

Annual report

 International Federation
of Red Cross and Red Crescent Societies

Organizational Development

MAA00006

26 April 2010

This report covers the period 1 January to 31 December 2009.



The Nepal Red Cross Society is part of the "Measles Follow up Campaign" that aims to cover four million children aged nine months to five years old all over Nepal. Globally, more than 3.5 million lives have been saved between 2000 to 2007, as a result of accelerated measles vaccination activities. **IFRC**

In brief

Programme purpose: In facilitating the implementation of Strategy 2020, a core focus is on building strong National Societies. This is fundamental to enabling a strong Movement approach to sustainable service delivery in meeting the needs of vulnerable people.

The main focus of the programme is to:

- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Build strong National Societies characterized by:
 - a) the capacity to respond to needs continuously at the local level throughout its country;
 - b) sustainable and diversified income;
 - c) credible governing and managing leadership; and
 - d) the ability to attract volunteers from all ages and sectors of society through relevant work.

The organizational development team, both at the global level and in the field, are supporting member National Societies with technical guidance and support.

Programme(s) summary:

- The secretariat provides guidance, tools and technical support to organizational development (OD) coordinators and delegates in the field to effectively facilitate National

Society leadership development, holistic approach to National Society development, sustainable service delivery, volunteering and youth development, and local capacity building.

- The Organizational development global team, with the involvement of other technical departments, developed a five-year strategy (2010-2015) to further its impact and support to National Societies. There was also active participation and input to Strategy 2020 by OD practitioners in National Societies, the secretariat, ICRC and external partners in facilitating sustainable National Society development.
- In reinforcing the importance of volunteers in rendering services in natural disasters, the International Federation of Red Cross and Red Crescent Societies (IFRC) formed a partnership with the Lions Clubs International to strengthen the essential role that volunteers play in preparing for disasters, and in responding to emergencies. There were a number of new initiatives focussing on supporting volunteers rendering service in emergency situations and in post disaster and recovery situations. The secretariat continued to network to achieve the collective objectives of the Alliance of Youth CEOs in encouraging an enabling environment for youth to engage in and meet community needs, as well as contribute meaningfully as agents of change. More than half of the IFRC's volunteer base is made up of young people. The youth development focus of the OD department is to continue to promote the active participation of youth in meeting community needs, as well as advocating for vulnerable people and furthering leadership development through inter-generational dialogue and skills development. A major achievement was the successful organization of the 3rd World Youth Meeting 2009 held in Solferino, Italy. It was attended by 500 young people from 149 National Societies. The meeting concluded with the powerful Youth Declaration, Solferino 2009.

Financial situation: The total 2009 budget is CHF 1,890,332 (USD 1,821,150 or EUR 1,270,640), of which CHF 1,535,663 (81 per cent) was covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 859,539 (45 per cent) of the budget.

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

See also:

- [Organizational development support Plan 2009-2010](#)
- [Capacity building fund Annual report 2009](#)
- [Capacity building Plan 2009-2010](#)
- [Capacity building brochure 2009](#)
- [Volunteer development Annual report 2009](#)
- [Volunteer development Plan 2009-2010](#)

No. of people we have reached: The target group for OD is member National Societies. OD and capacity building support are targeted at National Society leadership, volunteers and staff. In addition, greater focus was placed on encouraging and facilitating partnering among Movement and external partners for greater impact, cost efficiency and maximization of resources. Since 2007, 29 National Societies received support through the ICB, and 64 through specific OD support. As part of the ICB pilots, both the Burundi Red Cross and Ghana Red Cross Society have achieved outstanding results in their efforts to develop countrywide sustainable services mobilized through local resources. These examples have provided valuable global knowledge sharing. Forty new leaders of National Societies participated in the leadership development course. Seventeen National Societies insured 40,409 volunteers through IFRC's global volunteer accident insurance scheme. Six National Societies were provided with direct legal base support and guidance in their statutes revision process. The global OD guidance and support were also extended to several intermediate target groups like OD delegates, OD practitioners of National Societies and operational alliances. Although it remains a challenge to capture good practices and lessons learned among National Societies, the best form of knowledge capturing and sharing is through real life experiences and inspiration. Focus will continue to be on knowledge

management and global sharing.

Our partners: At a global level, the IFRC has benefited from partnerships in furthering its OD and capacity-building objectives, through the development of OD tools, consultation and advice, as well as human resource support to the team, in particular, from the Swedish, British, Netherlands, American, Danish, Norwegian, Irish, Finnish, Italian and Swiss Red Cross Societies. In terms of volunteering development, a memorandum of understanding was signed between the IFRC and the Lions Clubs International to further the cooperation towards empowering volunteers to serve their communities through joint initiatives, knowledge sharing and capacity-building activities. Moreover, in order to actively participate in the International Year of Volunteers (IYV)+10 in 2011, there is a close partnership with UN Volunteers and the International Association of Volunteer Effort (IAVE) that will materialize in both global and zone joint activities. Corporate-supported volunteering will be explored together with IAVE in 2010. In terms of leadership development, the Red Cross Red Crescent leadership training for National Society leaders is continuing to be developed with input from National Societies, the New Partnership for African Red Cross and Red Crescent (NEPARC), and various institutions of higher learning. The IFRC is a member of the Alliance of Youth CEOs which comprises leadership of the world's largest youth organizations. The members include: the World Alliance of Young Men's Christian Associations (YMCA), World Young Women's Christian Association (YWCA), the World Organization of Scout Movement, the World Association of Girl Guides and Girl Scouts, the International Award Association and the IFRC. Corporate support to youth development efforts included Eli Lilly and Lenovo. The global pilot project on local capacity building by the Ghana and Burundi Red Cross Societies is supported by DFID and the IFRC's Capacity building fund, whose current contributors are the governments and National Societies of Britain, Canada, Finland, Netherlands and Sweden. Other valuable partners to the OD team are the ICRC, Association of Chief Executives of Voluntary Organizations (ACEVO) and the European network that connects and develops the third sector across Europe, and the University of Geneva.

Context

- Issues such as climate change, the current financial crises, and globalization are some of the issues which currently influence the challenges which National Societies and affected communities face on a daily basis.
- In the coming years and decade, population shifts throughout the world, caused or exasperated by strong external factors will change the way the world looks, and cause new and perhaps unexpected challenges for National Societies. National Society development along with programmes and skills development and the continued priority to volunteering and youth development, will enable National Societies to be better prepared and placed to meet these challenges, and make the best use of what are often limited resources.
- Poverty, health, violence, migration, environment education, and unemployment are critical issues that will continue to affect civil society, and hence the Red Cross and Red Crescent must be ready to respond and make a real difference.

Progress towards outcomes

Organizational development

Outcomes

- National Society development is enhanced through capacity building and targeted OD intervention.
- Skills and knowledge sharing, best practices among National Societies is facilitated and encouraged through OD coordinators, as well as other regional and country-level platforms.
- Governance and management to enable strong National Societies with sustainable services countrywide is improved.
- The legal base of National Societies is strengthened with advice and guidance from IFRC on revising statutes, and in facilitating knowledge and information sharing.

Achievements

- **Development of the National Society development strategy (2010-2015):** This strategy was developed to effectively coordinate OD and capacity-building support to National Societies at the global, regional and country levels for sustainable outcomes. The five-year strategy was developed jointly with secretariat colleagues reinforcing the objectives of Strategy 2020 in building strong National Societies, with input from National Societies, ICRC and external partners. The strategy will be used to guide OD support to National Societies in the coming years in realizing with National Societies the implementation of Strategy 2020.
- **The IFRC and ICRC organized two successful Movement induction leadership development courses in September and October 2009:** The courses were organized in English and for Arabic-speaking new leaders of National Societies (Presidents, governance members and Secretary Generals). This was the very first time that the course was organized in the Arabic language. In total there were 40 new leaders who attended both courses. Greater understanding of the Movement and its components was achieved, as well as challenges faced in the humanitarian sector were discussed, and a personalized plan of action was developed by National Society leaders, and avenues outlined for joint collaboration.
- **Review of OD and capacity-building tools and guidance:** A comprehensive review and updating of tools and guidance on capacity building and OD were conducted. This range of resources has been posted on FedNet, and can be easily accessed by National Societies.
- **Red Cross Red Crescent leadership and management programme:** This programme was further developed in consultation with National Societies, international organizations, as well as institutions of higher learning, and it integrates recommendations from the capacity-building strategy for Africa. Researches of successful models developed by other organizations such as Oxfam, Action Aid, Christian Aid, Care International and Acevo and Euclid (a Chief Executive Officer (CEO) network for non-profit organizations based in the UK) have also been incorporated. The programme is specifically designed for governance and the management of National Societies, and it addresses the challenges facing a three or four-tier, member-based, nationwide organization. The programme will promote a holistic approach to leadership and management. The curriculum would include a combination of e-learning modules, interactive sessions on relevant leadership and management topics, lectures using knowledge-sharing platforms and evidence-based examples, with a strong component of peer to peer mentoring and coaching. The programme will be implemented by mid-2010.
- **Progress on Intensified capacity building (ICB):** In total, 29 National Societies have benefited from technical and financial support to prepare their three-year ICB development plan. Forty-seven percent of these National Societies were from Africa, which is in line with the Governing Board's decision in 2007 to have 50 per cent of countries receiving support for ICB Capacity building fund from Africa. In 2009, there were seven National Societies that received financial and technical support to implement their ICB plan over three years. The National Societies that did not receive funding support for the implementation of ICB, utilized

- **ICB pilot projects of Burundi and Ghana Red Cross Societies** have reached two years of implementation, and these National Societies are showing concrete results in strengthening their service delivery capacity by creating grassroots units formed by leaders and volunteers mobilized from amongst the local community. Each grassroots unit mobilizes its own resources in order to serve the most vulnerable in their local communities. Based on a holistic approach to National Society development and long-term programme sustainability, these pilots have demonstrated the significant ability of local communities to successfully generate resources to address vulnerability through permanent services. Both National Societies have exponentially increased their number of branches and volunteers actively engaged in service delivery. Knowledge gained from the experiences of these pilots will be further shared with National Societies.
- **National Society legal base:** There is now access, through FedNet, to 64 National Societies' recognition law. The best practice of 20 statutes of National Societies is accessible through FedNet, along with the best practice on the auxiliary process, as well as other material to effectively facilitate a revision process. In addition, a platform capturing the basic data of National Societies, important when undergoing a revision process, has also been made available. This enables the secretariat to provide more timely and accurate guidance. A peer-to-peer internet based platform forum for inter-National Society sharing and support is in the testing phase. This is integrated with the volunteer and leadership peer platform to create a common avenue for support.
- **National Society development technical support** provided to zone and field delegations, technical departments and ICRC included: OD support as part of the Field Assessment Coordination Team (FACT) to the Sudanese Red Crescent in April 2009. The recommendations were presented to the governance and management of the Sudanese Red Crescent; participation and advice in the Restoring Family Links implementation task force; ongoing consultation and joint action with OD zone colleagues, country delegations and National Society OD practitioners and focal points to support OD change processes; participation in the disaster coordination support group to provide advice on OD and capacity-building interventions; and the development of a leaflet providing guidance on volunteer management in pandemics which was used in H1N1 community-based efforts. In addition, ongoing guidance was provided on volunteering in emergencies (e.g. volunteering accident insurance, psychosocial support, etc.); involvement of youth in leadership and community service and advocacy initiatives; and in ongoing engagement with ICRC, and other partners in furthering tools, guidance and platforms for collective work.
- **The Capacity building fund (CBF)** supports the development of long-term operational and financial autonomy of National Societies. The secretariat encourages and facilitates the support of aspiring National Societies, who after initial success, inspire and support other National Societies. This is central to the strategy of the fund - National Societies help themselves and each other. This is powerful, and the most effective form of knowledge sharing. The following aptly reflects this: leaders of the Central African Red Cross Society visited the Burundi Red Cross to receive advice for their own development planning process. The Liberian Red Cross Society approached the Ghana Red Cross Society, and in the same spirit, The Red Cross of the Former Yugoslav Republic of Macedonia provided organizational and service planning advice to the National Societies of Montenegro, Moldova and Uzbekistan. This networking has led to ongoing peer-to-peer coaching. Since 2007, the ICB, specific OD support (SOS), and urgent OD interventions have provided support to 64 National Societies in strengthening their leadership, management and service delivery for sustainable results. In 2009, twenty-one National Societies have been supported in total with a grant allocation of 1,163,752 Swiss francs. The secretariat is grateful to the Expert Advisory Panel of the CBF for their dedication and support in ensuring professional assessment and advice on National Society development. For more detailed information, refer to the [Capacity building fund Annual report 2009](#).

Constraints or Challenges

- Many of the objectives were achieved. However, **financial resources** were insufficient at the global, regional and country levels. This was largely attributed to the financial crisis and the need for a National Society development resource strategy that would enable a consistent funding stream to support ongoing OD and capacity-building modalities to facilitate the strengthening of National Societies, and to award initiatives that encourage innovation in leadership development, and espouse new opportunities in skills development and applied learning. The aim is to have this resource strategy established in 2010.
- **Obtaining baseline data on National Society capacities** - It was difficult to obtain accurate and consistent baseline information across National Societies to effectively assess and identify strengths and gaps to advise and facilitate OD processes. A priority in facilitating the implementation of Strategy 2020 is establishing a database for generating baseline data of all National Societies. The database would enable National Societies to effectively assess and plan their change process, including enhancing their service delivery with sustainable results and effective resource mobilization. It would encourage platforms for knowledge sharing among National Societies on good practices and lessons learned, and provide opportunities for collaboration and peer to peer mentoring and coaching. The database would also further facilitate meaningful and fruitful partnerships among Movement actors, government, corporate sector, civic organizations and civil society.
- **Harmonized approach to National Society development**- it is imperative that Movement actors and external partners effectively coordinate intervention and National Society development support for sustainable results. This is not always recognized, which in the medium and long term, weakens and does harm to the National Society rather than strengthening it. The secretariat continues to work with the ICRC and National Societies to achieve a harmonized OD approach to National Society development which reinforces ownership of the National Society, and ensures that it is at the center of its change process.
- **Knowledge capturing for global sharing** - this remains a challenge to capture good practices and lessons learned. There are many valuable examples and learning that could be acquired through the sharing of best practices and lessons learned among National Societies' OD process. However, the collection of information is ad- hoc and sporadic. Thus, it is difficult to arrive at evidence-based and credible conclusions that could be further explored or generalized. A priority is placed on knowledge capturing in 2010 and beyond. This is critical as the IFRC prepares for the global National Society development forum as part of IYV +10 in 2011.

Moving Forward

2009 was a fruitful year for the National Society development global team. In 2010, focus will be on:

- Furthering the aim and priorities of the **global partnership for National Society Development** in strengthening leadership and service development through resource sharing, joint initiatives and innovation;
- The **implementation and outcome of the study on the impact of the ICB and other organizational development and capacity-building initiatives towards National Society strengthening and sustainable community development**. The outcome of the study would be recommendations on: enhancing modalities for greater impact and sustainability in service development and delivery; addressing challenges of leadership, governance and management at both the national and branch levels; the added value of partnerships (i.e. internal and external to the Movement); and the sharing of best practices and lessons learned with regards to the various OD and capacity-building modalities, etc.;
- **Characteristics of a strong National Society** – with emphasis on strong National Societies in Strategy 2020, the secretariat is in the process of developing indicators around these characteristics. National Societies will be consulted for input.

- **Red Cross and Red Crescent leadership development** is a priority expressed by leaders of National Societies. Efforts to encourage formal learning exchanges, sharing of best practices and lessons learned, and peer to peer mentoring and coaching will be facilitated by the secretariat at the global level and through country and field delegations.
- **International Year of Youth 2010 and International Year of Volunteers +10 in 2011** are two platforms whereby the secretariat will actively support National Societies so that they are able to actively engage, and recognize volunteers for their untiring service and dedication to improving the lives of vulnerable people and communities.
- **Commitment to knowledge sharing** – There will be a commitment to greater access of knowledge sharing and capturing through e-learning, social media and other avenues to further support to and among National Societies in: OD, capacity building, volunteering and youth development, partnering and other areas of interest to National Societies.

Volunteering Development

For programme activities, please see the [Volunteer development Annual report 2009](#).

Outcomes

- National Societies have access to support and technical resources in their volunteering development and management efforts.
- National Societies have proper volunteer-enabling legal frameworks for volunteer action at both, the internal and external level, that contributes significantly in building up a volunteer-friendly organization.
- By the end of 2011, National Societies, the IFRC and partner organizations have access to a platform and resources to better manage and support volunteers involved in emergency response.
- National Societies and the IFRC have increased their efforts towards the celebration and recognition of the achievements of volunteers.
- Support to National Societies volunteering development efforts is effectively supported and coordinated by the IFRC.

Achievements

- **Peer-to-peer support:** The peer-to-peer support system on volunteering development has still not been finalized. The work has been expanded to relate and coordinate with other technical specialities in the National Society development sphere. In Asia Pacific, a first draft of a system has been developed and globally this will be embraced and explored in relation to the use of the IFRC's learning platform. It is estimated that the peer-to-peer system will be launched in mid-2010.
- **The knowledge management on volunteering development:** The main audience of IFRC's website is outside the Red Cross Red Crescent components. External profiling of volunteering in Red Cross Red Crescent has in 2009, been featured in the IFRC's website through several articles and newsletters. Early in the year, some volunteer profiles were posted on the website. In Asia Pacific, the zone volunteering development function has developed and distributed globally a number of new case studies/fact sheets, as well as one DVD focused on volunteering. The IFRC launched at the end of 2009, three new internet-based communication means: the 2009 campaign site "Our World Your Move", a learning platform, as well as a collaboration platform Fed Team (on SharePoint). The IFRC facilitated several workshops on volunteering development at the week-long global human resource meeting in mid-2009, and participated in the steering committee meeting of the European Reference Centre. Positive progress is reported on the volunteer management distance-learning course facilitated by the British Red Cross and the Spanish Red Cross. The task of developing a concept on a Global Resource (Excellence) Centre on Volunteering Development will be pursued in 2010 linked to the IYV+10. There have been initiatives in

several zones, to share information, experiences and create learning opportunities. In the last two years, one or several participants from more than 60 percent of the member societies have directly benefited from workshops/training related to volunteering development organized by the IFRC. In 2009, the IFRC supported the first volunteering development in the Middle East and in the North Africa zone with the participation of more than 16 National Societies. This workshop was an introduction to volunteering development, and the working languages were Arabic and English. The National Societies clearly articulated a need for continued support after the workshop; and in this context, it relates mostly to moral and technical support. In MENA, one of the clear contributions to global sharing and the adaptation of resources was the translation of the Swedish Red Cross manual for volunteering in emergencies into the Arabic language.

- **The volunteer management database resource:** The work on developing a volunteer management database was initiated in 2007. There are reasonable products on the market that can be adapted to suit the diverse range of National Societies in the Red Cross Red Crescent. In 2007, the discussions were initiated on developing a global template, and the issue was explored together with a Microsoft consultancy affiliate in South Africa. The main reason for discussing a Microsoft product was to use existing software platforms used by National Societies in Africa and Asia Pacific (the IFRC also has a global agreement with Microsoft.) In mid-2009, The Netherlands Red Cross approached the IFRC and suggested a joint collaboration. A first meeting was held to explore how to proceed together, and in October 2009, a technical meeting was organized in Dakar, Senegal. A project proposal was outlined: firstly, assessing the needs and conditions of three diverse National Societies; secondly, outlining specifications for a template; thirdly, developing the template and finally piloting it in the three National Societies. At the end of 2009, discussions were planned to be held with the involved partners, but have been put on hold due to the uncertainty of the capacity of IFRC and its partners in Africa. This will be further addressed in early 2010 as part of the next steps.
- **The volunteer legislation:** The aim was in 2009 to take up discussions with United Nations Volunteers (UNV) on the previous joint initiative to promote better legislation for volunteerism. Discussing this further with UNV, they have taken the lead on this and engaged with a European-based organization specialized on not-for-profit-laws and legislations to make a study on the current situation. In 2010, the intention is to follow up on this initiative and see what role the Red Cross Red Crescent can assume. Meanwhile, within the Red Cross Red Crescent, the use of the volunteer legislation guidance note has been promoted at several meetings and occasions e.g. Red Cross Red Crescent leadership programme, volunteering development workshop in MENA and other regional platforms.
- **The volunteer accident insurance and volunteer safety resources:** Providing volunteers with an accident insurance has proved to be a challenge for some National Societies. The IFRC's volunteer accident insurance is offered to National Societies as a direct action on the decisions by the General Assembly. Out of 26 National Societies that in 2008 expressed interest, sixteen National Societies insured 40,409 volunteers in 2009 through the global volunteer accident insurance scheme. The sixteen subscribing member societies are Burundi, the Dominican Republic, East Timor, Ecuador, Ethiopia, Haiti, Côte d'Ivoire, Madagascar, Malawi, Mali, Myanmar, Namibia, Nepal, Senegal, Sri Lanka and Trinidad and Tobago. A large group of National Societies still do not have any insurance or very limited coverage.

The IFRC's security team is currently drafting a basic safety manual for volunteers, building on the more comprehensive security manual that was introduced in 2009. The aim is that a volunteer handbook and e-learning is launched in 2010 within the framework of volunteering in emergencies.

- **IFRC volunteering policy:** The IFRC's volunteering policy was adopted at the General Assembly in 1999. The General Assembly decided in 2007 to request a revision of the IFRC's volunteering policy, to be reported back to the assembly in 2011. The working group on volunteering proposed a revision process, and the Governing Board decided on it in May 2008. An update on the progress of the revision is reported at each Governing Board

meeting. The revision process started in September 2008 by inviting National Societies to reply to a survey, of which twenty-six societies responded. Based on the survey responses, the Governing Board's Working Group on Volunteering concluded that: National Societies require more practical guidance on how to implement the volunteering standards set by the General Assembly; the existing volunteering policy is relevant, but there are areas that could be improved; and a revised volunteering policy needs to consider and facilitate implementation at the National Society level.

The Working Group on Volunteering presented in September 2009 to the Governing Board a revised volunteering policy that is shorter, more concise and defines the standards and values that are to be adhered to by the National Societies. A code of conduct for volunteering in the Red Cross Red Crescent is also proposed and annexed to the revised volunteering policy. In December 2009 after the General Assembly, the National Societies were invited to take a close look at the proposal for the revised policy and code of conduct and provide their feedback and recommendations.

- **Volunteering in emergencies:** Although the project has been delayed, the volunteering in emergencies plan was further developed from January to May 2009. An outcome was creating a concrete plan for developing psychosocial (PS) support to volunteers. The reference centre for psychosocial support is taking the lead, and a four-month pre-study will commence in February 2010. The outcome of the study will provide recommendations towards the establishment of minimum global standards for PS support, and the development of a set of inter-linked products, tools and services for National Societies to use for the implementation of these standards. In conjunction to the H1N1 influenza pandemic, the volunteering development team developed leaflets providing guidance on volunteer management in pandemics. Later during the year, a draft self-assessment tool for volunteering in emergencies was developed. This self-assessment is a guide to start analysing and discussing how well prepared a National Society is at the national or local level for volunteering in emergencies.
- **The IFRC's volunteering development award:** The award was established in 2005 to celebrate the effort put in by National Societies in the development of volunteering. The volunteering award is a good indicator on the interest of National Societies in volunteering development. In comparison with 2007 when six National Societies were nominated, in 2009, when the nomination period was closed, a total of 18 National Societies were nominated and several more came too late with their nominations. The following are the criteria for selection of the winning National Society(ies): commitment and action to better manage and support their volunteers; progress in establishing a volunteer management system for all levels in the National Society that suits the context of the country; and effective management of volunteers at the local community level.

After a comprehensive screening discussion by the Governing Board's working group of volunteering, the Mali Red Cross was selected as the winner. National volunteer awards exist in several National Societies. However, this will be further promoted in preparation for the IYV+10.

- **Preparing for the International Year of Volunteers in 2011:** The UN has declared the year 2011 as an International Year of Volunteers (IYV+10), as it marks the tenth anniversary of IYV in 2001. The European Commission has declared 2011 as a European Year of Volunteering. The theme chosen by the IFRC's Governing Board and presented at the 17th General Assembly for IYV+10 is "*Volunteering in emergencies.*" A unifying theme such as this facilitates joint action by the Movement and allows scope to highlight the contribution of the IFRC's volunteers in a broad number of areas, as it encompasses conflicts, crises, disasters and emergencies in the phases before, during and after the time of emergency.

The IFRC has, through the partnership with UN Volunteers, been involved in the preparations of the IYV+10 through the provision of input to the UN reports (2008), hosting a consultative meeting (in 2007) and participating at a global planning meeting (2009). In 2009, several consultations with partners such as the Lions Clubs International and IAVE have

taken place to outline and clarify the possibilities of working together leading up to 2011. Even though much preparation has taken place in 2009, most of the related work to IYV+10 will take place during 2010.

A first proposal for IFRC's engagement in IYV+10 has been developed. By engaging with National Societies in 2010, and supporting the facilitation in delivering up to 186 national campaigns in 2011, the aim is to position the Red Cross Red Crescent as the first and natural choice for people who want to contribute as volunteers or donors to humanitarian services. This will further contribute to the diversity of the volunteer base, and towards building communities that are more resilient.

Constraints or Challenges

- The main constraints/challenges relate to human resourcing. The plan for 2009 was based on 2.25 positions in Geneva, and an increased number of zone-based positions (one in Asia Pacific, and two more positions in the Americas and in West Central Africa). In the beginning of the year, 1.25 positions were in place at the secretariat in Geneva. Leading up to mid-2009 and after, the 0.25 communication function was absorbed by activities related to the Solferino 150 year's campaign. The recruitment of zone positions was only successful in the case of the Americas, and the post was filled by September 2009.
- The resources for taking volunteering in emergencies forward have not been sufficient. The Swedish Red Cross, therefore, provided an additional resource for volunteering development during three months in the beginning of the year that facilitated increased programme implementation.
- The organizational "rightsizing" influenced programme implementation. The budget is under funded, but in balance with expenditure. Spending level could be higher, but has not been feasible since the organizational "right sizing" did not allow the increase of staff outlined in the plan for 2009. Hence, some activities were delayed, and are expected to be implemented in 2010.
- The headcount for 2010 is set to one position for the secretariat in Geneva, with access to communications support outside the department.

Youth Development

Outcomes

- The global youth development capacity of Red Cross Red Crescent youth programmes in National Societies and networks to address the most urgent situations of vulnerability in local communities and civil society. The programme implements the constitutionally mandated functions in the area of youth by promoting IFRC's Youth Policy in order to guide Red Cross Red Crescent National Societies to develop an enabling environment for youth to play an active role. The programme also encourages and coordinates the global exchange of experiences among all National Societies for the education of young people in humanitarian ideals.

Achievements

- **3rd World Red Cross Red Crescent Youth Meeting "Youth on the move"**: With the aim to strengthen youth volunteering and improve the quality of Red Cross Red Crescent youth programmes, a very limited youth team from the secretariat in Geneva, in cooperation with the "Solferino 2009" team, the support unit in Rome and the Italian Red Cross, organized the 3rd world youth meeting in Solferino, Italy from 23 to 28 June 2009. In order to ensure youth active participation in identifying the humanitarian challenges and in planning the event, the secretariat supported the establishment of a Youth Steering Committee as well as its two meetings and work. The Youth Drafting Committee was also created to collect the views of youth during the meeting and develop the Solferino 2009 Youth Declaration that was then presented as a "call to action" to representatives of the Movement, Governments, UN and other civil society organizations during a public event organized in Geneva. Through 35

thematic workshops and 20 discussion forums, about 500 youth representatives from 149 National Societies were trained on humanitarian issues.

- **IFRC Youth Award 2009:** The concept of the IFRC Youth Award 2009 was reviewed in order to add value to, and ensure the follow-up of, the training provided during the world youth meeting; as well as the implementation of commitments made through the Youth Declaration. National Societies had the opportunity to present innovative projects developed by youth in the category of humanitarian values, health, climate change and catastrophes. Thirty-one projects were presented and three winners and three runners-up were rewarded with the participation to the General Assembly, a laptop and a grant to support the start-up of the projects. The nominations were all meaningful in serving a humanitarian need. Thus, all applicants were advised and encouraged to contact the secretariat country or zone offices should further assistance in implementing their initiative be needed.
- **IFRC Youth Commission:** Two meetings of the Youth Commission were supported, as well as the implementation of its work plan and the report to the General Assembly. Three vacancies were filled during the General Assembly. Its members' participation and active involvement has been facilitated during the Movement statutory meetings in Kenya in order to ensure an open dialogue with all partners.
- **Youth in organizational development:** In order to further promote youth development as an integral part of regional and national plans as well as National Society development, clear indicators have been developed, included and shared in the planning guidelines 2010-2011.
- **Strategy 2020:** A discussion paper on youth has been developed as an input to the Strategy 2020 process. The Youth Commission was involved in the drafting process, and youth were encouraged to contribute with their input on the latest drafts. Discussion forums with youth have also been organized during the world youth meeting in Solferino.
- **Youth leadership** good practices have been shared, and training provided by National Society youth representatives in English, French and Spanish, as well as by the World Association of Girl Guides and Girl Scouts, with a special focus on gender.
- **The partnership** with Alliance of Youth Chief Executive Officers, along with UNICEF and FAO, led to increased progress on the production of the *Guide on Youth and Climate Change "Taking Action Now"*.

Constraints or Challenges

- The main concern and challenge for 2009 has been the inadequate human resources available to fully implement the broad youth plan, organize the several youth initiatives, and ensure core services on youth development.
- The part-time staff-on-loan from the Irish Red Cross Society allowed the implementation of the communication plans, while the ones supported by the Finnish Red Cross represented a valuable contribution towards the success of the Solferino events, as well as of the Youth awards and the active youth participation in the statutory meetings.
- The logistics support of the Italian Red Cross contributed significantly to the organization of "Youth on the Move."

Working in partnership

At a global level, the IFRC has benefited from partnerships in furthering its OD and capacity-building objectives, as a result of:

- The main partner for organizational development is always member National Societies, and through the ICB process the department works closely with these societies to help them further develop and improve the plans for service delivery and organizational strengthening. In addition, there are also a range of partnerships among National Societies, ICRC and external organizations that provide for advancement in OD and capacity-building knowledge sharing, throughout the Movement.
- The National Society development department works closely with the secretariat's technical departments in order to ensure a holistic approach to the capacity-building programmes in

areas such as health and social service, disaster response and management, disaster risk reduction and resilience, principles and values, performance and accountability, governance support, etc.

- The ongoing consultation, financial and technical resource support and advice, as well as human resource support to the team, was provided, in particular, from the Swedish, British, Netherlands, American, Danish, Norwegian, Irish and Finnish Red Cross Societies and the Expert Advisory Panel. The Expert Advisory Panel provides the CBF committee with expert, objective technical advice on the fund allocation decisions. The members are from National Societies and donors appointed by the Secretary General. The members for 2009 included: Dr Jaslin Salmon, President, Jamaica Red Cross; Ulrika Årehed Kågström, Deputy Secretary General, Swedish Red Cross; Grete Berdal, Director for OD and Support, Norwegian Red Cross; Matthias Schmale, International Director, British Red Cross (up until March 2009); Dr. Vadim Kadyrbayev, Vice President, Kazakh Red Crescent Society; Dr. Dev Dhakhwa, Secretary General, Nepal Red Cross Society; and Andrews Frimpong, Secretary General, Ghana Red Cross Society.
- A memorandum of understanding signed between the IFRC and the International Association of Lions Clubs to further the cooperation especially in the area of volunteering in emergencies through joint initiatives, knowledge sharing and capacity building activities.
- Realizing the existing partnership agreement with UN Volunteers in the coming two years increasingly relates to mainly the IYV+10. Another arising partnership in relation to 2011 is the one with IAVE, that will materialize in both global and zonal joint activities. Corporate-supported volunteering will be explored together with the IAVE in 2010 and other companies, organizations and institutions.
- The Red Cross Red Crescent leadership programme is continuing to be developed with partners such as NEPARC and institutions of higher learning.
- The IFRC is a member of the Alliance of Youth CEOs which comprises the world's largest youth organizations. This alliance provides the opportunity among organizations for sharing and learning, as well as for initiating joint programmes to promote the positive development of young people. The members include the World Alliance of Young Men's Christian Associations (YMCA), the World Young Women's Christian Association (YWCA), the World Organization of Scout Movement, the World Association of Girl Guides and Girl Scouts, the International Award Association and the IFRC.
- Youth development partnerships in promoting avenues and opportunities for encouraging greater networking and collaboration among youths. The success of the 3rd World Youth Meeting and 3rd Youth Awards was due to the support received from the Finnish, Irish, Italian and Swiss Red Cross Societies and the corporate sector support received from Eli Lilly and Lenovo.
- The global pilot project on local capacity building by the Ghana and Burundi Red Cross Societies is supported by DFID and the Capacity building fund, whose current contributors are the governments and National Societies of Britain, Canada, the Netherlands, Sweden and Finland.
- Other valuable partners are the ICRC, the Association of Chief Executives of Voluntary Organizations and the European network that connects and develops the third sector across Europe, and the University of Geneva.

Contributing to longer-term impact

With the core focus on National Society development, OD and capacity-building support at the global, zone, and country levels will focus on governance and leadership development; ensuring sustainable service delivery countrywide through an integrated service approach; financial sustainability through local resource mobilization; volunteering and youth development; peer-to-peer mentoring; partnership facilitation; and knowledge capturing and sharing of best practices. This will enable National Societies to be more resilient and effective in their service delivery to vulnerable people, everywhere in the world, everyday.

Looking ahead

To effectively achieve the objectives and targets in the coming year to further support National Society development:

- The IFRC will continually reinforce a holistic and harmonized approach to National Society development. In order to have an impact on long-term leadership and programme sustainability, National Societies will be highly encouraged to invest in their human resources, engage volunteers and youth in meaningful service, and involve vulnerable people in its service planning assessing service quality. Thus, leadership development will continue to be a priority in the IFRC's support to National Societies.
- The IFRC will espouse the partnering and networking among internal and external actors (i.e. government, corporate sector, academic institutions, civil society and other humanitarian organizations) to further peer-to-peer mentoring and support, and encourage collaboration and joint initiatives among National Societies in maximizing OD support towards strengthening National Society development.
- The IFRC will work with the ICRC by reviewing existing OD and capacity-building approaches, and are in the process of developing a Movement approach to National Society development. This will also help facilitate global knowledge sharing, good practices and models, as well as lessons learned. The process is ongoing and National Societies will be consulted.
- In volunteering development, the year 2011 will be last year in the realization of the four-year volunteering development plan. The theme for the IFRC involvement in IYV+10 is going to be "volunteering in emergencies", and that will place greater focus on that topic. Another aspect in conjunction to 2011 is that technical resources provided to National Societies by the IFRC must be credible, built on evidence-based foundations, existing good practice and use existing well-established channels. Without evidence, it will be difficult for National Societies or the IFRC to facilitate greater promotion and advocacy efforts. Special emphasis will be placed on considering the digital divide and working in partnership. The risk is that 2010 will be seen as a transitional year. However, it is the opposite; it is a year of consolidating and sharpening strategies, and making the best use of resources.
- In youth development, National Societies and their youth networks will continue to be supported at the global and zonal levels, in implementing the outcomes of the Solferino Youth Declaration and regional conferences. In addition, focus will be on strengthening youth leadership and avenues for their participation in the Movement through various decision-making structures. During the International Year of Youth 2010, the secretariat will continue to be a reservoir for global sharing and resource support to National Societies.

How we work

The IFRC's activities are aligned with its Global Agenda, which sets out four broad goals to meet the IFRC's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

Contact information

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