitarian standards

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

Impact evaluation question: Is the IFRC providing quality and relevant services that have positive impact on vulnerabilities? Are these based on sound assessment and improved organizational competence.

Outputs	Measurement				Responsible Department
	Indicators	Baseline 2010	2014 Target vs Actual		
			Target	Actual	
1.2 A Federation-wide databank and reporting system of factual National Society information is established and maintained.	1.2a # of National Societies providing one or more of the following through FDRS: strategic plans, financial statements, and annual reports.	5	140	169	PED
	1.2b # of National Societies providing data on one or more FDRS key performance indicators.	5	140	189	
	1.2c # of National Societies providing data on all seven FDRS key performance indicators.	0	65	123	
1.3. An organizational capacity assessment and certification process is established. (= OCAC)	1.3a # NS participated in OCAC self-assessment.	0	60	70	OD
	1.3b # NS participated in OCAC peer review.	0	10	2	
	1.3c # of National Societies certified following the OCAC process	0	8	0	
1.4 Volunteers and staff having essential competences to save	1.4a # of volunteers and staff registered versus # of active (non-dormant)			69%	L&R

lives and change minds, and performing specific roles in national societies.	volunteers and staff registered in the learning platform				
	1.4b % completion rate of Red Cross Red Crescent essential online courses.				57%
	1.4c # of online courses in the learning platform.				131
	1.4d # of online courses with 4- and 5-stars ratings.				88%
	1.4e # of courses in IFRC working languages (E/F/S/A).				EN FR ES AR 108 85 81 20
	1.4f # of national societies adopting (and branding) the learning platform.				16
	1.4g # of volunteers and staff undertaking RC RC professional and vocational certificates and diplomas.				51
	1.4h # of volunteers and staff completing international mobilization for action (IMPACT) inductions.				246

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

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

Impact evaluation question: How many communities affected by disasters and crises are assisted by consistent and reliable Red Cross Red Crescent support?

Outputs	Measurement				Responsible Department
	Indicators	Baseline 2010	2014 Target vs Actual		
			Target	Actual	

2.1 Robust essential preparedness, response and recovery systems are built in National Societies.	2.1d % emergency operations with beneficiary participation/ communications approaches.	N/A	80%	75%	PED / PSD / Zones
2.2 The Red Cross Red Crescent global disaster management system is further developed.	2.2h # of large (>CHF 10 million) emergency operations where Federation-wide reporting is carried out.	N/A	all	1	PED

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

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

Impact evaluation question: Are appropriate capacities being built in National Societies to address the vulnerabilities created by economic and social change.

Outputs	Measurement				Responsible Department
	Indicators	Baseline 2010	2014 Target vs Actual		
			Target	Actual	
3.3 National Societies strengthen their capacities to provide sustainable services to vulnerable people, thereby contributing towards the strengths of the IFRC and civil society.	3.3a # NSs supported to formulate, test and start implementing change plans	10	20	19	OD
	3.3b # Urgent OD interventions for NS in crisis including failing NS	2	10	5	OD
	3.3c National Society development framework is developed and approved by the General Assembly.	No	Yes	Yes	OD
	3.3e # NS with action plans in place to “cross the digital divide”.	0	60	40	ISD
	3.3f # NSs supported by the Empress Shoken Fund to implement relevant services at community level (cumulative)	N/A	8	6	OD
	3.3g. A cooperation assistance mechanism is established and pilot tested	No	Yes	Yes	OD

	3.3h. # NSs using the cooperation assistance mechanism including domestic partners	0	5	5	OD
	3.3i # of postings in the OD wiki	0	100	8	OD
	3.3j # of people who completed the OD basic course on IFRC learning platform	0	200	76	OD
	3.3k # of case studies developed on National Society development	0	10	3	OD
3.4 The Red Cross Red Crescent share of volunteering among all ages is expanded.	3.4a # people volunteering time in National Societies.	13m	15m	17.1m	YAVD
	3.4b # NS with at least one volunteering and youth focal point in place	Baseline TBC	100	177	YAVD
3.5 Engagement of young people at all levels and in all services in National Societies increased.	3.5ai # of NS with 1 or more young ¹ person in a management position other than the youth department.	Baseline TBC	NA	34	YAVD
	3.5aai # of NS with a youth representative in in governance	64	80	88	YAVD
	3.5bi # of NS that has adopted youth policy	73	80	88	YAVD
	3.5bii # of NS that has adopted youth engagement strategy	N/A	100	92	YAVD
	3.5c # of Subscribers to the IFRC Youth Community of Practice group	30,476	35,000	47,141	YAVD

¹ Young person is under 30 years old.

*Analysis still being completed

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

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

Impact evaluation question: Is the IFRC highlighting the causes and consequences of vulnerability? Is the IFRC giving voice to vulnerable people and demonstrating the value of the Red Cross Red Crescent?

Outputs	Indicators	Measurement			Responsible Department
		Baseline 2010	2014 Target vs Actual		
			Target	Actual	
4.6 Stimulate new humanitarian and development thinking	4.6a # of case studies (descriptive, exploratory or explanatory analysis or investigations of persons, events, decisions, periods, projects, policies, institutions et cetera) completed			N/A	L&R
	4.6b # of downloads of the electronic version of the World Disasters Report			N/A	

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

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

Impact evaluation question: Do National Societies have a greater sense of belonging, ownership, and trust in their International Federation?

Outputs	Indicators	Measurement			Responsible Department
		Baseline 2010	2014 Target vs Actual		
			Target	Actual	
5.1 Capacities and resources are shared to improve coherence, alignment and accountability within the IFRC.	5.1b # NS benefitting from the new ICT catalogue.	0	46	15	ISD
	5.1c Federation wide accountability Framework agreed and pilot implementation started			No	OD
	- Plan of action and Framework developed and agreed by the Board	No	Yes		
	- Framework promoted to NS	0	0		
	- Framework submitted to GA for rollout by	No	Yes		

	NS				
	5.1e # of NS with a strategic plan in line with Strategy 2020.	77 ²	TBC	117	PED
5.2 The IFRC Framework for Evaluations is upheld for all secretariat funded programmes and activities.	5.2 a # of evaluations posted on the evaluation databank on IFRC public website.	N/A	All	39	PED
	5.2b % of evaluation which are followed up by a management response.	N/A	50%	3 out of 34	PED
5.3 The secretariat is seen as a competitive and well-functioning organization in support of IFRC governance and membership.	5.3b # of late donor reports.		None	39	PED
	5.3e # of responses to NS satisfaction survey.	N/A	110	N/A	PED/Governance
	5.3f # of responses to the participants survey for the General Assembly /Council of Delegates/ International Conference.	N/A	N/A	N/A	PED/Governance

² Baseline in 2012

Stakeholder participation and feedback

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority <u>H</u> <u>Medium</u> <u>Low</u>	Recommended Action
Information Services		
As a result of the lack of funding, there has been a decision to close the Digital Divide Initiative, and to transfer DDI programme funding to the PNSs and Zones. The existing Advisory Services Unit (ASU) function in ISD will be separated out, with one position reassigned from the unrestricted ISD budget (risk #72 on funding of projects remains an ongoing issue).	H	Transfer DDI LTPF objectives from ISD to the zones. Follow-up on the transfer of DDI programme to the PNSs and Zones. Seek new ways to promote best practice and innovation in ICT use in the Federation.
Maintenance coverage and project capacity (risk #71). New projects deliver maintenance costs that current budget cannot absorb; if maintenance budget remains flat ISD would need to use part of project budget to cover the increase resulting in fewer projects funded.	H	Identify IT investment requirements for the next budget planning period. Review and implement accepted recommendations from PwC's recommendation as part of the IT Building Block project implementation.
IT security vulnerabilities highlighted by IT security audit can put highly restricted and restricted information at risk (risks # 54, 39 and 11).	H	Mitigation in place for risk #54 per completion of the information security awareness and implementation of secure email and secure file sharing to handle restricted & highly restricted information. Account de-provisioning through IAM is still in progress and planned this year.
Growth in unfunded project portfolio continuing despite limited capacity to deliver (risk #62).	H	Need to reconsider increasing project and core budget to solve growing project demand & innovation needs.
Zones/ Delegations and Departments , often working in silos (shadow IT) developing their own systems resulting in growing list of innovation projects, causing risk in duplication of time and cost and potential operational risks once they grow to production size systems (risk #7).	H	Define and implement One IT governance mechanism as part of the IT Building Block project implementation.
Risk due to developing production systems outside the ISD PM framework, lacking the PM artefacts and systems documentation to ensure its operational sustainability (risk #78).	M	Implement One IT governance mechanism as part of the Building Block project implementation.
Disruptive innovations in technology cause IFRC to fall further behind competitors. Includes digital program development (ICT4D), direct connections with beneficiaries, and digital fundraising direct to local NGOs (risk #77).	M	Continued membership in leading edge organizations like NetHope, ICSC and university research. Create a discretionary innovation fund to encourage leading-edge projects.
Lack of insight into IT spending across all offices and grants means inability to identify redundancies in IT costs and track Shadow IT (risk #76).	M	Adapt chart of accounts to better track ICT spend, as part of PwC's maintenance costs study recommendations implementation.

Acceptance of IT-related risks with lower urgency in the impact is currently an ISD judgment decision, reviewed with the Audit Committee annually.	M	Assess how risks could be further escalated if needed (ARC report p. 6 ³).
Management time required for restricted projects limits capacity (DMDS, Post2015 MDG, Health MOOC project, etc.) (risk #73).	M	Define and implement One IT governance mechanism as part of the IT Building Block project implementation.
Learning and Research		
World disaster report funding shortfall	H	The project ended the year with a small deficit, in spite of the efforts that were made to diversify the funding sources of during the year. Fundraising for the next edition began in Q4 2014, and it is hoped that the requisite funds will be available to allow for its production. However, there is need for a medium to longer term solution for funding the publication.
No unrestricted funding seems to be available for IMPACT in 2015. A full transformation of IMPACT from being financed by unrestricted to restricted budget or as supplementary service is being undertaken but unlikely to be completed by 31 st of December	H	
Youth Action and Volunteering Development		
A number of volunteers globally remain uninsured and therefore at considerable risk should they be injured or die in the line of duty	H	Review of Insurance arrangements Strong advocacy and measures to ensure funding for volunteer insurance

Lessons learned and looking ahead

- There is a lack of Youth and Volunteering Development staff resources at Zone and Regional levels, limiting the amount of direct support that can be provided.
- Utilisation of the Youth Policy and the Y.E.S. as a strategic tools should be more prominent in the work of the Secretariat's technical departments and Zone offices to support National Societies in implementing youth engagement decisions of the General Assembly 2013 and developing their own holistic approaches for advancing youth engagement.

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.



³ *Ibid.*

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

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

Find out more on www.ifrc.org

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