

# Plan 2010-2011



International Federation  
of Red Cross and Red Crescent Societies

## Volunteering development (supporting National Society development)

### Executive summary

**This is one of four sub-plans of the programme *Supporting National Society development*. This plan reflects the final two years of a four year effort that begun in 2008 to bring volunteering development to the forefront within the International Federation of Red Cross and Red Crescent Societies (International Federation). When designing the plan, the focus is set with the focus on 2011 and the activities that will mark the tenth anniversary of International Year of Volunteers 2001 (IYV +10).**

When implementing this sub-plan of the global Supporting National Society development plan, the cross cutting priorities are to:

- **Enable a Movement approach** to National Society development
- **Improve advocacy and knowledge management** on National Society development, and
- **Ensure effective International Federation support** to National Society development.

The volunteering development programme will provide National Societies with tools and resources to provide a favourable internal and external environment that encourages and facilitates the work of volunteers, as well as promotes volunteerism across all sectors of civil society. The key target group for this programme is our member societies.

Volunteering development in mega-urban areas is a new development area in this plan in comparison to previous plans.

In 2010–2011, the programme will focus on:

- Supporting the revision process of the International Federation Volunteering Policy,
- Preparing and coordinating the Red Cross Red Crescent participation in IYV+10 throughout 2011,
- Expanding strategic partnerships at a global and zone level,
- Spearheading development initiatives in volunteering in emergencies to and volunteering in mega-urban environments, and
- Establishing a strong global team providing advice on volunteering development.

This plan should be read together with the overall plan *Supporting National Society development*. The total 2010-2011 budget for this sub-plan is CHF 0.9m ([Click here to go directly to the summary budget of the overall plan](#)).

# Context

In the coming years and decades, strong external factors will change the way the world looks. Demographic changes, evolution of the civic society, the emerging corporate social responsibility, and the peoples changed vulnerability and other aspects. This deeply influences who will volunteer, how and to what degree they will do it.

The National Societies face the consequences of the constant change. Influenced and even ruled by it, they will have to continue to adapt to this evolution and will likely need to adjust their approach to mobilizing, organizing and supporting volunteers

Some of the major external factors of the National Societies to be considered are:

- **The governments take a greater interest in the volunteer involving sector.** Increasingly governments pursue the regulation of the volunteer involving sector and seek avenues to make use of the non-profit sector for economic and social development.
- **The number of actors in the humanitarian field of action is increasing.** Consequently, NGOs are striving to professionalize the volunteer involving sector. One major part of this task relates to taking up the challenge with small local community based volunteer involving organizations.
- **Corporate social responsibility will influence the volunteer involving area.**<sup>1</sup> The corporate sector increasingly focuses on developing the concept of social responsibility. By 2020, rising number of corporations will on a voluntarily basis adhere to the [ISO 26000 Social Responsibility](#). This will contribute to and influence relationships to between corporations and the volunteer involving sector. In particular, this relates to the issue of corporate/employer supported volunteering.
- **More than two-thirds of the developing world's poor currently live in villages.** A billion people, living in the poorest and most isolated nations, mostly in Sub-Saharan Africa and South and Central Asia, survive on less than 2 percent of the world's wealth.<sup>2</sup>
- **Over 90 percent of the increase of the world's population will be in urban areas of developing countries and large urban areas will increase and grow.**<sup>3</sup> Today the world population number to some 6.7 billion people and will increase to 8 billion people by the year 2025. The total urban population in 2025 will be 4.5 billion in comparison to the 3.4 billion in rural areas. In 2025, across 90 countries there will be 250 urban areas that will be made up of more than 2 million people each. Seven countries: Bangladesh Brazil, China, India, Indonesia, Nigeria and Pakistan comprise today and will continue to comprise half the population in the world. Two regions require particular attention: South Asia and Africa. Urbanization especially in sub-Saharan Africa will be characterized by urban primacy and slum formation.
- **The number of young and older people will increase.** Worldwide, the population will age. In 2025, the "baby boomers" of the 1950s and 1960s will be between 65 and 75 years of age. Currently, population aging is most notable in Europe and Japan. China will also experience a dramatic increase in the proportion of elder people. Many countries in the developing world show youth bulges in their demographic profile. Children and adolescents comprise at least 40 per cent of the population. In the developing world, where 85 per cent of the world's young people live, unemployment rates are high.
- **The emerging economies are likely to continue with rapid modernization.** The current formative years of the NGO sector in many developing countries will create startling opportunities when developing volunteerism.

In the last years, the National Societies have shown increasing interest and commitment to volunteering development. One of the indicators of this is the increasing number of National Societies that have drafted new or revised their volunteering policies since 2005. However, that is only one indicator and another is that the volunteering development is expressed in National Society support plans of the International Federation.

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<sup>1</sup> ISO International Organization for Standardization, 2009: The designation of the standard is ISO 26000 and the target date for publication is year 2010. [www.iso.org/sr](http://www.iso.org/sr)

<sup>2</sup> World Bank, World Development Report 2009 [www.worldbank.org](http://www.worldbank.org)

<sup>3</sup> UN-HABITAT 2008/2009: The State of the World's Cities - Harmonious Cities [www.unhabitat.org](http://www.unhabitat.org)

The National Red Cross Red Crescent Societies is one target group of the volunteering development and it is a quite diverse group ranging from a small to immense numbers of volunteers. This diversity causes the technical support to be tailored to the unique factors of each National Society. The International Federation has the role of providing the National Societies with a membership service in volunteering development and particular areas for development have been decided at the General Assemblies, particularly in 2005 and 2007. In the Strategy of the Movement, the role of the International Federation in volunteering development is defined to take the lead and provide guidance to the Movement in volunteering development. Therefore are also the partners of the National Societies like e.g. ICRC, PNSs, UN organizations, corporations etc. target groups for this programme, however, the focus is more on providing guidance rather than technical support.

## Priorities and current work with partners

The development of volunteering is a cross cutting activity that concerns many areas of work throughout the International Federation as well as partner organizations. Most of the activities in the volunteering development plan rely on the great involvement and contribution from internal as well as external resources such as;

- Development of a psychosocial support system for volunteers builds on the knowledge and resources of the Psychosocial support centre in Denmark.
- Our activities in the lead-up to and during IYV+10 in 2011 requires the support of National Societies, UN Volunteers and other technical departments at our Geneva and zone offices as well as our member societies.
- Implementation of volunteering in emergencies requires a great involvement of National Societies, the zone office and departments of the International Federation as well as ICRC and other key stakeholders.
- Legislation on volunteering and encouragement of parliaments and local governments to promote and support volunteer enabling environments requires the involvement of National Societies and global and operational alliances.

In 2009, the International Federation established a partnership with **Lions Clubs International**. The purpose of this partnership is to enhance the opportunities for National Societies to explore in country cooperation with the local Lions clubs with particular focus on volunteering and emergency response. In the preparations for IYV+10 in 2011, the partnership with UN Volunteers is expected to deepen and open up for new opportunities to work more closely with key organizations and institutes engaged in volunteerism and volunteering development. The roles and contributions of partner National Societies and the International Committee of the Red Cross in supporting National Society volunteering development will be essential in the coming years.

In 2010 and 2011, we will focus will be on:

- **Supporting the revision process of the International Federation volunteering policy** to provide the organization with a relevant and up-to-date policy,
- **Preparing and coordinating the Red Cross Red Crescent involvement in the IYV+10** to give National Societies a comparative advantage over other in-country volunteer involving organizations,
- **Expanding strategic partnerships** at a global and zone level (formal alliances) with ICRC, National Societies, corporations, organizations, institutions, centres of excellence and universities, to bring together resources for effective volunteering development,
- **Spearheading development initiatives** in volunteering in emergencies to and volunteering in urban areas to reinforce the value of the International Federation as a leading humanitarian organization exploring new areas,
- **To establish a strong global team** at the Geneva and zone offices as well as at country level advising on volunteering development,

# Volunteering development programme 2010-2011

Volunteering development is an overarching term. Sometimes, it is mistakenly taken for only development of volunteer management. This is wrong because volunteering development encompasses more; hence, volunteering development has two perspectives:

- **Inside National Societies:** to ensure that the National Society is volunteer friendly and uses a sound volunteer management system and practice
- **Outside National Societies:** to ensure that the environment, which the National Society operates in, is volunteering enabling

For a National Society, a volunteering development effort is a long-term investment and commitment. It begins with analyzing the current state of how the National Society organizes, manages and supports its volunteers. Taking the analysis into a process to put in place, improve or change the practice of volunteer management. It is about looking into all organizational levels as well as the current practice of the various programmes and activities run by the society. It is also vital to advocate for volunteering enabling environments through heightening awareness on the importance of national support and funding for volunteering efforts by National Societies through their governments.

The volunteering development programme will provide National Societies and their partners with tools and resources to provide a favourable internal and external environment that encourages and facilitates the work of volunteers, as well as promotes volunteerism across all sectors of society.

*The goal is that by end of 2011;*

*National Societies demonstrate improvement in volunteering aspects in programmes and emergency operations that lead to better services provided to vulnerable people as well as higher rate of retention and satisfaction of volunteers.*

## a) The purpose and components of the programme

<b>Programme purpose</b>
<b>To support National Societies with the tools and resources to mobilize and maintain networks of volunteers</b>
<b>Programme components</b>
<p><b>Support National Societies in their volunteering development and management efforts</b></p> <p><u>Activities</u></p> <ol style="list-style-type: none"> <li>1. Draft and test standard operating procedures and support the establishment of a peer-to-peer support mechanism in all zones.</li> <li>2. Enhance and make relevant information available on volunteering development through a global information system and regular information sharing.</li> <li>3. Develop and promote a global volunteer management database resource.</li> <li>4. Encourage National Societies to develop and adopt their own volunteering policies and systems.</li> <li>5. Encourage National Societies to continue join the International Federation Volunteer Accident Insurance using the global volunteer accident insurance as leverage to develop and promote the use of global technical resources on volunteer safety.</li> <li>6. Support the revision process of the International Federation Volunteering Policy (1999) to be reported at the General Assembly in 2011.</li> </ol>
<p><b>Support National Societies and partners to better manage volunteering in conflicts, emergencies and disasters</b></p> <p><u>Activities</u></p> <ol style="list-style-type: none"> <li>1. Develop key guidance on issues related to volunteering in emergencies to be used in policy and decision-making (including appropriately addressing costs of volunteers).</li> <li>2. Develop and pilot a psychosocial support system for volunteers.</li> </ol>

3. Develop and pilot a standard emergency volunteer management system (cycle) that is linked to the regular volunteer management systems.
4. Establish resources for volunteer leaders and managers on leadership and management for volunteering in emergencies building on experiences and existing resources.
5. Explore and provide guidance on how to encourage coordination on volunteering issues in emergencies with governments, organizations and National Societies linking to existing frameworks such as international disaster response law and sphere standards.

**Support National Society volunteering development efforts through effective coordination within the International Federation**

Activities

1. Develop a volunteering development resource within the Movement Framework for support to National Society development.
2. Provide the internal and external partners of National Societies with guidance to better understand and support National Society volunteering development.
3. Support the Governing Board's working group on volunteering to implement its work plan.
4. Support, coordinate and align the volunteering development efforts of the zone offices with global volunteering development initiatives
5. Support the zone offices to access technical resources for volunteering development.
6. Provide training and refresher courses on volunteering development to International Federation staff who are engaged in the area of volunteering development.
7. Support with special focus on the Africa zone offices to increase technical support to African National Societies.
8. Support the zonal volunteering development functions to contribute to the global and cross-zonal volunteering development, learning and sharing.

**Support National Societies in promoting an enabling environment for volunteerism in their national contexts**

Activities

1. Prepare and coordinate the Red Cross Red Crescent involvement in IYV+10.
2. Support and encourage National Societies to plan for and take action in relation to the IYV+10 in 2011.
3. Launch a joint global initiative together with UN Volunteers to promote better legislation for volunteerism.
4. Support National Societies to develop their own volunteer awards and profiles and to speak out and tell the stories, identifying and valuing the contribution of volunteers.
5. Present the global Volunteering Award at the General Assembly of the International Federation.

**Support National Societies to address volunteerism in urban and mega-urban settings**

Activities

1. Capture experiences and knowledge on the urban "community" volunteers and develop concepts and technical resources.
2. Establish guidelines and resources to support National Societies to address corporate supported volunteering.
3. Develop and disseminate resources on volunteerism in urban and mega-urban, densely populated areas.

**b) Potential risks and challenges**

A challenge is the imbalance between the increased interest of National Societies to take volunteering development forward in relation to available financial and technical resources. In 2008-2009, the volunteering development of the International Federation secretariat has not been able to achieve all in

the plan. The resourcing situation has not allowed to fully engaging in all areas and e.g. volunteering in emergencies has been put on hold.

One approach to address this has been to make available technical staff and volunteers through a peer-to-peer system. However, this has yet not been fully achieved and with IYV+10 fast approaching, the demand for technical support in volunteering development is increasing, Language and connectivity is another issue when sharing information and experiences within regions as well as cross regionally.

## Role of the secretariat

### **a) Technical programme support**

The success of this programme will depend on successful coordination of all relevant stakeholders. In International Federation, the functions of supporting National Society development have different roles and are interrelated. From a global perspective, it is essential strive for ensuring best use of resources, encourage collaborative work, refining existing practice and contribute to innovation. Coordination is a key method in the implementation of this plan as well as ensuring quality and consistency.

In this sub-plan, the working approach is to ensure implementation of the three cross cutting priorities and an inter-linkage with other plans. When providing support to National Societies, the intention is to ensure that the individual member society is supported based on expressed needs. The support should be provided as close as possible to the National Society. The role of the global function is therefore not to provide direct support to National Societies and instead ensure that qualitative support are given by closer situated International Federation staff.

Globally, the technical resources for volunteering development are increasing. A zone volunteering development position exists in Asia Pacific, and recently a similar position was established in the Americas zone. Partners of some National Societies are now providing access to technical resources and recently ICRC made a full time resource person available to support Afghanistan Red Crescent. Still, there are limited and not sufficient technical resources to support National Society volunteering development and other International Federation staff in the field mainly gives support to societies.

Many societies are already making progress in relation to volunteering development. Encouraging one society to help and support another through knowledge-sharing and peer-to-peer support is an important component of our approach to volunteering development. In the long run this will decrease the need for the International Federation to provide technical support.

Successful sharing of experiences and knowledge sharing depends on regular input from staff and volunteers in National Societies and the International Federation. FedNet is the key portal for information on volunteering development and should be made available in Arabic, English, French and Spanish. The role of the global volunteering development team is to facilitate and ensure that the system is available and functioning. To capture experiences and knowledge needs to be facilitated by zone, regional and country offices of the International Federation.

### **b) Partnership development and coordination**

Related to the previous issue is the partnership development and coordination. Establishing strategic partnerships between the International Federation and for example the ICRC, National Societies, other organizations, institutions, universities and the private sector brings together assets to more effectively develop volunteering. Thus, one of our strategic approaches to volunteering development is to enable a Movement approach to National Society volunteering development.

### **c) Representation and advocacy**

The International Federation is internationally representing the National Societies forums and this will particularly be in relations with the IYV+10. At the beginning of 2010, the advocacy goals and messages will be ready to start using.

## Promoting gender equity and diversity

Promoting gender equity and diversity amongst the volunteers is a fundamental component of the International Federation Volunteering Policy and is integrated in each activity within the volunteering development plan.

The National Societies need to place greater effort in addressing volunteer diversity. The public needs to know that the Red Cross and Red Crescent depend on volunteers, what they need them for, and that they are open to everyone. In recent years, there has been increased awareness of diversity and

creativity in volunteer recruitment. Modern technology, the corporate workforce, local volunteering traditions and marginalized populations remain a largely untapped resource.

Some National Societies have a limited capacity to absorb newcomers. Their openness to diverse groups varies. A lack of financial resources and recruitment strategies, weak or distant branch structures and, sometimes, stringent requirements for people wishing to become volunteers limit opportunities and diversity. In Africa, widespread poverty means that many volunteers are young and unemployed, and financial incentives becomes a big issue.

## Quality, accountability and learning

A major component of the volunteering development programme is about capturing, refining, developing and sharing knowledge on good practices in relation to volunteering development as well as establishing standards and best practices in the International Federation and its member societies.

The planning has built on the outcome of the recent year's global consultative meetings as well as the global progress report on volunteering development 1999–2007 (Taking volunteers seriously, 2007). The Governing Board's working group on volunteering ensure a cross thematic involvement and reporting to the commissions and advisory bodies (health, youth, and disaster management). On a regular basis, the progress of this programme is reported to the Governing Board as well as at the General Assembly as a standard item on the agenda.

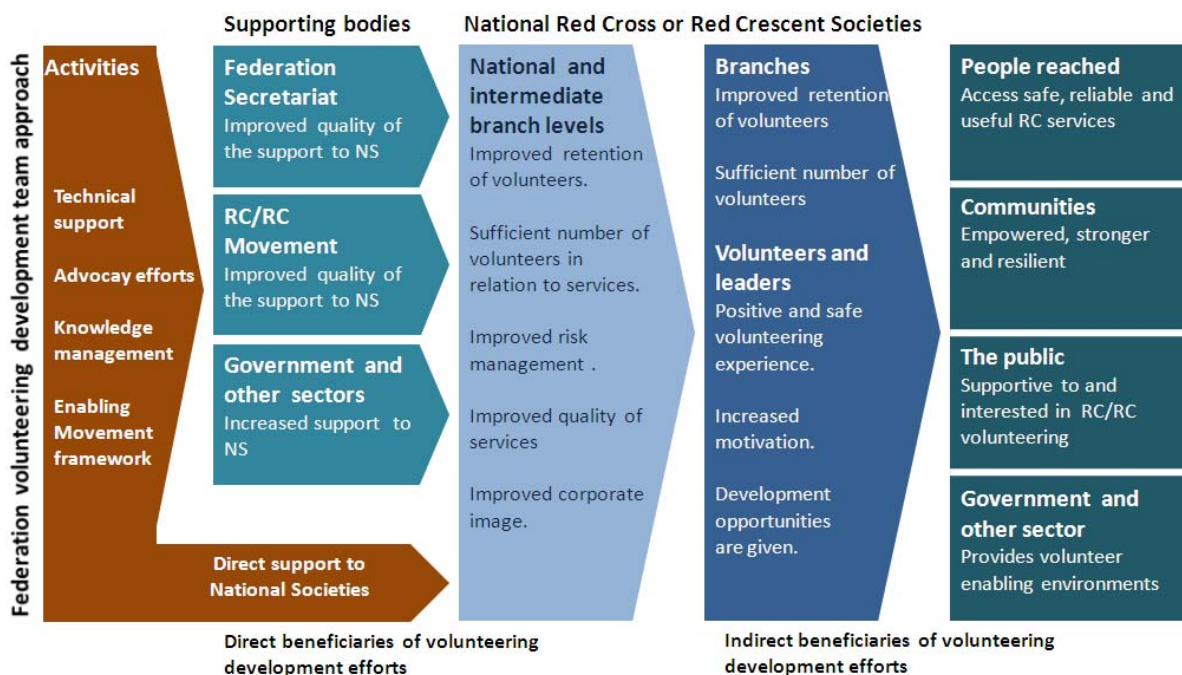
In the planning process of 2010-2011, a new planning guidance was used with new indicators to follow up the implementation of the plan as well as tracking the progress of National Societies. The programme indicators below are to be used in following up volunteering development throughout the International Federation.

<b>Programme indicators</b>
<ul style="list-style-type: none"> <li>• % member societies with explicit policies regarding the recruitment, training, appraisal and reward of volunteers. (Read volunteering policy)</li> <li>• % member societies in which volunteers are covered by accident insurance</li> <li>• % societies with a volunteering management system to implement the volunteering policy</li> <li>• % societies that have received direct technical support from the International Federation volunteering development team;               <ul style="list-style-type: none"> <li>○ general technical support,</li> <li>○ developing systems for volunteer management in emergencies, and</li> <li>○ promoting volunteerism in urban settings.</li> </ul> </li> <li>• International Federation volunteering development team develop a global framework and resources for volunteer management in conflicts, emergencies and disasters.</li> <li>• % of International Federation supported emergency responses that used established platform/resources for volunteering in emergencies.</li> <li>• International Federation volunteering development team develop a psychosocial support resource for volunteer leadership in emergencies within the global framework.</li> <li>• # or % societies internal and external partners that have received guidance from the International Federation volunteering development team to better understand and support National Society volunteering development.</li> <li>• % International Federation staff engaging with volunteering development that have gone through training and refresher courses on volunteering development.</li> <li>• International Federation develops a volunteering development resource within the Movement Framework for support to National Society development.</li> <li>• % societies that have planned for and taken specific action in relation to the IYV+10 in 2011.</li> <li>• International Federation volunteering development team pursues specific actions/steps to support member societies in promoting volunteerism outside of the Red Cross Red Crescent.</li> <li>• Resources (technical information, resources, trainings, etc.) developed and disseminated on volunteerism in urban and mega-urban, densely populated areas.</li> </ul>

However, how do we describe the impact of volunteering development? What does it contribute to and how do we explain the value of investment? The volunteering development efforts of a National Society have several target groups.

These target groups are mostly internal, but some are also external to the National Society. The individual National Society must also work externally with those who support and influence the volunteerism, such as the International Federation, Movement partners, (ICRC, participating National Societies and reference centres), as well as governments and public authorities, the corporate sector and other volunteer involving organizations. The chart shows the importance of having a comprehensive approach when identifying where to look for impact.

### Impact chain of the Federation volunteering development efforts



Most volunteering development efforts have direct impact at the different levels of member societies. Ultimately, the impact we evaluate will be that people are reached by volunteer involving services that are safe, reliable and relevant to needs. From the perspective of the individual volunteer, the impact is a safe and positive volunteering experience that also provides individual motivation and development opportunities. Eventually, the impact can also be empowered and stronger communities, a more positive public towards volunteerism, that government, and other sectors in civil society provide a volunteer enabling environment. This is part of the plan to be explored, captured and disseminated in preparation for the IYV+10 in 2011.

How we work	
<p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the International Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p><b>Global Agenda Goals:</b></p> <ul style="list-style-type: none"> <li>• Reduce the numbers of deaths, injuries and impact from disasters.</li> <li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li> <li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li> <li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li> </ul>
Contact information	
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