

# Mid-Year report



International Federation  
of Red Cross and Red Crescent Societies

## Supporting National Society development

Appeal No. MAA00006

2 September 2010

This report covers the period 1 January to 30 June 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-Pierre 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 is CHF 1,816,307 (USD 1,673,660 or EUR 1,371,090), of which CHF 1,422,200 (78 per cent) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 326,483 (18 per cent) of the budget. Many of the activities and programmes are targeted for implementation in the second half of 2010.

[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 are 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 have been benefiting from the support of the CBF in the first half of 2010. All together, 41 National Societies are implementing 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 has been promoted through IFRC’s online learning platform. The modules are targeted to be accessed by over 500 to 700 staff and volunteers by the end of 2010.

### **Our partners**

**Supporting National Society development:** At the 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. 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 continues 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) is focussing on the 21<sup>st</sup> IAVE World Volunteer Conference to be held in January 2011 in Singapore and on corporate-supported volunteering.

**Youth development:** The global youth development global programme is implemented in partnership with supportive National Societies who share resources and expertise These include: the ICRC; French and Belgian Red Cross Societies in promoting international humanitarian law (IHL) among young people; 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; the Food and Agriculture Organization (FAO); and the private sector. Work is ongoing to explore cooperation with other potential partners. 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.

**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 is underway and the findings will provide valuable insights and knowledge to enhance OD and capacity-building modalities in strengthening National Society development.

## Context

- The wave of devastating natural disasters, 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 face 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 continues 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, there is a monthly meeting between the ICRC and IFRC secretariat to discuss OD and capacity building issues and methodologies, modalities, and research to further support colleagues in supporting National Societies.
- **Revising the “characteristics of a strong National Society”:** In reinforcing the commitment to building strong National Societies in Strategy 2020, the secretariat is in the process of developing indicators around these characteristics. In this process, a range of desk studies have been carried out in consultation with other technical departments in the secretariat, and

feedback from National Societies. National Societies will be consulted, and the final draft will be submitted to the Governing Board by the end of 2010.

- **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, 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. The National Society development department is also involved in addressing the issue of the digital divide among National Societies, and developing a technical database to support National Societies in establishing a baseline for encouraging sustainable development and partnering among sister National Societies and potential external partners.
- **Reviewing and evaluation of previous OD training (2005 to 2009):** The purpose of this study is 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 will be 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 by December 2010. National Societies will be consulted and invited to actively participate in this process. This initiative is 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 has been 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 contribute to the Federation-wide reporting system being developed. The database will be online and implemented by National Societies by the end of 2010.
- **Developing a virtual library for National Society development:** The inventory of OD and capacity building tools have been 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 by December 2010. 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, evaluate and standardize the annual Movement induction course for National Society leaders. The new course encourages the active participation of National Society leadership in stimulated exercises, panel discussions, the sharing of case studies and the development of a personal leadership development plan. Preparations are well underway for the course this year which will be held in Russian. The course outline and contents could be used and replicated at the region and country level. The second half of this year will also be used to work with National Societies and zones to develop a quarterly newsletter on leadership development. 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 has been developed with accompanied 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 academic network. The secretariat is currently exploring partnerships with academic institutions in collaborating on this important professional development initiative which is targeted at governance, staff and volunteers of National Societies. Personnel of other

humanitarian organizations will be invited to participate to encourage the exchange of ideas, practices and networking.

- **Developing soft skills development e-learning modules:** The National Society development department has 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. The coaching and mentoring e-learning module is also being developed, and is targeted for completion by the end of 2010. This will enhance capacities of people who want to be coaches and mentors supporting National Society development.
- **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 is being conducted involving 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) has been made in accordance with a theory chain on change. It will be a tool for the secretariat and National Societies to bring about change and sustainable development far after study. In addition, as part of the study, there will be a strong peer to peer evaluation component whereby there will be a team of three, i.e. one reviewer from the National Society that is being reviewed, one reviewer from another National Society in the region/zone and one OD practitioner external to the National Society (i.e. OD practitioner with expertise in the OD process, zone OD coordinator, OD delegate, etc.). The outcome of the study 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. The study will also help to reinforce the characteristics of a strong National Society, and the indicators to measure these. There should be some substantive sharing in the second half of 2010 by the secretariat and the American Red Cross.

For programme activities, please see the [Capacity building fund \(CBF\) Mid-Year 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 will be completed by September, and the outcomes will be valuable for the sharing of good practices and lessons learned, and in 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 are being explored. 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

For programme activities, please see the [Volunteering development Mid-Year report 2010](#).

### 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

- **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. This activity also relates to other ongoing initiatives. This will provide the IFRC and the National Society with data to utilize in strategic planning, monitoring and evaluation processes. 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. The current plan is that a project proposal will be discussed with the foundation in mid-2010, and the first technical material and a template database should be ready for piloting in the beginning of 2011.
- **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. In January 2010, the National Society had not yet renewed their coverage for 2010, so the IFRC facilitated that payment with DREF funding. This was only made possible through the internal work in the IFRC in 2008/2009, when the DREF rules were changed and allowed paying for volunteer accident insurance. The earthquake that occurred in Chile in 27 February 2010 is another good example when the National Society directly contacted the IFRC to get the insurance to provide their volunteers with immediate coverage. The South African Red Cross Society has insured the volunteers through the insurance scheme in conjunction with the FIFA World Cup. In 2009, seventeen National Societies signed up on the global insurance scheme. In 2010, so far, ten National Societies have signed up.
- **Volunteer policy revision and implementation guide:** The second consultation is completed. The final revised policy proposal will be presented to the Governing Board in December 2010, and a proposal made for decision by the General Assembly in 2011. In addition, a new implementation resource/guide will be prepared and ready for launch in 2011.
- **The global report and resource on volunteering in emergencies:** The approach with volunteering in emergencies started in 2005 with the idea of completing a project over a three-year period. This has not been possible to implement. The foundation for this development effort was laid in a series of meetings from 2005 to 2007, and with the completion of the report *Volunteering in Emergencies* – an analysis of four relief operations in Asia and Pacific. Due to diverse reasons, the work approach is being turned into a specific project with an objective and

plan of action included in IFRC's efforts related to the IYV+10. In May 2011, the expected outcome is one printed report and one comprehensive web-based resource that will reflect good practices of volunteering and volunteer management related aspects. The resources will offer e-learning components and a "Wikipedia" (free, web-based, collaborative, multilingual encyclopaedia) will be integrated into this. Areas that need future attention for advocacy, innovation, development and research will be explored and outlined in the report. The ViE report is not Red Cross Red Crescent inward focused. It is for public consumption, and all sector inclusive. A key component in the resources is the development and availability of some basic e-learning modules and practical tools, such as the National Society self assessment on ViE . Psychological support is also another key issue driven by the centre in Denmark. The key audience and stakeholders are: Volunteer-involving organizations and the Red Cross Red Crescent; humanitarian aid organizations and governments; and corporations with employee volunteer programmes. The terms of references of this global report and resource on volunteering in emergencies are expected to be ready on 1 September 2010, and then the project will be subsequently launched.

- **Africa volunteering development review:** In 2008 and 2009, intensive discussions were held with the West/Central Africa zone to establish a volunteering development function. A coordinator position was opened for applications in 2009 but was later withdrawn due to changes in the organizational structure and for other reasons. Since the merge of the three zones to one zone, the new zone management has shown interest to take up the work and terms of reference for a six-country volunteering review. This review is being drafted to be ready in mid-2010. The implementation of the review will take place from October to November 2010, and the complete report will be launched in January 2011.
- **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, with a main focus to work together on the World Conference on Volunteering in January 2011. When it comes to the support for National Societies for the IYV+10, the first information material is being sent in the beginning of September to all National Societies. This material will also be posted at [www.ifrc.org/voluntee](http://www.ifrc.org/voluntee).

## 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. Positive progress was made in Africa but was halted by the zone changes. This is now being explored.
- 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 last Governing Board meeting decided that the Secretary General should establish a youth and volunteering department. However, establishing a department will not be the one and only solution – resourcing and commitment to support the work also have to be in place.

## Youth development

For programme activities, please see the [Youth development Mid-Year report 2010](#).

## Outcomes

- Supporting National Societies in their youth development efforts.
- Promoting and supporting youth involvement in National Society programmes and services, as well as regional networks.
- Supporting National Society youth leadership development.
- Supporting National Society youth development efforts through effective coordination within the IFRC and with external organizations.

## Achievements

- **IFRC Youth Commission:** The Youth Commission was supported to prepare, hold, and follow-up on its meeting in March, and on the implementation of its workplan for 2010 and 2011. This includes key areas identified among the strategic aims and enabling actions of Strategy 2020 and the Solferino Youth Declaration. Additional resources have been made available to support a youth policy revision, and to ensure youth involvement in the consultation process in developing a revised policy.
- **Support to develop a National Society youth policy:** National Societies willing to develop a national youth policy to further engage young people in the Red Cross Red Crescent structures and services have been supported on an ad-hoc basis, and could benefit from examples of youth policies and strategies developed by sister societies.
- **Follow-up on the IFRC Youth Award 2009:** The six youth-led projects rewarded with the IFRC Youth Award 2009 in the areas of humanitarian values, health, and disasters/climate change received a laptop and small grants to start implementing their projects. Technical support has been provided in cooperation with secretariat technical departments. In April, the six projects progress reports showed the benefits of this initiative both for the youth in the National Societies and the communities they were serving.
- **Promoting youth involvement:** National good practices in the areas of ageing population and inter-generational dialogue, and diversity and social inclusion have been shared at the European youth network meeting, held in April in Austria. Youth from about 40 National Societies met to share, learn and discuss. Thanks to the involvement of youth in the planning phase of the European Conference, some youth representatives were able to participate in this regional statutory meeting as well as in its drafting committee.
- **Disseminating youth as agents of behavioural change:** The methodology as well as the toolkit of Youth as Agents of Behavioural Change have been promoted in several regional Red Cross Red Crescent meetings, and adopted by forty National Societies.
- **Youth in organizational development:** In cooperation with relevant secretariat focal points, it was possible to further integrate youth at the national level through programmes such as HIV and AIDS, tuberculosis, road safety, blood donation (Club 25), climate change and disaster risk reduction, food security, prevention of violence and promotion of humanitarian values, and the dissemination of International Humanitarian Law (Red Cross).
- **Youth leadership:** Based on the youth leadership modules provided during the world youth meeting, opportunity to develop youth leadership training has been discussed with National Societies.
- **A youth summit:** A youth summit is being organized in cooperation with the zones offices in the Middle East and North Africa and Asia and Pacific. This summit will focus on training youth leaders and discussing youth policy revision; and will take place in the second half of 2010, prior to the Asia and Pacific regional conference.
- **Fostering the Solferino Youth Declaration:** The use of the Solferino Youth Declaration as a tool to advocate for youth engagement in the Red Cross Red Crescent and to support youth actions proved to be a major achievement. To date, the Youth Declaration exists in more than 12 languages. Some National Societies reported to have shared it with national authorities, and consequently to have signed an agreement to run non-formal youth education activities to reach more youth in the country; or to have signed MoUs focusing on specific activities, such as road safety.

## Constraints or Challenges

- As shared in the global plan's potential risk and challenges, not all the activities could be implemented due to reduced human resources (one focal point for implementing the global plan). The good cooperation with National Societies and other partners allowed the joining of efforts in a productive way.
- Some activities of this two-year plan should be reviewed if adequate resources will not be available and/or in place.

## 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 Arab Open University, 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 National Society 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 have been used to ensure that the leadership global initiatives developed have been consulted widely with all key stakeholders and aligned to the new Strategy 2020. The next six months will focus 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 consists of two essential tasks: coordination of IFRC's volunteering development, and focused innovative development work. The working approach has been seeking ways to gradually host development initiatives at zone levels e.g. the ViE was initiated and spearheaded in the Asia Pacific zone, but contributes to global learning. The coordination at the global level will play 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 2010-2011 of further supporting the National Society development process, the following will be implemented:

- IFRC will continually reinforce a holistic and harmonized approach to National Society development. In order to have an impact on long-term programme and leadership 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 their service planning and in assessing service quality. Thus, 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 volunteering development, as IYV+10 is approaching in 2011, IFRC will continue to focus on "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 development, 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.
- To further OD and capacity-building initiatives, including volunteering and youth development, 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

*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.*

The IFRC's vision is to:

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

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

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

## Contact information

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

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