

Annual report



International Federation
of Red Cross and Red Crescent Societies

Supporting National Society development

Appeal No. MAA00006

29 April 2011

This report covers the period 1 January to 31
December 2010.



At the heart of a strong National Society is its nationwide network of locally organized branches with members and volunteers who work with the community to build local capacities and sustainable development. *Haiti National Red Cross volunteer Jeanne Jaboin is conducting a hygiene promotion awareness event at Place Saint-Pierrecamp in Pétionville, Port au Prince. IFRC*

In brief

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

Programme(s) summary:

- The International Federation of Red Cross and Red Crescent Societies (IFRC) provides guidance, tools and technical support to organizational development (OD) coordinators and delegates in the field to effectively coordinate support to National Societies in OD and capacity building.
- The key to sustainable development is establishing a harmonized approach to National Society development. IFRC's strategic focus in facilitating the building of strong National Societies is to:
 1. Enable a Movement approach to National Society development;
 2. Improve advocacy and knowledge management on National Society development; and
 3. Ensure effective secretariat support to National Society development.

Financial situation: The total 2010 budget was CHF 1,816,307 (USD 1,673,660 or EUR 1,371,090), of which CHF 1,395,404 (77 per cent) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 818,920 (58 per cent) of the budget. Some activities and programmes were moved to the first quarter of 2011 for implementation.

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

No. of people we have reached: The target group for National Society development support is member National Societies. Greater focus is placed on encouraging and facilitating partnering amongst Movement and external partners for greater impact, cost efficiency and maximization of resources. Thirty National Societies were directly involved in the study on the “Impact of Intensified Capacity Building (ICB) and other OD and Capacity-Building Initiatives Towards Programme Sustainability and Community Development.” Outcomes will be shared with 186 member National Societies to enlarge their knowledge base on organizational development, as well as contribute to a deeper understanding of the necessary conditions to facilitate capacity building. In terms of support through the Capacity building fund (CBF), seven new National Societies benefited from the support of the CBF in the first half of 2010. All together, 41 National Societies implemented OD activities with the support from the CBF during the reporting period (including 16 National Societies from the Caribbean region through a regional volunteering development project). Greater emphasis in enhancing leadership development was promoted through IFRC’s online learning platform. By the end of 2010, over 15,000 staff and volunteers including those from National Societies accessed on line courses through the IFRC Learning Platform.

Our partners

Supporting National Society development: At the global level, the IFRC benefited from partnerships in furthering its OD and capacity-building objectives, through the development of OD tools, consultation and advice. Human resource support has also been provided to the team through the American, British, Danish, Finnish, Irish, Japanese, Republic of Korea, The Netherlands, and Swedish Red Cross Societies; the International Committee of the Red Cross (ICRC); and the University of Geneva. The Red Cross Red Crescent leadership development programme continued to be developed with input from National Societies, and partners such as the New Partnership for African Red Cross and Red Crescent Societies (NEPARC), Arab Open University, British Red Cross, John Adair International Action Centred Leadership, Monterey Institution Tecnologico, The Oxford Leadership Group and the University of Geneva.

Volunteering development: A memorandum of understanding (MoU) was 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, a two-year plan was developed, focusing on the planning for the International Year of Volunteers + 10 (IYV+10). In addition, the IFRC in its partnership with the International Association on Volunteer Effort (IAVE) supports the 21st IAVE World Volunteer Conference to be held in January 2011 in Singapore and on corporate-supported volunteering. The partnership with the International Olympics Committee continued to be strengthened, with support and involvement of Red Cross and Red Crescent youth and the IFRC secretariat in organisation of the 1st Youth Olympics held in Singapore in August 2010. The Swedish Red Cross and the Swedish International Development Cooperation Agency (SIDA) have been strong supporters in providing on-going financial support to implement the diverse volunteer initiatives by the IFRC secretariat to support and strengthen National Society’ volunteering structures.

Youth development: The global youth development programme in 2010 has been implemented thanks to the partnership with SYNI (Swiss unemployment agency) and contribution from the private sector. Supportive National Societies contributed to youth development by making staff available at regional level. In addition, the IFRC continued its cooperation with the ICRC, French and Belgian Red Cross Societies to promote international humanitarian law (IHL) and humanitarian values among young people; with the largest youth organizations in the framework of the Alliance of Youth CEOs: the World Alliance of Young Men's Christian Associations (YMCA), the World Young Women's Christian Associations (YWCA), World Organization of the Scout Movement, World Association of Girl Guides and Girl Scouts, the International Award Association; UNICEF. Opportunities for cooperation have been explored with partners interested in youth.

Capacity building fund (CBF): The current support provided by CBF to National Societies is possible thanks to the valuable contributions from the British Department for International Development, the American Red Cross and the governments and National Societies of Sweden, and Finland. National Society partners with a contribution of above 250,000 Swiss francs per year, in addition to financial support, supported the CBF with OD expertise in the CBF's expert advisory panel. Other partners who provided an OD expert in the CBF's expert advisory panel were the National Societies of Jamaica, Kazakhstan, Nepal and Norway. In 2010, the secretariat, with the support of the American Red Cross, pursued the preparatory work for a study on the initial impact of ICB and other OD and capacity-building initiatives towards programme sustainability and community development. The study has been completed and the results will be published in the first half of 2011.

Context

- The wave of devastating natural disasters i.e. floods in Pakistan, the global recession, the lingering effects of food and fuel crises, and the reality of climate change have shown us how fragile the National Society development process can be.
- A number of National Societies faced internal crises; integrity issues; challenges in ensuring financial sustainability; regular turnover and exchange of leadership; hardship of applying good standards; and difficulty in generating financial resources.
- National Societies have a range of priorities in their development process. Thus, when designing and determining the appropriate and relevant support to a National Society development process, it is critical to ensure that the OD process is reflective of a holistic view of the National Society development that facilitates a long-term perspective for ensuring sustainable service delivery and development.
- As supporting the development of strong National Societies is multi-faceted, all components of the Movement can contribute invaluablely by sharing its resources and expertise through a harmonized approach, whereby the National Society is at the centre of its development and change process. In addition, the auxiliary role of the National Society is important in maximizing its humanitarian diplomacy with government. Other external partners such as corporate sector, local civic organizations and international non-governmental organizations (NGOs) are also vital to the fabric of National Society development.

Progress towards outcomes

Supporting National Society development

Outcomes

- Providing technical support to National Societies in their organizational development processes.
- Supporting National Society organizational development efforts through effective coordination by the IFRC with other Movement actors to maximize resources.
- Providing National Societies with access to resources to better manage the change management process.
- Supporting National Societies to strengthen their legal base with the goal of preserving integrity through transparent legal and accountability mechanisms.

Achievements

- **Developing a harmonized framework to National Society development:** IFRC continued to work with the ICRC to achieve a harmonized OD approach to National Society development which reinforces ownership of the National Society, and ensures that it is at the centre of its change process. In order to achieve this objective, regular monthly meeting between the ICRC and IFRC secretariat were held to discuss OD and capacity building issues and methodologies, modalities, and research to further support colleagues in supporting National Societies.

- The department was restructured and renamed – The department was restructured and renamed – Learning & OD (LOD) Department. This was in line with Governing Board decision to ensure that Capacity Building & OD support provided was aligned to the identified needs of National Societies. The LOD department continued to provide technical input in developing cross departmental initiatives such as the Organisational Capacity Assessment and Certification, Federation Wide Reporting System, Federation Data bank and also setting up the Learning & Knowledge Sharing Network. Partnerships with **Asia e- University, University of Manchester, University of Ottawa, University of Geneva, Diplo Foundation and Feinstein International Centre** were developed with the Federation. Specific courses as part of Capacity Building NS staff and Volunteers will be developed and piloted in 2011 with these respective academic institutions.
- **National Society development technical support** was provided to the Haiti earthquake response, and the “bridging the digital divide” initiative. The National Society development department provided OD strategic guidance and technical support to the Haiti earthquake response in conjunction with the Americas zone. More specifically, the senior officer, National Society development and the OD coordinator, Americas zone were part of the Recovery Assessment Team (RAT) mission to Haiti in February 2010 providing strategic analysis and recommendations in addressing the humanitarian needs in the short- and long-term National Society development process.
- **Reviewing and evaluation of previous OD training (2005 to 2009):** The purpose of this study was to review and learn from past OD training initiatives within the IFRC, and to discuss and address fundamental questions on the impact and effectiveness of the training and learning methodology and modalities. Based on the recommendations, a new skills-development programme for OD practitioners is being designed (e.g. e-learning, peer-to-peer mentoring, regional and cross-continental exchanges, sharing of good practices, etc.) moving away from directive, traditional learning, workshops and standardized approaches to more applied and engaged learning. The review and recommendations, as well as the skills-development tools and methodology will be completed in the first quarter of 2011. National Societies will be consulted and invited to actively participate in this process. This initiative was done in collaboration with the Danish Red Cross, Norwegian Red Cross, Swedish Red Cross, ICRC and the IFRC (i.e. Asia Pacific zone and the secretariat in Geneva).
- **Mapping technical expertise on organizational development and developing a technical database:** In aligning with Strategy 2020, a database framework was developed to facilitate the collection of baseline information on National Societies (i.e. basic demographics, resources, best practices, etc.) The database would also provide a mapping of the spectrum of resources and expertise that exists among National Societies. This will facilitate appropriate organizational development support, and encourage greater partnering and knowledge sharing among National Societies. This information will be part of the Federation-wide databank and reporting system being developed. A pilot involving about 30 – 50 National Societies was launched in late 2010 by the Performance Development Department. The database will be online and implemented by National Societies hopefully by the end of 2011.
- **Developing a virtual library for National Society development:** The inventory of OD and capacity building tools were updated together with input from the global OD team, technical departments at the secretariat in Geneva, OD practitioners in the field and in National Societies; and will be available on the OD virtual library to be launched sometime in 2011. The objective of this OD virtual library is to give OD practitioners in National Societies, the secretariat and external partners a better understanding of the range of tools and guidance available; and to encourage a more harmonized approach to organizational development and capacity building across the IFRC.

- Promoting leadership development:** Both IFRC and ICRC worked together to review and standardize the annual Movement induction course for National Society leaders. The new course encourages the participation of National Society leadership in stimulated exercises, panel discussions, sharing of case studies and the development of a personal leadership development plan. In 2010, the course was organised in Russian and took place between **21st – 25th November 2010**. The course was very successful and attended by the leadership of 18 National Societies. Discussions with zone colleagues will continue to explore how the course outline and contents could be used and replicated at the region and country level. Discussions with Zone colleagues and National Societies were initiated at the end of 2010. on the development of a quarterly newsletter on leadership development. These will continue in 2011. This communication tool will be used for knowledge sharing on best practices in different National Societies. The Red Cross Red Crescent leadership development programme curriculum started at the end of 2010 and will be finalised in 2011. In order to make it more accessible and affordable to National Societies, the programme will be accompanied by e-learning modules. Leadership of National Societies, renowned experts and academicians in leadership and members of the former development advisory body provided advice and input into the topics. This programme will be aligned with the Red Cross Red Crescent Learning & Knowledge Sharing Network. The secretariat also developed partnerships with the following academic institutions: **Asia e- University, University of Manchester, University of Ottawa, University of Geneva, Diplo Foundation and Feinstein International Centre** to develop professional relevant courses in: Disaster Management, Health, Capacity Building / Management and Humanitarian Diplomacy.
- Developing soft skills development through e-learning modules:** The National Society development department developed two e-learning modules on governance and management and the statutes revision process. Both of these modules will be delivered and accessible via IFRC's online learning platform in early 2011. The coaching and mentoring e-learning module is also being developed, and is targeted for completion in 2011. This will enhance capacities of people who want to be **coaches and mentors in facilitating** the National Society development change process.
- Study on the impact of the Intensified Capacity Building (ICB) and other organizational development and capacity-building initiatives towards National Society strengthening and sustainable development:** This was conducted and involved a comprehensive desk review on the effectiveness of past organizational development and capacity-building support and a direct study of 30 National Societies. For the study, the development of a tailored-made assessment tool called the Capacity Building Assessment Rubric (C-BAR) was made in accordance with a theory chain on change. It is a tool for the secretariat and National Societies to bring about change and sustainable development far after study. The study will be finalised in the first quarter of 2011, **and the outcomes will be to produce 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; enhancing partnerships (i.e. internal and external to the Movement); and facilitating the sharing of best practices and lessons learned with regards to the various OD and capacity-building modalities.**

For programme activities, please see the [**Capacity Building Fund \(CBF\) Annual Report 2010.**](#)

- Conducting the evaluation study on the Institutional Development for West and Central African National Societies (IDWARC):** IFRC has been supporting nine Red Cross National Societies in West Africa (including Morocco) to scale up their response capacities and strengthen their financial and administration management systems in the framework of the programme "Institutional Development for West and Central African National Societies". This programme was a three-year grant by the Spanish Agency for International Cooperation and

Development (AECID) to the IFRC, and its implementation period ends on 31 December. The study was completed by September, and the outcomes on good practices and lessons learned were shared in form of providing recommendations to strengthen National Society development.

Constraints or Challenges

- The success of this programme is heavily dependent on the successful coordination of all relevant stakeholders. Organizational development is a long-term process, and results from capacity building are not immediately visible. Therefore, in order to see the initial impact of sustainable development or in order for a change process to be effective, it may take between three to five years. Thus, ongoing investment and commitment is needed from all stakeholders. This is a challenge at times, in reinforcing ongoing funding to support OD work with National Societies.
- With the change in the secretariat field structure, new and innovative ways of expanding resources and technical expertise in OD and capacity building were explored and this will continue in 2011. New models must be developed and tested to enable greater impact and relevance of OD support to National Societies. Expansion in communications to further this development requires resources and a commitment to address the digital divide that exists in many countries. This would enable the sharing and engagement of National Societies in global platforms, such as FedNet, Sharepoint and e-learning platforms.

Volunteering development

Outcomes

- Supporting National Societies in their volunteering development and management efforts.
- Supporting National Societies and partners to better manage volunteering in emergencies such as conflicts and disasters.
- Supporting National Society volunteering development efforts through effective coordination within the IFRC.
- Supporting National Societies in promoting an enabling environment for volunteerism in their national contexts.
- Supporting National Societies to address volunteerism in mega-urban settings.

Achievements

- **“Value of volunteers” study** was completed in December 2010 and launched by the IFRC President at the 21st IAVE World Volunteer Conference, Singapore in January 2011. A total of 84 National Societies responded to the survey. This is the first evidence based survey on the economic and social value of volunteers conducted by the IFRC Secretariat. The methodology enables National Societies to calculate the economic value of volunteers and use it as an advocacy tool to governments, civil society, and the society at-large. Key findings reveal that volunteers contributed six billion US dollars worth of services in 2010 alone. And the social benefits that volunteers bring are perhaps even far greater than the strictly measured financial benefits. There are 20 Red Cross Red Crescent volunteers for every one member of staff, which means that the work we do is entirely driven by a community-based volunteer workforce. These volunteers reach around 30 million people annually in disasters alone, and even more through development initiatives that reach vulnerable people every day. More than a third of our active volunteers deliver health services in their communities. This is an important contribution to the achievement of the Millennium Development Goals. Throughout the Year of Volunteers and Volunteering 2011, National Societies will be encouraged to promote the study as well as use it in their national context. Details of the study could be obtained on the IFRC website.
- **National Society volunteering development baseline:** Information based on facts is essential for analysis, monitoring, reporting on volunteering development. In 2009 and beginning of 2010, a first step was taken in an attempt to develop, gather and analyse central key business data on National Societies relating to volunteering development. These key elements to support

sustainable volunteering development is incorporated in the IFRC National Society Database. This will provide the IFRC and the National Society with data to utilize in strategic planning, monitoring and evaluation processes, and furthering networking. This information is also vital to support any National Society in their change process, and to facilitate a coherent Movement approach to National Society volunteering development.

- **Volunteer management database:** The effort has been re-engaged, and an interested partner (a foundation) has come forward to explore the opportunity. A meeting was held in 2010 in the South Africa region to discuss the need expressed by National Societies for a volunteer management database, to share experiences and to discuss how the implementation and maintenance of the electronic volunteering system would be sustained in the long term. Currently, pilots on a general framework to support the establishment of a volunteer management system that is flexible yet would be compatible to facilitate collection of key data, user friendly and efficient is being conducted with the Americas and Africa Zone. Technical advice is being provided by the Information Systems department. **Volunteer accident insurance:** In the beginning of the year, the Haiti earthquake triggered the issue of renewing the insurance of the Haiti National Red Cross Society. Through a collaborative effort with the secretariat, it was possible for the National Society to renew the insurance by using funds from the DREF. Since end 2010, a total of 30 National Societies signed up with the global volunteer insurance. This is an increase from last year, however, there is still a long way to go. **Volunteer policy revision and implementation guide:** The second consultation is completed. The final revised policy proposal will be presented to the Governing Board in September 2011, and a proposal made for decision by the General Assembly at the end of 2011. An implementation guide will follow by mid 2012.
- **The global report and resource on volunteering in emergencies:** The focus of volunteering in emergencies (ViE) started in 2005 and set the foundation for a number of initiatives which are central to the Year of Volunteers and Volunteering 2011. Work is underway to develop a volunteering in emergency resource and guidance for National Societies, as well as a National Society toolkit and scoping study around the issues of volunteer protection which would all be prepared by the General Assembly in 2011. National Societies are being consulted and invited to contribute to the substance of the publications through sharing of good practices and other input. A key component in the resources is the development and availability of practical tools and guidance for National Society self assessment on ViE and tools for advocacy to government, civil society and corporate sector. Psychological support is also another key issue driven by the IFRC Psychosocial Support Centre in Denmark. A scoping study was conducted in 2010 and the results reflect that there is still a lot of awareness needed in this area to support volunteers involved in emergency response and recovery situations. This is an area oftentimes neglected. Results of the survey is available upon request and is being used to further work in ViE. **IFRC and the IYV+10:** Preparations for the IYV+10 (and EYV – European Year of Volunteering) is in progress. In the IFRC, a steering committee is active. The Governing Board has decided on the theme “Volunteering in Emergencies (ViE)”. IFRC has engaged with global partners like IAVE and United Nations Volunteers (UNV), with a main focus to work together on a Global Volunteer Conference in September 2011. The conference theme is on “Volunteering for a sustainable future”. The conference aims to bring together leaders of volunteer involving organisations, government, civil society and the corporate sector to address challenges facing the humanitarian sector, and to more directly address the role of volunteers in a complex and changing world. The outcome of the conference will be a declaration reinforcing a global commitment during the decade in advancing volunteering with concrete outcomes to measure progress in 2020. The declaration will be presented to the IFRC General Assembly and the Red Cross Red Crescent International Conference and UN General Assembly in November and December 2011, respectively. National Societies are encouraged to participate.

| For more information, please refer to the [Volunteering Development Strategy \(2010-2015\)](#)

Constraints or Challenges

- Last year's plans and reports on achievements have shown that human resourcing is a key aspect that has to be taken into consideration. Global plans were built on the assumption that staff were in place at the global and zonal levels. Plans were made based on a certain human resourcing level and this has not been met. The rightsizing of the secretariat is one key parameter. Since strategic approaches and plans were drafted for 2010-2011, the scenario has changed e.g. the restructuring of the zones. Today, the global volunteering development team at the zone level includes two volunteering development specialists, one in Asia Pacific and one in the Americas. There is interest for volunteering development zone focal points in Africa, MENA and the Americas, this is good news and will be explored throughout 2011.
- During recent years, essential progress has been made in volunteering development. It is a result of the consistent investment and long-term commitment of the Swedish Red Cross, which has been its main donor. They have made it a priority, and the assumption is that health and disaster management programmes are more successful when volunteers are better treated and organized. However, there is a funding gap. A positive development is that the secretariat core budget in 2010 will contribute to paying the staff cost of the senior officer for volunteering development at the secretariat in Geneva. The new volunteering development strategy will be linked to resource mobilisation in 2011 with the implementation of the Year of Volunteers and Volunteering. In addition, it will be an important year to strengthen and engage in new partnerships with humanitarian organisations as well as other like-minded organisations to further our volunteering agenda and service to vulnerable people.

Youth development

Outcomes

- The youth actions in 2010 showed how, through local capacities, National Societies can effectively respond to urgent humanitarian needs before and after major catastrophes, such as in Haiti (through young blood donors programme) and Chile (the use of technology made by youth).
- The 2010 marked one year from "Youth on the Move" and youth around the world reported on innovative projects initiated to implement the commitment taken in Solferino through the Youth Declaration. This year also marked the launch of the International Year of Youth and guidelines have been produced for National Societies to celebrate the year through local actions worldwide.
- Hundreds of young athletes could familiarize with the RCRC world and youth volunteers shared with the specific skills and knowledge on first aid, humanitarian values, etc.
- The youth participation in RCRC regional conferences in Europe and Asia and Pacific allowed an open and genuine intergenerational dialogue.
- Nine youth spokespersons have been supported to participate and report on COP 16 in Mexico.

For programme activities and achievements, please see [the Youth development Annual Report 2010](#).

Working in partnership

At a global level, IFRC has benefited from partnerships in furthering its National Society development objectives, as a result of:

- The main partner for National Society development is member National Societies. 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 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 National Society development programmes in areas such as health, disaster response and management, disaster risk reduction and resilience, principles and values, performance and accountability and governance support, etc.
- The development of OD tools, consultation and advice, as well as human resources support to the team is greatly valued and enables the secretariat to maximize resources and OD support to the National Societies, in particular, from NEPARC, the American, British, Danish, Republic of Korea, The Netherlands, and Swedish Red Cross Societies; the International Committee of the Red Cross (ICRC); and the University of Geneva.
- The Red Cross Red Crescent leadership programme continues to be developed with partners such as NEPARC and institutions of higher learning, such as the Asia e University, Bahrain Regional Learning Centre, University of Ottawa, Institution Technology the Monterrey, University of Geneva, British Red Cross, John Adair International Action Centred Leadership and The Oxford Group.
- An MoU signed between the IFRC and the International Association of Lions Clubs is furthering cooperation especially in the area of volunteering in emergencies through joint initiatives, knowledge sharing and capacity-building activities between the local Lions Clubs and National Societies. IFRC is working with IAVE and UN Volunteers in planning for IYV+10 and in corporate-supported volunteering.
- IFRC is a member of the Alliance of Youth CEOs which comprise of: World Alliance of Young Men's Christian Associations (YMCA), World Young Women's Christian Associations (YWCA), the World Organization of the Scout Movement, World Association of Girl Guides and Girl Scouts, and the International Award Association; UNICEF and FAO which actively engage in joint initiatives to further youth development.
- Thanks to the partnership built with private sector partners (i.e. Eli Lilly) within the Youth Award framework, more National Societies' youth sections have been able to access resources to implement community projects focusing on tuberculosis in Africa.
- The "Youth Declaration" commitments and priority areas also attracted other private sector partners willing to support youth development at the national level. At this stage, opportunities are being explored with all partners including government and other youth organizations.

Contributing to longer-term impact

Core focus is on supporting National Society development. The following emerging issues have also contributed to longer-term impact:

- Knowledge capturing and sharing will be of great value to the success of this programme in the context of longer-term impact. Thus, supporting the National Society development plan will facilitate sharing of best practices in the form of case studies, guidance and knowledge development amongst all National Societies.
- In order to strengthen the sustainability of National Society service delivery to those most in need, the Learning & OD Organizational development process will continue to focus on producing resource materials reflecting practical examples of National Societies successes and challenges in National Society development. A particular focus will be on the change process, strategic planning and resource generation activities at the local level.
- In terms of leadership development, the first six months of the year were used to ensure that the leadership global initiatives developed were consulted on widely with all key stakeholders and aligned to the new Strategy 2020. The remaining part of the year focused on scaling up implementation and providing effective support to National Societies through field structures.
- In volunteering development, as outlined in the volunteering development plan for 2010-2011, the global volunteering development programme consisted of two essential tasks: coordination of IFRC's volunteering development, and innovative development work. The working approach developed sought ways to gradually host development initiatives at zone levels e.g. the ViE was initiated and spearheaded in the Asia Pacific zone, but contributed to

global learning. The coordination at the global level also played a greater role to ensure efficient Movement support to the zone or country level in supporting National Societies.

- As for youth development, the national implementation of the IFRC Youth Policy as well as the Youth Declaration will provide relevant data to show any progress and gaps in the youth development area. Moreover, the integrated approach in the implementation of Strategy 2020 can contribute positively to this process.

Looking ahead

To effectively achieve the objectives and targets for 2011 of further supporting the National Society development process, the following will be implemented:

- IFRC will continually reinforce the framework and principles for building strong National Societies comprising of the various tools and guidance for supporting National Society change processes for sustainable development. National Societies will be encouraged to invest in their human resources, engage volunteers and youth in meaningful service, and involve vulnerable people in their service planning and in assessing service quality. Leadership development will continue to be a priority in IFRC's support to National Societies.
- IFRC will continue to build on the partnerships 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 sustainable development.
- In youth action and volunteering development central to 2011 will be the Year of Volunteers and Volunteering, focussing on the three action pillars of protection, recognition and promotion of volunteers and volunteering in 2011. IFRC will continue to give attention to "Volunteering in emergencies". This theme is expected to encompass a range of issues, such as conflicts, crises, disasters and emergencies in the phase before, during and after the time of emergency.
- In youth action, the longer-term impact targeted in 2007 through IFRC's pledge will be evaluated through a global youth consultation using the pledge evaluation criteria and the report at the International Conference in 2011. In addition, a youth strategy to further youth action and the contribution of youth at all levels will be underway in 2011.
- To further OD and capacity-building initiatives, including volunteering and youth action, efforts will continue to be made to increase funding partnerships and resources; and to share expertise, in-kind support and other avenues to further the collective commitment to build stronger National Societies.

How we work	
<p><i>All Federation 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 is committed to the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere) in delivering assistance to the most vulnerable.</i></p>	
<p>The IFRC's vision is to:</p> <p>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.</p>	<p>The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:</p> <ol style="list-style-type: none"> 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 non-violence and peace.

Contact information

For further information specifically related to this plan, please contact the National Society development department:

- **Ms. Geri Lau, Head, Volunteering and Youth Action; email: geri.lau@ifrc.org; phone: +41 22 730 4335; and fax: +41 22 733 0395.**
- **Mr. William Babumba, Senior Officer, National Society development; email: william.babumba@ifrc.org; phone: +41 22 730 4682; and fax: +41 22 733 0395.**
- **Mr. Sung-Jun Kim, Senior Officer, National Society development; email: sj.kim@ifrc.org; phone: +41 22 730 4273; and fax: +41 22 733 0395.**