

Plan 2010-2011



International Federation
of Red Cross and Red Crescent Societies

Influencing policies through effective communication and advocacy

Executive summary

This programme aims to employ communication and advocacy as effective, operational contributors for influencing policies and attitudes both nationally and globally in order to ultimately improve the lives of the most vulnerable.

In an increasingly competitive and overcrowded humanitarian arena, communication and advocacy function as strategic levers to better profile, promote and position the Red Cross Red Crescent as a reference when addressing humanitarian and development issues, and as a preferred organisation by donors and other partners.

Moreover, as part of the newly mainstreamed humanitarian diplomacy policy, the role of communication and its potential to influence key stakeholders needs to be strengthened and streamlined as a way for National Societies and the IFRC to better reach people in need, to influence the policies and decision-making processes that impact the lives of the most vulnerable, and to provide resources to our humanitarian activities and programmes.

As endorsed by the General Assembly in November 2009, Strategy 2020 provides a framework for communication and advocacy priorities and results.

From a global viewpoint, two overall agendas will be prominent in the humanitarian and development discussion until at least 2015: Climate change adaptation (through the implementation of the Hyogo Framework for Action and the desired adoption of a rigorous 'post-Kyoto' climate change accord in 2010) and the achievements of the Millennium Development Goals (MDGs).

To fulfil its potential (despite a very limited budget), the secretariat communications team, covering Geneva, the 5 zones, New York and Brussels, designed this programme as a way to lay out partnerships and joint approaches to addressing common challenges and empowering Red Cross Red Crescent humanitarian diplomacy.

Four major and strategic outcomes are to be considered for the period 2010-2011:

- **Outcome 1: Engage in thematic campaigns and advocacy initiatives to strengthen the leadership of the Red Cross Red Crescent when managing disasters and to enhance its positioning and credibility in the developmental field by giving a voice to the most vulnerable.**
- **Outcome 2: Deliver capacity-building and training tools in communication and advocacy, and bridge the digital divide in order to effectively strengthen National Societies' strategic plans, capacities and outreach, especially in the field of emergencies.**

- **Outcome 3: Develop a Red Cross Red Crescent branding initiative to promote our corporate identity and organisational culture as part of national and global strategies.**
- **Outcome 4: Enhance accountability and measure impact by implementing an International Federation-wide media tracking and monitoring system.**

It should be noted that this programme outlines a communication and advocacy strategy (2010-2012) to be completed. Detailed plans, timelines and budgets will also be available for all plans and outcomes presented in this document.

The total 2010-2011 budget is CHF 4,494,580 (USD 4,356,146 or EUR 2,957,433). ([Click here to go directly to the attached summary budget of the plan](#))

Context

Successfully implemented, the global communication and advocacy strategy (2007-2010) demonstrated the need for a more professional communication and advocacy approach based on strong linkages between national and global actions, while better supporting the development of communication in National Societies. The role of the IFRC secretariat has been systematically enhanced in 5 strategic directions:

- Faster, higher quality, and more people-centred communication resources and plans were created.
- High-quality advocacy reports and multimedia products that aggregated analysis and knowledge of global humanitarian issues in support to National Societies were produced.
- Toolkits and resources in the areas of social media, climate change, emergency communications and pandemics were produced.
- A strong emphasis was placed on internal communication as a way to support management as well as a way to share a greater sense of our Red Cross Red Crescent organisational culture.
- A global campaign that demonstrated the need to better position the Red Cross Red Crescent with decision-makers and policy-makers both globally and nationally, and enhanced our capacity to speak in the interests of the most vulnerable, was implemented in 2009.

Reference documents

2010 marks a new milestone for the Red Cross Red Crescent. The adoption of *Strategy 2020* provides our organisation with an ambitious blueprint that lays out the commitments of 186 National Societies for the next 10 years. Strategy 2020 aims to better fulfil the potential of the Red Cross Red Crescent at all levels, and to develop sustainable approaches in order to address three key areas: disasters, health and social exclusion.

It highlights the fact that coping with increasing humanitarian needs will also require a change in mind-sets and attitudes about how we live, relate to each other, and inhabit the planet we all share. Strategy 2020 is meant to inspire and inform a new Federation-wide organisational culture based on common strategic priorities.

In addition to Strategy 2020 another crucial reference tool is the IFRC Humanitarian Diplomacy Policy. Defined as “***persuading decision makers and opinion leaders to act, at all times, in the interests of vulnerable people, and with full respect for fundamental humanitarian principles***”, it offers a framework that more effectively links communications, resource mobilization and humanitarian/public affairs while leveraging the auxiliary role of the Red Cross Red Crescent vis-a-vis public authorities.

The policy particularly insists on the key element of better and more sustainable prioritization as a requirement for delivering results in the advancement of interests of the most vulnerable. Likewise, the first ever Red Cross Red Crescent workshop on humanitarian diplomacy, held in September 2009, highlighted case studies that all reflected the same commitment to certain humanitarian diplomacy fundamentals:

1. Recognising our responsibility to persuade
2. Adopting context-sensitive strategies
3. Being evidence-based and solution-focused
4. Using other partners when relevant

Lastly, key audiences have been identified whom to effectively exercise our responsibility to persuade: most specifically governments, parliamentarians, the media and other humanitarian agencies, but also youth and academia.

This plan and budget will also take into consideration the adoption of the first IFRC policy on migration, which gives National Societies a powerful blueprint for addressing humanitarian needs resulting from massive population movement.

Global humanitarian agenda and challenges

A communication and advocacy plan should focus on delivering services and appropriate support to National Societies as the primary focus. It should also reflect a sense of leadership and positioning on global issues. To do so, three overarching agendas should be considered when setting up a consistent framework to inspire and inform Red Cross Red Crescent strategy and delivery:

1. **The Red Cross Red Crescent International Conference in 2011** will be a new milestone in shaping our collective influence through a renewed humanitarian agenda. A set of priorities was established in November 2007 that included the humanitarian consequences of climate change, international migration, epidemics and health emergencies, and violence in urban settings. Our Movement will have to show in 2011 that it has delivered results concerning these priorities, as it will engage a new set of binding decisions towards 2015. The International Conference and its conclusions will be importantly positioned as an event that actively shapes humanitarian and development policy landscapes.
2. **The Millennium Development Goals (MDGs)** remain an ambitious blueprint for reducing poverty and vulnerability all over the world. It has been established that the objectives set in 2000 for the next 15 years won't be fully achieved in 2015. However, there is still room for improvement and acceleration of the process within the next four years. It is important that during this time the Red Cross Red Crescent demonstrates the outstanding role it will continue to play in working towards meeting the MDGs through long-term community-based development and expertise. To date these contributions, while major, are not well known.
3. **Climate change adaptation and the Hyogo Framework for Action** are two linked global agendas that have a direct impact on humanitarian and development issues. Climate change has proven to be a major driver for weather-related disasters, and this will continue to be the case for decades. The Red Cross Red Crescent is advocating for additional funds to tackle this challenge while calling for a greater investment in risk reduction, community resilience and disaster preparedness as key strategies for climate change adaptation. This area of advocacy will be amplified following the climate change conference in Copenhagen and when preparing for the next step in Mexico in 2010. It will also be important to project the Red Cross Red Crescent as a key player in implementing risk reduction strategies in the framework of 2015, which will establish successes and areas of improvement 10 years after the Hyogo conference. It also should be noted that the International Strategy for Disaster Reduction and Inter Agencies Steering Committee are both developing comprehensive campaigns on urban risks and vulnerabilities.

Priorities and current work with partners

A global communications team in support of IFRC humanitarian diplomacy agenda

This 2010-2011 plan will be implemented by the global communications team, which covers the 5 zones as well as the Geneva-based department, the New York delegation and the Brussels office, with a view to empowering IFRC humanitarian diplomacy. This includes services to further strengthen the capacity of Red Cross Red Crescent National Societies to influence any decision-making processes related to the vulnerable groups we serve.

The purpose is also to engage with Red Cross Red Crescent National Societies and possible external partners through emergency response communication, thematic campaigns and advocacy initiatives to fulfil our unparalleled potential of having an impact at global, regional, national and local levels.

The overall objective of this programme is to clarify and energize Red Cross Red Crescent global positioning to better influence the humanitarian and development agendas at national and global levels. Known as a leading force in disaster management, the Red Cross Red Crescent is also recognized and resourced as a community-based development organisation that has played a significant role in changing minds and making communities more resilient to crises. Lastly, humanitarian challenges derived from migration are to be considered as another global priority that potentially engages all National Societies in line with the approved IFRC policy.

Branding and campaigning are two interrelated tools that must be used to leverage stronger leadership and more strategic positioning tied to clear, concrete, and compelling priorities and objectives in support of IFRC humanitarian diplomacy.

Likewise, Red Cross Red Crescent communication needs to be evidence-based, ideally using internal data, knowledge and analysis, and promoting the voice of the most vulnerable as the most powerful way to advocate for solutions in the humanitarian and developmental fields.

Technologies, especially web-related platforms and tools, as well as mobile phones and upcoming innovations, should be considered as an opportunity to bridge the Red Cross Red Crescent digital divide while significantly increasing our capacity both nationally and globally to promote our operations and reach strategic audiences.

As a result, this programme also aims to strengthen and professionalize communication capacities in National Societies according to their respective needs, plans and strategies.

Ultimately, the current plan is designed as a better resource to mainstream a Federation-wide communication and advocacy approach that is results-oriented and can show impact in support of IFRC humanitarian diplomacy. It also begins to implement the “Communications and Advocacy” section in Strategy 2020 that states:

“ At local, national, regional and global levels, our collective voice is used to draw attention to the assistance and protection needs of vulnerable people. We also urge action to address the underlying causes of their suffering, and to prevent or reduce future vulnerabilities, conflicts and crises by providing early warning on emerging issues. We advocate for national legislation, development plans and disaster management strategies which are relevant and effective for vulnerable people, who should be able to express their needs, realize their rights, and make greater use of improved public services and expanded social safety nets.

The credibility of our advocacy work is underpinned by a well informed and networked International Federation that connects all National Societies to ensure a consistent voice on our shared objectives. We take advantage of modern communications skills and technologies to influence decision-makers and opinion-formers, and to deepen public support for common humanitarian ideals. We do this by leading campaigns on specific themes and reaching out to all, particularly the younger generation. Within the International Federation, we use strong information-sharing platforms to share knowledge, promote innovation and create organizational cohesion – a common sense of belonging and

engagement that extends from the global level to both national and branch levels. By using Federation-wide online collaboration tools, our volunteers, members and staff increase their effectiveness and benefit from extended social ties, whilst having quick access to state-of-the art expertise. A strong communications-minded culture builds the capacity of National Societies by allowing them to be seen, heard, utilized and, ultimately, better resourced to help people in need.”

In an ever-changing world, communication and advocacy has become a strategic arena. The media, as well as social media, volunteers and beneficiaries, provide the Red Cross Red Crescent with enhanced access to vulnerable people, with an increased ability to influence decisions, and as a result a greater capacity to raise funds. We need to adapt to these new patterns as a matter of priority for the IFRC and the whole Movement.

- **Outcome 1: Engage in thematic campaigns and advocacy initiatives to strengthen the Red Cross Red Crescent’s position as the leader in managing disasters, and to enhance its position and credibility in the developmental field by giving a voice to the most vulnerable**
 - 1.1 Promote Red Cross Red Crescent community-based contributions to the Millennium Development Goals (MDGs) that are focused on mother-and-child issues and the empowerment of women
 - 1.2 Focus on emergencies, community resilience and urbanization to highlight the leading role that the Red Cross Red Crescent plays in disaster management and its contributions to climate change adaptation
 - 1.3 Focus on youth and volunteers as effective driving forces in addressing today’s most pressing challenges, especially climate change, violence and discrimination
 - 1.4 Develop advocacy packs on other priority or emerging issues
 - 1.5 Promote the “Believe in Africa” and “Believe in humanity” initiatives
- **Outcome 2: Develop capacity-building and training tools in communication and advocacy, and bridge the digital divide to effectively strengthen National Societies’ strategic plans, capacities and outreach**
 - 2.1 Design a strategic framework for effective communication development that is consistent with National Societies’ strategies, plans and potential
 - 2.2 Deliver toolkits, training tools and skill-sharing platforms in key communication-related areas, especially emergency communication
 - 2.3 Mainstream new technologies and social media, and bridge the Red Cross Red Crescent digital divide
 - 2.4 Organise a global communications forum in 2010
- **Outcome 3: Develop a Red Cross Red Crescent branding initiative to raise our corporate identity and organisational culture as part of a national and global strategy**
 - 3.1 Promote and use Strategy 2020 as leverage to enhance a Federation-wide organisational culture based on common values, priorities, achievements and impact
 - 3.2 Survey and create platforms to outline the Movement’s branding and positioning
- **Outcome 4: Develop a Federation-wide tracking and monitoring system for media and internal communications to measure accountability and impact**
 - 4.1 Offer a service to the whole membership that combines offline and online media to measure the impact and influence of Red Cross Red Crescent communication and advocacy outreach and messages

Secretariat programme in 2010-2011

Programme purpose

Influencing policies and improving the lives of the most vulnerable through effective communication and advocacy

This 2010-2011 programme budget is CHF 4,494,580 (USD 4,356,146 or EUR 2,957,433).

Programme component 1: Thematic campaigns and advocacy initiatives

Outcome 1: Engage in thematic campaigns and advocacy initiatives to strengthen the position of the Red Cross Red Crescent as the leader in managing disasters, and to enhance its positioning and credibility in the developmental field by giving a voice to the most vulnerable

National and global positioning of the Red Cross Red Crescent needs to be aligned and consistent. Strategy 2020 provides an opportunity to focus our priorities on areas where our needs-driven organisation can demonstrate its added value while better linking national and global agendas. In order to maximise Red Cross Red Crescent visibility, we opt for continuity in the promotion of our priority: advocating for the interests of the most vulnerable. We will adopt this focused approach rather than covering a wide range of programmes and operations in a single shot. This is required to clarify our collective image and to lay a foundation for strengthening our position and credibility as a volunteer-based, humanitarian and development organisation.

Output 1.1 (for which funding is sought): Promote Red Cross Red Crescent community-based contributions to the Millennium Development Goals (MDGs) which are focused on mother-and-child issues and the empowerment of women / May 2010-November 2011

Too little is known about Red Cross Red Crescent contributions to meeting the Millennium Development Goals, although a significant part of its programming aims to act at the community level in one or more of these eight fields: ending poverty and hunger, universal education, gender equality, child health, maternal health, combating HIV-AIDS, environmental sustainability, and global partnerships.

The programme proposes to design a people-centred campaign focused on meeting the needs of women and children through a broad range of activities related to epidemics, livelihoods, education, water and sanitation. Emphasis will be placed on the unmatched capacity of the Red Cross Red Crescent to make a difference by working within communities and encouraging the participation of people, especially women, to achieve lasting impact.

The campaign will aim to improve the lives of and give a voice to the most vulnerable communities by promoting the solutions carried out by the Red Cross Red Crescent. It will also provide analysis in order to influence policies and foster greater investment at the community-level and in capacity-building. Concrete examples will be provided from malaria, HIV, tuberculosis, watsan or immunizations programmes implemented successfully by National Societies. Africa will be of primary importance but all continents shall be given the opportunity to engage in the campaign and adapt it to their realities and concerns.

Within the first six months of 2010, a baseline survey on Red Cross Red Crescent contributions to the Millennium Development Goals (MDGs) is to be developed by the Health and Social Services Department with the support of the communication team. It will serve as a reference document for providing evidence-based content and disseminating our advocacy messages.

Designed as an 18-month initiative, the campaign will include:

- A set of branded materials (slogan, visual identity, multimedia pack, advertising materials)
- Campaign guidelines
- A set of advocacy reports relating to mother-and-child issues, including case studies
- An advocacy toolkit
- A monitoring and evaluation plan

Partnerships will be sought for dealing with specific aspects of mother-and-child issues and programming, including with corporate partners and celebrities when appropriate.

National events will also be encouraged in support of the campaign before the organisation of a proposed international event in December 2010 comprised of community-based and participatory approaches for meeting the MDGs. The campaign is to be launched at the World Health Assembly on 17 May 2010.

Output 1.2 (for which funding is sought): Focus on emergencies, community resilience and urbanisation to highlight the leading role the Red Cross Red Crescent plays in disaster management and its contribution to climate change adaptation

Emergencies and disaster management

The unmatched capacity of the Red Cross Red Crescent to act before, during and after a disaster or crisis is to be strengthened in order to enhance its leading role in preparing for, effectively responding to and recovering from disasters through the systematic participation of communities.

In addition to the usual communication and media activities related to disasters, three areas will be further developed:

1. Short-term campaigns for significant or neglected disasters

This will include creating tailor-made campaign materials for National Societies and the media based on current or impending disasters. These ad-hoc mini-campaigns will include the usual media pack but also, if the situation permits, advertising materials (for national fundraising) and audiovisual materials.

2. Multimedia products on recovery and risk reduction

Combining photos, video and appropriate web-related channels, these products will be designed according to high-quality standards (for potential media use) to give a voice to beneficiaries through compelling testimonials.

3. Legislative advocacy

Guided by the manual for National Societies on legislative advocacy concerning disaster management and health emergencies, advocacy reports and toolkits will be created to better adapt national legal frameworks and capacities in preparing for, responding to and recovering from disasters and health emergencies.

Urban risks

As the 2010 World Disaster Report (WDR) will focus on urban risks, initiatives will be pursued to highlight this theme, profiling Red Cross Red Crescent actions to better prepare and protect communities in urban settings.

These initiatives will be pursued in coordination with the bi-annual campaign run by the UN International Strategy for Disaster Risk Reduction (UNISDR) and UN-Habitat. Beyond the WDR, the World Expo 2010 being held in China from May to October 2010 will have as its overarching theme, "Better City, Better Life".

Climate change adaptation

The current advocacy toolkit, which supports the role of the Red Cross Red Crescent and its capacity to influence policy-makers in climate change adaptation and mitigation, will be updated in preparation for the forthcoming climate change summit to be held in Mexico in the summer of 2010. Revisions will be made based on actions taken, successes realised and lessons learned in preparation for the Copenhagen conference on climate change (December 2010).

To bolster this initiative, youth-led activities will be encouraged and promoted (see below) while multimedia kits will be produced and national events fostered (including potential celebrity engagement) in order to promote Red Cross Red Crescent solutions and messages for dealing with the humanitarian consequences of climate change. Likewise, partnerships will be sought as appropriate.

Output 1.3 (for which funding is sought): Focus on youth and volunteers as effective driving forces in addressing today's most pressing challenges, especially climate change, violence, and discrimination

Youth involvement and volunteerism need to be promoted and further developed as young people and volunteers are bound to take leading roles in establishing the mindsets and attitudes needed to adapt to today's ever-changing world. In that respect, 2010 and 2011 will be critical years as they mark the International Year for Youth (2010) and the European and International Year of Volunteering (2011). Furthermore, the 2009 Solferino Youth Declaration draws up an ambitious blueprint for youth engagement and leadership while a Federation-wide framework has been established to guide volunteer-related initiatives towards 2011.

Campaign kit for youth-led initiatives on climate change

A worldwide "tree planting" campaign driven by Red Cross Red Crescent youth is proposed. Aimed at promoting "green lifestyles" and highlighting fulfilling the potential of youth as community leaders, this operation will set a target of planting 2 million trees worldwide, paying specific attention to areas particularly affected by drought and issues of food security.

Underpinning this initiative will be a campaign kit that will include guidelines, advertising materials and guidance for organising high-visibility events, engaging in advocacy activities and fostering youth development. This two-year campaign will officially be launched in June 2010, one month before the climate change conference in Mexico.

Campaign kit for youth-led initiatives on urban communities

The goal of this initiative is to develop a pilot programme in select cities where Red Cross Red Crescent youth can contribute in ways that ensure cities are places where vulnerable communities can lead safe and fulfilling lives with dignity, happiness and hope. Violence, shelter, water and sanitation, clean energy and transportation - these are all problems facing urban communities, problems for which the project will aim to find creative solutions by harnessing the shared responsibility of community efforts.

Specific attention will be paid to how neighbourhood involvement can make a difference in personal and community safety. This twofold initiative will consist of developing a pilot programme and gathering knowledge on existing and compelling projects as a first step (2010), and engaging in the campaign and expanding the initiative as a second step (end of 2010 and 2011).

Underpinning the initiative will be a campaign kit that will include guidelines, advertising materials, and guidance for organising high-visibility events, engaging in advocacy activities and fostering youth development.

Campaign kit for the International Year of Volunteering

As part of the blueprint created in preparation for the International and European Year of Volunteering focused on "Volunteering in Emergencies", the campaign will build upon and prolong the "Our World. Your Move." campaign in order to promote and give a voice to individuals that are making a humanitarian difference everywhere in the world.

Orchestrated from a dedicated blog, the campaign will include guidelines, support for specific events, audiovisual materials and a book relating the outstanding role individuals play at the community level to make any community better.

In addition, the need to better profile and empower volunteerism as a cultural and human asset will be illustrated through a survey showing the economic gain and moral value of volunteering, and advocating for greater and more official recognition and promotion of volunteerism in today's world.

Output 1.4 (for which funding is sought): Advocacy packs on other priority or emerging issues

An advocacy pack includes:

- A toolkit (background document, position paper(s) and key messages, facts and figures, recommendations, a template letter to governments and more)
- One or a series of reports
- Simplified guidelines for managing the advocacy process geared towards well-targeted audiences

In 2010, advocacy packs are envisioned on the following issues:

1. **Migration** referring to the IFRC new policy and priority objectives
2. **Food security** with a primary focus on East Africa
3. **First aid** on the occasion of World First Aid Day (theme to be confirmed, tentatively in collaboration with the ICRC and interested National Societies). It is to be noted that the report published in September 2009 on first aid in Europe will be updated and utilized as a key tool to influence European legislation on first aid, in coordination with the Red Cross Red Crescent Reference Centre on First Aid based in Paris.

Output 1.5 (for which funding is sought): “Believe in Africa” and “Believe in Humanity” initiatives

The “**Believe in Africa**” initiative was launched in November 2008 to promote a better image and more positive media coverage in regards to Africa, a continent too often portrayed as a continent without hope, sapped by endemic poverty, epidemics, corruption and conflicts. The IFRC commissioned a survey to better understand how policy-makers and media perceive humanitarian problems and solutions in Africa.

In 2009, this initiative was pursued through the publishing of a report (focusing on African success stories illustrating advocacy messages) and the organisation of a panel debate on “African leadership for African solutions”. Three journalists were also bestowed the first ever “Good news for Africa” award.

The initiative will be continued and developed in 2010 and 2011, especially in two directions:

- The creation of a “Good News in Africa” report surveying the balance between positive and negative stories related to the continent and highlighting Red Cross Red Crescent success stories and effective leadership
- The 2010 and 2011 “Good News for Africa” report in partnership with a global news agency

Designed using a similar approach, the “**Believe in Humanity**” initiative was launched in November 2009 to survey how policy makers of G20 governments were prioritizing today's humanitarian challenges and what means were being utilized to address them effectively. The final report not only remarkably matches IFRC analysis and outlooks as encapsulated in *Strategy 2020*, but has also proven to be a promising policy dialogue tool. A new survey on humanitarian perceptions and policies is to be released before the G20 meeting in November 2010 (Seoul).

Programme component 2: National Societies' communication plans

Outcome 2: Develop capacity-building and training expertise in communication and advocacy, and bridge the digital divide to effectively strengthen National Societies' strategic plans, capacities and outreach

Effective communication has always been a strategic component for any well functioning National Society as it consists of creating a climate that favours strategic positioning, fundraising and the ability to act in the interest of the most vulnerable. Furthermore, communication is too often considered a technical support service (in terms of visibility and reporting) whereas it also has impact, when well managed, as operational leverage for engaging key stakeholders both externally and internally. As a result, this key function remains under-developed and under-funded; most Red Cross Red Crescent National Societies allocate less than one percent of their annual budgets to communication structures and activities when it is acknowledged that a secure and predictable communication budget should be at least two percent of the total budget to start being fully efficient.

In addition, the use of new technologies, web services and social media has become essential to communicate in a professional way and to be part of a world that is increasingly interconnected. However, more than 60 National Societies are still working without regular access to basic web information services and computer capabilities, hence creating a digital divide that needs to be bridged as a matter of priority.

The whole approach to capacity building in communication and advocacy needs to be revamped, taking into consideration the realities of each National Society, and utilizing a holistic approach.

Output 2.1 (for which funding is sought): Design a strategic framework for effective communication development that is consistent with National Societies' strategies, plans and potential

Effective communication development does not merely depend on professional skills. It also needs to be considered as part of the broader picture when designing National Societies' strategic plans, programmes, budgets and management structures. Communication and advocacy are bound to be an important element of organisational development, particularly in terms of positioning, support to fundraising and humanitarian diplomacy.

The creation of an assessment tool intended as a framework for self-assessing National Societies' capacities and potential in communication, whilst fostering a culture of communication and advocacy in support to humanitarian diplomacy, is proposed. This tool would analyse three interrelated areas:

- National strategies, plans and budgets
- Structures and potential
- Skills and equipment

Based on this assessment, solutions will be proposed, including a communication and advocacy plan and budget, a proposed structure and a training programme with a view of meeting basic needs and delivering results within a reasonable period of time.

This process shall be started in 2010 with selected National Societies and is to include Partner National Societies (peer support) as well as the ICRC and possible external stakeholders when appropriate.

The project will be extended (and adjusted where needed) in 2011 to all National Societies that would require and desire support in this area as part of a comprehensive and integrated organisational development approach.

Output 2.2 (for which funding is sought): Deliver toolkits, training tools and skill-sharing platforms on key communication-related areas, especially emergency communication

Linked to output 2.1, capacity-building tools shall be developed, starting with areas most important to well-functioning communication and advocacy.

Emergency communication: An area of paramount importance, emergency communication is to be mainstreamed and intensified in capacity-building activities. The following products will be developed in 2010:

- Updated guidelines (based on those distributed in 2009)
- Training tools and services
- A roster of emergency communication personnel: National Society staff, stringers, photographers, videographers and so forth

Other communication functions to be enhanced as part of a capacity-building and training package are:

- Beneficiary communication
- Web communication and social media
- Branding

In addition, establishing a **virtual skill-sharing platform** as a base of communication and advocacy resources available for peer-to-peer support and mentoring activities is proposed.

Output 2.3 (for which funding is sought): Mainstream new technologies and social media, and bridge the digital divide

In his address to the IFRC General Assembly, Secretary General Bekele Geleta noted that “*one third of the membership have no access to online services and web platforms*”, and emphasised that it is a priority for the secretariat to support National Societies in an effort to improve the situation.

The IFRC operates increasingly using new technologies. Access to equipment, connectivity, skills and working practices required to benefit from these opportunities is a real challenge for many National Societies. In preparing for the implementation of Strategy 2020, it is vital that the Red Cross Red Crescent as a whole addresses this gap.

The communication team will support this initiative aimed at bridging the digital divide, in close relationship with IT experts and organisational development delegates. Steps were already taken in 2009 by providing guidelines on social media and web communications.

In 2010-2011 this issue will need to be acted upon in a more decisive way by engaging partners in the following:

- Create a network of resources, people who can provide expertise on this issue, especially from zone offices and National Societies
- Carry out a quick review of the current state of affairs
- Identify key capacities and resources
- Identify key capacity gaps
- Identify applicable organisational development and information and communication principles
- Propose appropriate objectives for short term (2010) and longer term (2011 and beyond) action

In addition to supporting this process, the communication team will focus on exploring innovative solutions and forming partnerships to better foster a joint culture of using technologies for communication and advocacy purposes, especially by addressing our priority audiences (decision-makers, opinion-formers, youth) through social media and any pertinent web channels.

Linked to this, a specific effort will be made to utilize mobile phones to stay better connected with each other and to reach our audiences (as mobile phones facilitate easier access to web services and social media). This is especially true for emergency communications or to engage in Red Cross Red Crescent campaigning. Partnerships will be sought to this end.

Output 2.4 (for which funding is sought): Organise a Global Communication and Advocacy Forum in November 2010
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The previous Red Cross Red Crescent Global Communication Forum was held in Washington D.C. in May 2008 and gathered together 100 participants from 60 National Societies and the ICRC. Giving a voice to external speakers (New York Times, Reuters, communication experts) it covered a broad range of issues from emergency communication to capacity-building and strategic planning. It resulted in a joint statement which was presented to the Governing Board with a view of empowering and better funding communication within the Red Cross Red Crescent.

The 2010 Forum would focus on:

- Setting platforms for skill-sharing and best practices
- Engaging in joint campaigns and advocacy initiatives
- Implementing practical training sessions (on a peer support basis)

External experts will be invited to provide insights on current landscapes and trends in the media, communication and advocacy.

Programme component 3: Branding and corporate communication
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Outcome 3: Develop a Red Cross Red Crescent branding initiative to raise our corporate identity and organisational culture as part of national and global strategies

Output 3.1 (for which funding is sought): Promote and use <i>Strategy 2020</i> as a corporate matrix to enhance Red Cross Red Crescent organisational culture based on common values, vision, missions, achievements and impacts

In 2010-2011, the communication team shall not only support the overall promotion of *Strategy 2020* (internally and externally), and encourage and support its implementation in National Societies' plans and strategies, but it will also influence a revised IFRC corporate identity.

To do so, the visual identity, the corporate guidelines and all institutional products, templates and descriptors will be revamped to reflect *Strategy 2020* joint vision and goals, while "Saving lives, changing minds." will become our corporate slogan.

An internal campaign will be carried out to foster common understanding and ownership of *Strategy 2020*. Campaign materials will include:

- The revised corporate pack
- Promotional materials for marketing online and offline
- Video products

In addition, the business model meant to realize Strategy 2020 will be actively promoted through its five business activity lines, which henceforth will influence and simplify Red Cross Red Crescent strategic working areas:

- Humanitarian principles
- Disaster and crisis management
- Sustainable development
- Humanitarian diplomacy
- Effective working and accountability

A redesigned FedNet and web applications shall be utilized to reflect IFRC corporate identity and offer an interactive resource centre to facilitate National Society engagement in this ambitious organisational process.

Output 3.2 (for which funding is sought): Survey and create platforms to clarify and empower Red Cross Red Crescent Movement branding and positioning

Surveying

Together the Red Cross and the Red Crescent represent one of the world's most recognized and trusted brands. It is, however, a real challenge to manage these brands in a globalized world without creating confusion, misunderstandings or misconceptions, as the marketplace is a stage increasingly crowded with other actors delivering similar services and communicating aggressively. Existing research shows that the impact of the Red Cross Red Crescent can be weakened by mixed, unclear and unfocused branding, which limits effectiveness to capitalise on the brand, especially in a globally connected world. Another challenge of brand management lies in maintaining a clear distinction between the indicative nature of the emblem (the brand) and its protective nature.

A group of National Societies and the ICRC have launched a brand initiative in order to better identify the strengths, weaknesses and positive associations of the Red Cross and Red Crescent as a brand or brands, so that common branding markers can be defined and discussed with a view to outlining the Movement's branding. In addition to existing research, a brand survey – supported by National Societies, the ICRC and the IFRC – will be commissioned to deliver a brand initiative report that will be presented at the Council of Delegates in 2011 as a reference document to reinforce the Red Cross Red Crescent brand and to assess a more strategic use of Movement campaigns and positioning. The brand initiative will be carried out in 2010 and 2011.

Positioning

In the wake of the "Our World. Your Move." campaign, Movement-driven initiatives will be extended in 2010 and 2011 to bridge Red Cross Red Crescent analysis and positions on common issues and engage in joint communication activities. Dedicated spaces and events will be developed as follows:

- A re-designed Red Cross Red Crescent magazine
- World Red Cross Red Crescent Day
- The Council of Delegates and the Red Cross Red Crescent International Conference in 2011
- Joint communication initiatives on humanitarian issues of common interest

It should be noted that "Our World. Your Move." remains a joint call to action and initiative, underpinned by online tools (blog) and specific events as mentioned above.

Programme component 4: Accountability and impact measurement

Outcome 4: Develop a Federation-wide tracking and monitoring system for media and internal communication

Output 4.1 (for which funding is sought): Offer a service to the whole membership that mixes offline and online media to measure Red Cross Red Crescent impact and influence

While some National Societies have put into place well-developed media tracking and monitoring systems, a number of others are implementing communication activities without effective means to measure their real quantitative and qualitative impact, or their influence on targeted audiences. Potential gains could be made by adopting a Federation-wide monitoring system (even working through regional clusters).

First, a mutual approach would permit drastic cost reductions regarding tracking and monitoring systems that are outsourced. Second, this mutual approach would fit with a globalisation (and decentralization) of the media sphere that now includes online social networks that ignore national borders. Third, and more importantly, it would provide a greater capacity for accountability and analysis of the impact of communication and advocacy activities both nationally and globally.

To set up such a media monitoring system, the launch of a consultation is proposed, as is the establishment of a working group to define the terms of reference and budget pertaining to this project, select the service provider, and implement the system. The project is to be carried out in 2010.

As an additional proactive step further, a joint service is envisaged to streamline media relations with broadcasters and media outlets by creating a digital news room. This setup would be designed with the following functions in mind:

- Broadcast journalists would be able to preview and download footage (MPEG2 format)
- Online media outlets would be able to preview and embed material (AV format)
- National Societies would have email links to all content
- User registration would be brief and immediate and would capture user data
- Video would be watermarked enabling it to be tracked if used (B-roll)

Potential risks and challenges

- IFRC is left behind in the fierce competition for image, positioning and funding
- The technological gap is not bridged
- The economic crisis results in insufficient funding allocated to communications
- Global challenges are not integrated enough at a national level
- The Red Cross Red Crescent does not speak with one voice
- The Red Cross Red Crescent image becomes unfocused and inconsistent
- The challenge of strengthening National Society capacity to better profile themselves and advocate for the most vulnerable is not met

Role of the secretariat

a) Facilitation and coordination role

- Support services and materials
- Campaign coordination

b) Resource centre

- Substantive reports and quality content
- Multimedia resources
- Web platforms
- Capacity-building and training tools
- Partnerships

c) Leadership

- Analysis and leadership on global issues and events

Promoting gender equity and diversity

Capacity building initiatives and trainings will be provided through the programme outlined above. These initiatives and trainings will target both male and female participants, and will be based on merit and need. All communication and advocacy work will continue to promote the consideration of identified needs of the target audience – women, girls, men and boys – during all stages of the project/programme cycle.

Quality, accountability and learning

All projects in this programme will include indicators of performance, accountability and learning.

How we work	
The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".	Global Agenda Goals: <ul style="list-style-type: none">• Reduce the numbers of deaths, injuries and impact from disasters.• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.
Contact information	
For further information specifically related to this plan, please contact: <ul style="list-style-type: none">• In the Federation secretariat: Pierre Kremer, Head, Communications Department, Geneva; email: pierre.kremer@ifrc.org; phone: +41 22 730 4914	