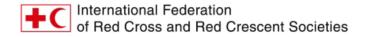| MEETING REPORT |

The Volunteering Alliance Launch

NAIROBI | KENYA | 04 – 06 April 2017

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Saving lives, changing minds.

International Federation
of Red Cross and Red Crescent Societies

How we work

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Strategy 2020 voices the collective determination of the IFRC to move forward in tackling the major challenges that confront humanity in the next decade. Informed by the needs and vulnerabilities of the diverse communities with whom we work, as well as the basic rights and freedoms to which all are entitled, this strategy seeks to benefit all who look to Red Cross Red Crescent to help to build a more humane, dignified, and peaceful world.

Over the next ten years, the collective focus of the IFRC will be on achieving the following strategic aims:

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

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Acknowledgements

CONTENTS

EXECUTIVE SUMMARY

The Volunteering Alliance launch, 04-06 April 2017, in Nairobi, Kenya was convened by the International Federation of the Red Cross (IFRC) and hosted by the Kenyan Red Cross. Following the publication of the Global Review on Volunteering, the IFRC Governing Board endorsed the Volunteering Plan of Action (PoA), to be driven by an Alliance of National Societies across all five regions. The Alliance is a coordinated space open to all National Societies dedicated to identifying, sharing, adapting for replication and/or scaling up successful volunteering practices – helping each other achieve excellence in volunteering. The Technical Team (TT) is a central group of National Societies that will provide strategic leadership and resources to the Alliance.

The first Alliance meeting aimed to:

- Establish the Technical Teams, outlining their roles and responsibilities
- Finalise the detailed plans on five challenges/work stream identified in the PoA
- Update the draft zero volunteer charter based on feedback given by volunteers

The Report highlights five main themes explored in the meeting, which form the basis of its five chapters:

Volunteering Plan of Action

The Plan of Action has two broad objectives:

1. identifying, sharing, adapting for replication and/or scaling-up successful volunteering practices;

2. ensuring the safety and wellbeing of volunteers.

These objectives will be met through the evaluation of existing practices with a view of promoting promising practices that can be adapted for the future. Alliance members can count on IFRC to foster collaborations with academic partners and other external experts. The Technical Team leads will be responsible to address the challenges identified in the Plan of Action, with the support of Alliance members.

Volunteering in conflict and emergencies (ViCE)

The ViCE Initiative started in 2014 with the scope of looking into volunteering in conflicts and emergencies. Its aim is to understand, explain and support volunteering that takes place in these environments. Members of the ViCE initiative underlined that research and policy debate on volunteering has failed to engage with the experiences of local volunteers in conflict and crises. We have little understanding of the complex motivations and needs of such volunteers, nor how they can be supported.

Humanitarian Leadership Academy (HLA)

One of the ambitions of the Plan of Action is to foster the development of learning organisations and cultures of learning which in turn furthers collaboration between National Societies and its partners. The IFRC, through its global partnership in turn with the Humanitarian Leadership Academy (HLA) will be co-developing and providing appropriate learning materials starting with volunteering specific materials with the aim of improving individual, group and organisational learning thereby making individuals organisations more efficient and effective.

Volunteering Challenges

A volunteering challenge is a specific and strategic thematic, issue or question that the Alliance believes needs to be resolved to meet the objectives identified in the Plan of Action. Eleven challenges were presented as part of the Plan of Action to which four additional challenges were identified in the December Preparatory Meeting held in Geneva, Switzerland. The Technical Teams on the following five challenges were established at the Alliance meeting: (1) data management, (2) the economies of volunteering, (3) new forms of volunteering, (4) organisational learning and (5) volunteering in dangerous situations. Furthermore, areas of collaboration and support between IFRC departments and other experts were identified.

Volunteer Charter

The Volunteer charter cuts across both objectives of the Plan of action. It will prompt National Societies to revise their volunteering policies to promote mutual accountability between National Societies and their volunteers.

Between January and March 2017 seven National Societies participated in the first round of consultation on the Volunteer Charter. The results and consultation methods of the above mentioned National Societies were presented at the Alliance meeting. Following the positive feedback, the IFRC has made minor changes to the Charter.

It was agreed that further consultation on the Charter is needed because the implementation of it will have a high impact on National Societies in regards to developing or improving their volunteering policies.

Study of National Societies' Volunteering Policies

IFRC presented a review of National Society volunteer policies, code of conducts and volunteer charters to inform the volunteer charter's implementation plan.

The study was designed to align with the elements identified in the IFRC Volunteering Policy (2011) and the text found within the draft Volunteer Charter. 19 National Societies from four regions took part in the study and follow up interviews were conducted with over half of the participating National Societies. It found that all volunteer-related documents refer to the Fundamental Principles, that many National Societies have a volunteering policy in place, many encourage diversity in the recruitment of volunteers and that National Societies are continuously informed by the Federation Policy. However, gaps were found within the policies and management tools and concluded that more work is needed, in particular, on the database management of volunteers, volunteer satisfaction, volunteer wellbeing including psychosocial support and the safety and security of volunteers.

THE VOLUNTEERING PLAN OF ACTION

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The Global Review on Volunteering (2013), explored the environments and contexts within which volunteering practices are rapidly changing and how these changes are impacting volunteerism. Co-author of the Global Review (2013), Prof Matt Baillie Smith, explained that the Review found that we do not have an evenly distributed global network of volunteers that reaches all corners of the world. In fact, most National Societies are facing significant challenges with maintaining or building their volunteer base.

This realisation prompted the IFRC Governing Board to endorse, in June 2016, the Plan of Action for Volunteering, with two objectives:

1. **Identifying, sharing, adapting for replication and/or scaling-up successful volunteering practices**
   The Alliance composed of member National Societies and Technical Teams (TT) will work as a collective to evaluate current volunteering practices with the view of promoting promising practices that can be adapted in the future. The TT can count on IFRC to foster collaborations with academic partners and other external experts on specific challenges. The TT, will be composed of staff from National Societies with experience and expertise in volunteer management or organisational development as well as their volunteers.

2. **Ensuring the safety and wellbeing of volunteers**
   Many volunteers work in countries where there is conflict and in many instances, are putting their lives at risk. This often has detrimental effects on their mental health. Our volunteers require protection and in many cases, psychosocial support. Furthermore, it is estimated that many volunteers are still not adequately insured. National Societies have a duty and moral responsibility to further develop systems to ensure the safety and wellbeing of volunteers in dangerous situations.

The Volunteer Charter addresses both objectives of the Plan of Action: to strengthen volunteer engagement and to ensure the safety and wellbeing of volunteers. It is a means to formalise and operationalise the accountability of National Societies to their volunteers, and clarifying the responsibilities of volunteers. The aim of the charter is to prompt National

Societies to revise or draft their volunteering policies with the view of promoting mutual accountability between National Societies and their volunteers.

THE VOLUNTEERING ALLIANCE
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The Plan of Action will be driven by an Alliance of National Societies across all five regions. The Alliance is a coordinated space open to all National Societies dedicated to identifying, sharing, adapting for replication and/or scaling up successful volunteering practices – helping each other achieve excellence in volunteering.

The Alliance members will work as a collective in the promotion of the Alliance, the onboarding of new members and will provide the necessary resources for the implementation of the Volunteering Plan of Action. Given the unique insights that Alliance members have of their local contexts, they will assist the Technical Teams in finding solutions and testing new approaches to the Volunteering Challenges. Alliance members will help themselves and help others by working together on all volunteering development issues. They will discuss and exchange best practices, tools, data systems and other practical ideas on how to improve volunteer recruitment, training and engagement. Furthermore, they will also take part in volunteer research, including working to increase National Society accountability to their volunteers' safety and wellbeing, and any other initiative that strengthens volunteering.

The Guiding Principles of the Alliance

The guiding principles below will guide the actions of every Alliance member.

1. **Inclusive**

   The Alliance must be organised in a simple, inclusive and organic manner for it to be accessible to all and responsive to volunteer needs. The Alliance is a coordinated space where members at all levels, from volunteers to managers, can express their views on all aspects of volunteering with the assurance of being heard.

2. **Empowerment of volunteers**

   The spirit of the Alliance is one of empowerment and positive change, with a focus on volunteers. Volunteers, including youth volunteers, must be engaged by the Technical

Teams on the Volunteering Challenges as well as on the Global Volunteer Charter implications. This is to ensure that volunteers' experiences and recommendations inform all solutions.

3. **Collaboration**

The Alliance has a strong ethos of collaborative learning. By exchanging best practices, tools, data systems and other practical ideas, Alliance members will develop solutions to capture and better understand volunteers' motivation and strengthen volunteers' participation in National Societies' programs and services.

4. **Evidence-based**

The work accomplished by the Alliance is grounded on evidence. The problems and needs it responds to are grounded on the experience of volunteers and changing humanitarian needs, and the solutions it will develop are based on evidence drawn from the field.

5. **Ownership**

The Alliance is a space for National Societies to explore synergies, collaborate and improve volunteering practices. National Societies are strongly encouraged to invest in their staff to dedicate time and resources to the Alliance. Ultimately, the work achieved by the Alliance members will strengthen their respective National Society. The Volunteering Alliance is an effort driven by National Societies, for National Societies with the support of the IFRC.

TECHNICAL TEAMS
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The Technical Team members are technical experts with experience in volunteering, organisational development and are nominated by their National Society. They should have the means to mobilise volunteers from their National Society to provide content, input and feedback on the Alliance's deliverables.

The Technical Team Leads are responsible for coordinating the Alliance's work in addressing the challenges, reporting results to the Team and disseminating key results to the Alliance

members. The Technical Teams will not work in isolation on the volunteering challenges. The leads will communicate with one another and report on progress via online collaboration platforms.

Terms of Reference

A draft Terms of Reference (ToRs) for the Technical Teams was provided to Technical Team leads, to prompt discussion on the topic. The Technical Team leads discussed the ToRs, and agreed that they themselves will be responsible for drafting challenge-specific ToRs. The ToRs must contain sufficient details including the expected outcomes, how much time its members must commit and the resources needed. Once complete, the ToRs will be included in the templates for each challenge, and members will be responsible for abiding by those ToRs when they join the Technical Team. Technical Teams are responsible for fundraising and ensuring that volunteers are represented on the work undertaken. It was highlighted that Alliance members can join several Technical Teams if they abide to the ToRs of those specific Technical Teams.

ViCE INITIATIVE (VOLUNTEERING IN CONFLICT AND EMERGENCIES)

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The presentation on the Volunteer in Conflict and Emergencies (ViCE) was led by Stefan Agerhem (Swedish Red Cross), Prof. Matt Baillie Smith (Northumbria University), Bessy Valle (Honduras Red Cross) and Balthazar Bacinoni (Burundi Red Cross).

The session used experience of the ViCE Initiative to explore a co-produced approach to evidence gathering and learning to support volunteering development and learning strategies. It explored what counts as evidence, and considered opportunities to capture volunteer voices in shaping policy and practice.

The approach taken by the ViCE initiative attempts to shift from a hierarchical approach to data collection to one of peer-to-peer learning. The latter allows us to think more critically about who can be a knowledge producer and ensures that data collection is more inclusive. The ViCE team are currently developing a digital learning platform which will give individuals the opportunity to play with the data collected through volunteers' stories and demonstrate that it can be used for several different purposes.

Listening study – Active listening

The ViCE study listened, recorded and transcribed the stories of volunteers, giving volunteers the opportunity to share their experiences with the Red Cross and Red Crescent Movement. The results so far have indicated that volunteers need more psychosocial support; current insurance mechanisms are not working and the safety and security is becoming an increasing concern for volunteers. The study further revealed the resilience of volunteers and volunteer leadership. It is important to recognise that volunteers have different motivations, experiences and skills in comparison to staff.

When we are (actively) listening to volunteers, no particular methodology is needed. We must be inclusive and receptive to all and establish trust. To gain a clearer picture of what is going on in each National Society we must make sure to listen to everyone at every level including, volunteers, staff and branches and the members of the communities in which we serve.

Our position, who we are, our assumptions and our worldview, will affect our perception and understanding of the processes at hand. By first acknowledging that our positions and our

preconceived notions influence our thinking, we are better able to listen to others and make sense of their experiences, enhancing our learning experiences.

The workshop led by the ViCE team gave the participants the opportunity to explore the data collected through volunteers' stories by the ViCE initiative. The data collected by the ViCE initiative is flexible enough for a wide range of purposes and will contribute to different kinds of learning, advocacy, knowledge and evidence.

For more information on the ViCE Initiative, please contact Stefan Agerhem (Stefan.Agerhem@redcross.se) or Matt Baillie Smith (matt.baillie-smith@northumbria.ac.uk).

Session on the Safety & Security of Volunteers

Julian Harris, Security Advisor at IFRC and Christina Rasmussen, on behalf of the IFRC Reference Centre for Psychosocial Support, ran a session on the safety and security of volunteers.

Safety is the protection from accidental harm whereas security is the protection from targeted and intentional harm. Regular security trainings allow volunteers to ask whether their National Society have in fact done a security assessment by informing them of their rights and entitlements. This promotes a culture of reporting on security in the Movement. With reporting comes the obligation to resolve the issue individually and systematically, thus the responsibility lies on National Societies to develop trust between volunteers and their respective National Society. This duty of care and moral obligation also extends to those who are left behind – the families of volunteers in the unfortunate event of a death. Reporting may not be a priority for National Societies, especially when they have more pressing issues and limited resources, but encouraging a culture of reporting of incidents, including near misses, will better inform the improvement of safety and security measures. The need to ensure the psychosocial wellbeing of volunteers during an emergency was also stressed as too often this issue does not take priority. Please refer to the 'Caring for volunteers - psychosocial approaches and projects' presentation to learn more.

VOLUNTEERING LEARNING NEEDS – informal discussion with HLA

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The informal discussion with the Humanitarian Leadership Academy (HLA) around volunteering learning needs was led by Fred Fulton (IFRC) and Gabrielle Schembri (Humanitarian Leadership Academy).

The Humanitarian Leadership Academy (HLA) is a global learning initiative whose mission is to enable individuals around the world to prepare for and respond to crises in their own countries, to promote shared learning experiences and to develop situational and region-specific learning materials.

Different contexts generate different learning needs, implying collaboration across contexts is required to provide adequate learning for appropriate emergency responses worldwide. The HLA carried out a scoping exercise in the context of the EU refugee crisis to gain a better understanding of volunteering learning needs and gaps. It found six overarching themes:

1. Understanding humanitarian contexts and principles
2. Understanding aid system and coordination
3. Accountability
4. Managing oneself in changing environment
5. Safety & Security
6. Communications in times of crises

The above scoping exercise concluded that there is a diverse volunteer base with diverse learning requirements, including the need to have more ubiquitous and effective access learning materials.

The power of collaboration

The 5-year partnership between HLA and IFRC for the promotion of collaborative learning at the grassroots level has amongst its focus the co-development of materials that can be tailored to individual volunteer needs.

To understand volunteering learning needs further, Louise Oakley and Tina Nelis ran a workshop with the participants and found that in regard to key topics or "volunteer

essentials", nothing is trivial when it comes to developing a learning pathway for volunteer needs. The learning materials that will be developed must include the fundamental principles and the rights and responsibilities of volunteers as both topics were raised by participants on several occasions. Context specific learning material is important for future planning and to develop strategies per the needs identified.

DRAFT VOLUNTEER CHARTER CONSULTATION RESULTS
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Between January and March 2017, seven National Societies consulted their volunteers on the draft zero Volunteer Charter. The following National Societies participated in the first round of consultation: Irish RC, Spanish RC, Mexican RC, Ethiopian RC, Kenya RC, Kyrgyzstan RC and Japanese RC. The results and consultation methods of the above-mentioned National Societies were presented at the Alliance meeting. Volunteers who have been consulted so far have all given positive feedback on the charter, highlighting that it helps to put the Fundamental Principles in perspective as well as clarifying the rights and responsibilities of volunteers in view of mutual accountability between them and their National Societies. Following positive feedback on the draft Charter, the IFRC have made minor edits to make the language stronger, but the content, tone and structure of it remains the same. Please refer to the Revised Global Charter in Annex B to see the changes.

It was agreed that the Global Charter needs wider consultation, including those from National Societies who are not yet Alliance members. This will ensure that a wide range of volunteers participate in the implementation of the Global Charter. To ensure this, it will require a mass online consultation process.

PRESENTATION OF NATIONAL SOCIETIES POLICY INVENTORY RESULTS
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Please refer to the *Study of Volunteering Charters and Policies from 19 NS: The Gaps and Opportunities* report.

ANNEX 1. VOLUNTEERING CHALLENGES: GROUP WORK BY TECHNICAL TEAMS (TT) AND COLLABORATIONS

Data management

The Technical Team reflected that National Societies have different priorities when it comes to the data management of volunteers. The technical team will produce a set of deliverables aimed at exploring and analysing the possibilities to ease the production of volunteering data management tools and solutions in National Societies, as well as to identify possible options to automatically share aggregated data on volunteers between National Societies and the IFRC. The technical team on data management will try, in a first phase, to collectively identify and analyse the functional requirements that a volunteering database should contemplate considering different contexts. In addition, the technical team will identify specific lessons learned by National Societies in different situations with regards to data management.

In the second phase, the team will explore possible ways to build volunteering data systems in National Societies that do not have a digital system to manage their volunteers and to connect existent databases with the Secretariat system.

In collaboration with the TT on data management, Jeremy Mortimer, Advisor in Innovation and NSD at the IFRC's IT department, will provide his expertise to the team. To learn more about the TT on data management or to join the TT, please contact Ferran Cobertera, on fch@cruzroja.es (Spanish Red Cross).

Economies of volunteering (formally called: economics of volunteering)

In order to gain a clearer picture in regards to monetary incentives and its consequence on volunteerism in the Movement, the Technical Team will firstly look at literature such as the Chapter on the economies of volunteering in the Global Review on Volunteering (2013), The value of volunteering (2011) and existing data (e.g. Global Review on Volunteering and Volunteer in conflicts and emergencies initiative). It will then conduct case studies with this data to fit one of four defined models found in National Societies: (a) those which include voluntary service with monetary incentives; (b) those without monetary incentives; (c) those in which volunteers must pay to be part of the movement and (d) those constituting a mix of

the models. The developed case studies in different contexts will include interviews with volunteers and contextual information such as relevant legislation. The Technical Team will also look at the value of volunteering, including the social value of volunteers in a National Society. The TT hopes to develop key performance indicators to measure the impact of volunteering and its evolution in a National Society.

Furthermore, it will explore how incentives influence the capacity to volunteer. By moving away from the economics of volunteering into the economies of volunteering we are moving away from thinking about costs and numbers to the bigger of picture: what enables individuals to volunteer in certain contexts and not in others? In some settings money is not about incentives or motivation but in fact about the capacity to volunteer in the first place. Professor Matt Baillie Smith, co-author of the Global Review on Volunteering (2013) will work in collaboration with the TT. To learn more about the TT on Economies of Volunteering or to join the TT, please contact Carine Fleury on Carine.Fleury@redcross.ch or Sibylle Baumgartner on sibylle.baumgartner@redcross.ch (Swiss Red Cross).

Organisational learning

The Technical Team aims to make the Red Cross and Red Crescent Movement a learning institution by moving away from the traditional top-down approach towards peer-to-peer learning. A survey want sent out amongst the participants to introduce the challenge of organisational learning and revealed that we need to strengthen our approach to organisational learning as evidenced by many responses consisting of 'sometimes'.

Moving towards a peer-to-peer learning approach will help equalize staff and volunteer relationships and promote mutual personal and professional development. It will also allow the Red Cross to be a reference point for other organisations. Peer-to-peer relationships, which are captured through the narration of personal experience, can re-affirm the social value of their activities and inspire other programs and therefore raise the status of volunteers and of volunteering. The Technical Team wishes to include outside experts to provide ongoing support and intend to co-develop materials with volunteers because of their intimate knowledge and skills. Fred Fulton, E-learning coordinator at the IFRC, and the

Humanitarian Leadership Academy (HLA) will work in collaboration with the TT on organisational learning.

To learn more about the TT on Organisational Learning or to join the TT, please contact Fernando Riviera Munoz on crmcoordvolnal@gmail.com (Mexican Red Cross).

New forms of volunteering

As the nature of communities will continue to change it will increasingly require us to evolve different models of voluntarism. Technology is changing the way we think about volunteer engagement and the Red Cross and Red Crescent Movement is lacking behind other organisations to bring volunteers online. The Technical Team will develop simple online volunteering for National Societies and work in collaboration with outside experts to develop an innovation lab community of volunteers across the world and develop tools that can be used at both local and regional levels. They will engage with volunteers at across the global to help and share these ideas. The Technical team will use technology as the opportunity to break down the barrier to volunteer engagement and strengthen the mobilisation of volunteers, whilst still ensuring that we do not lose our humanitarian element.

To learn more about the TT on New forms of volunteering or to join the TT, please contact Dr Solomon Ali, on DSG.brd@redcrosseth.org (Ethiopian Red Cross).

Volunteering in dangerous situations

The discussions surrounding the safety and security of volunteers can only be meaningful when placed in context. The Technical Team will explore existing best practices of how National Societies are coping with different situations. Attention needs to be placed on providing the highest level of protection through the implementation of practices and policies based on the principles of the Geneva conventions, humanitarian principles and criminal elements. The Technical Team will explore how technology can improve the safety and security practices within National Societies. Furthermore, it will develop a research tool that will help National Societies to identify for themselves what is going on in terms of the security

and wellbeing of volunteers. This research tool will add to the global picture of the safety of volunteers.

Julian Harris, Senior Security advisor at the IFRC, the ViCE Initiative and the Reference Centre for Psychosocial Support will work in collaboration with the TT. To learn more about the TT on Volunteering in dangerous situations or to join the TT, please contact Shadrack Musyoka on musyoka.shadrack@redcross.or.ke (Kenya Red Cross).

ANNEX 2. Revised Volunteer Charter

Draft 1

Charter for Volunteers

We the Volunteers of the Red Cross and Red Crescent

United in our mission to prevent and alleviate human suffering wherever it may be found,
solemnly vow to uphold and abide by the Fundamental Principles of
Humanity, Independence, Impartiality and Neutrality.

We protect life and health and we ensure respect for the human being.
We promote mutual understanding, friendship, cooperation
and lasting peace amongst all peoples.

We accomplish our mission in total independence,
~~resisting~~ free from any political, ideological or economic interference that ~~threatens to~~could divert us from helping those most in need.

We endeavour to relieve the suffering of our fellow humans, guided solely by their needs, giving priority to the most urgent cases of distress.
Never do we discriminate as to
nationality, gender, race, religious beliefs, class or political opinions.

We do not take part nor take sides in hostilities, nor do we engage in controversies of a political, racial, religious or ideological nature.

We are not prompted by any desire to gain nor can we be subjugated to the will of others.

We are the members and leaders of our National Society
on which we rely for protection, support and respect.

We ~~are confident~~exhort our National Society ~~will~~ to give us the means to accomplish our mission, and, while we may be fearless and sometimes risk our lives, and because we know our emblem does not always shield us from harm and harassment,
we call on our Brothers and Sisters of the Red Cross Red Crescent
to protect us and preserve our families and communities.

We are The Red Cross Red Crescent

ANNEX 3. PARTICIPANTS LIST

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