



KENYA RED CROSS SOCIETY “AT THE CENTRE OF EVERY COMMUNITY”

A case study of longitudinal investments in National Society Development and localization of humanitarian action



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Background

In 2016 the World Humanitarian Summit's Grand Bargain Commitments led to the establishment of a "Localisation Workstream" which set out to "learn from successful localisation practices around the world". Its main goal was to find new ways of expanding the "localization of humanitarian action" through processes that:

- Strengthen locally-led, accountable and principled humanitarian action
- Reset the power balances between local and international actors that empower local humanitarian actors to lead and deliver relevant, sustainable local services
- Use a more strategic blend of local to international resources to create efficiencies, speed of response, and promote more effective local collaborations for collective impact.

This Case Study was commissioned by the International Federation of Red Cross and Red Crescent Societies (IFRC) as a contribution to the Grand Bargain "Localisation Workstream's" learning objectives.

It describes the outcomes of longitudinal investments and inspiring practices in National Society Development in the Kenya Red Cross Society that strengthen:

- The evidence base for the effectiveness of investment in local capacity
- Learning on methods for building the sustainable characteristics of local humanitarian actors to increase the reach and effectiveness of global humanitarian action
- The local humanitarian system's capacity to prepare for and respond to local, national and regional disasters and crises based on risk communication and community engagement
- Local, inclusive emergency response systems that leave no one behind, and business models that sustain them
- Evidence that investment increases the timeliness and effectiveness of response
- Delivery of humanitarian impact "in a manner that is as local as possible and only as international as necessary"
- Learning on innovative approaches to organisational development, capacity strengthening, and mutual sharing of peer expertise and resources.

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Address: Chemin des Crêts 17, Petit-Saconnex, 1209 Geneva, Switzerland

Postal address: P.O. Box 303, 1211 Geneva 19, Switzerland

T +41 (0)22 730 42 22 | **F** +41 (0)22 730 42 00 | **E** secretariat@ifrc.org | **W** ifrc.org

1. Executive summary

“We believe in having services close to the people, and a National Society owned by the communities who are either members, volunteers or general supporters who believe in our work”. Dr Mohamud Said, Former Governor, Kenya Red Cross Society.

In 2001 the Kenya Red Cross Society (KRCS) launched a transformation process to strengthen public and institutional trust, build long-term sustainability, and refresh its services in relation to new humanitarian needs across the country.

This case study demonstrates how strategic leadership and longitudinal National Society Development (NSD) investments between 2001-2021 made KRCS a trusted local, national and international humanitarian partner of choice to communities and multiple institutions.

KRCS’s NSD investments in its internal capacities and community services helped it to strengthen the safety and resilience of significantly increased numbers of vulnerable people over the past 10 years:

Organizational strengths	2010	2020
Number of members	23,143	128,506
Number of volunteers	70,000	118,189
Number of youth	573 new youth leaders	63,964
People reached		
Disaster response	1,006,857	4,869,356 direct + indirect
Health and social services	3,076,452	12,940,722 direct + indirect
Ambulance services	10,000 emergency calls	19,458 emergency calls
Nutrition support	12,254 households	89,895 households

This Case Study captures the many initiatives which resulted in three specific outcomes of NSD that contribute to the Grand Bargain Localization Workstream’s learning agenda.

- (i) **Localization of humanitarian action** – by strengthening its principled community-based Branch network of neutral, impartial, independently positioned and diverse member, volunteer, youth, staff and governance; strengthening the resilience, social cohesion, and peace of all communities; and operationalizing the Red Cross Red Crescent Movement’s Fundamental Principles and humanitarian values
- (ii) **Localization of capacity** – by investing in due diligence, transparent, effective and efficient systems; a strong human resource base that reduced the need for international deployments; and accountability mechanisms which made it a trusted partner and “intermediary” for international institutions such as the Global Fund and UN Organizations seeking to serve hard to reach communities
- (iii) **Localization of humanitarian financing and partnerships** – by diversifying local resources to strengthen independence of humanitarian initiative and sustainability; leveraging public credibility and acceptance; strengthening national auxiliary roles; and expanding local collaborations with other humanitarian organizations for greater collective impact.

2. The launch of an organizational transformation process – 2001-2003

In 2001 the KRCS initiated a reform process to rebuild its public image, credibility, and a set relevant humanitarian services, beginning with a change in the positions of Governor and National Governing Board who then appointed a new Secretary General (SG), Dr Abbas Gullet. A quick number of steps were taken to recruit a fresh senior leadership team.

“Our main vision was to make us self-sustaining, independent, and to run ourselves to pay for our core structure and services”. Dr Mohamud Said, Former Governor, Kenya Red Cross Society.

Framing a new vision and Strategy-driven change process across the organization, KRCS's initial 2-year reform plan transitioned into its first 5-year “Strategic Plan 2001-2005” which aimed to:

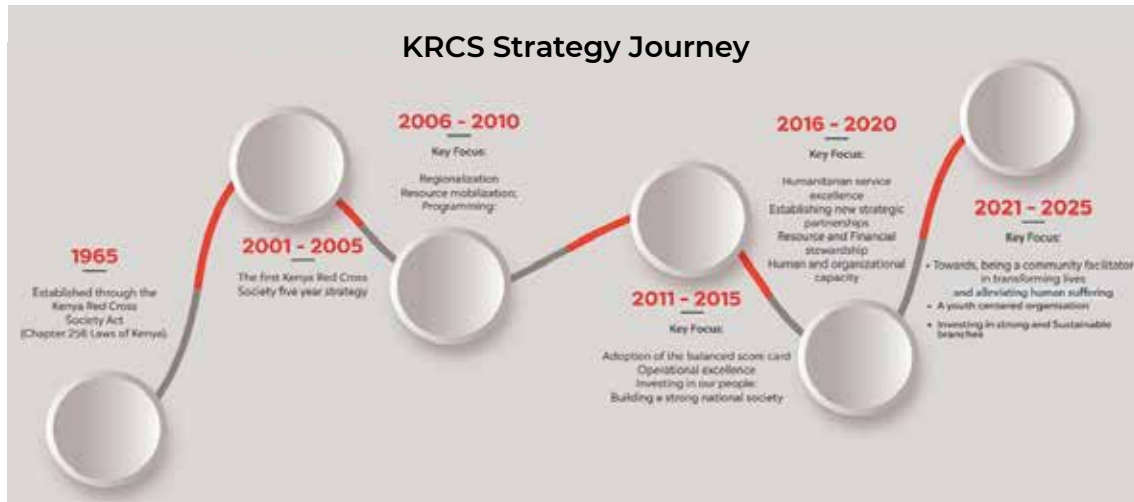
- ⇒ Develop a relevant programmatic focus – delivering quick humanitarian responses leading to longer-term programming, improving structures and quality of volunteers
- ⇒ Unify assessment, planning and monitoring mechanisms across the organisation
- ⇒ Curtail the over-reliance on donor funding
- ⇒ Build capacities, knowledge sharing, and locally generated resources across Branches
- ⇒ Strengthen the visibility of its core Ambulance, Blood Transfusion, First Aid, and HIV/AIDS services in the public arena and media to lead to new partnerships
- ⇒ Diversify income streams from private and corporate donors who wished to be positioned as contributors to national life-saving initiatives.

Led by KRCS, an initial 2-year reform strategy was built upon a coordinated partnership strategy to support both programmatic as well as organizational development. IFRC supported the overall transformation process and the SG's costs, Swedish RC the Director of Organizational Development (OD) and ICRC supported OD processes including HR and restructuring costs; Danish Red Cross supported the Director of Disaster Preparedness and Management, and also Branch development; Norwegian Red Cross supported Director of Health and Health and Care as well as Finance development; and American RC the Director of Finance and supplementary finance development inputs.



The Norwegian Red Cross also facilitated the Red Cross Red Crescent Movement's (Movement) "Basic Training Course" which led to retaining senior managers accredited in the IFRC's and Movement's international standards, as well as facilitating their deployments over time to offer peer support through international missions to other National Societies.

KRCS's first 5-year "Strategy 2001-2005" flowed into a number of subsequent Strategic Plans, managed by a stable senior governance and management team that ensured continuity of lessons learned, and measurement of performance using a "Balanced scorecard" system that provided the platform for key NSD investments and built the required organizational and service capacities in a planned and phased manner over time.



3. Intensification of transformational change to improve quality, relevance and sustainability of services – 2003-2010

(i) Strengthening neutral, impartial and independent organizational characteristics

Kenya's complex external humanitarian environment required a strengthened "localization of humanitarian action" to enable communities to strengthen their own preparedness for response capacities, and longer-term resilience over time. Mindful of the country's extreme diversity, with 40 ethnic groups, challenging topography, and gaps in public humanitarian services many of which fell into the areas of its auxiliary mandates), KRCS required a focus on a refreshed humanitarian agenda needed to be responsive to:

- ⇒ Climate change-induced natural hazards and disasters, water and sanitation scarcity, poverty, and inequality
- ⇒ Disparities in education levels that led to disillusion in communities across the country
- ⇒ Political tensions causing divisions between and among communities that generate violence and insecurity
- ⇒ An uneven incidence of poverty among urban and rural areas, between different geographical areas, and between different topographies such as arid and semi-arid lands which have exacerbated migration and growing urbanization
- ⇒ A vast youth population, with 80% of Kenya's population being under the age of 35 years, needing socio-economic development support to overcome the challenges of high unemployment, a lack of opportunities for skills and livelihood development, and the chance to become agents for positive change to avert the threats of disillusionment, mental health problems, and radicalization.

With partner support between 2003-2010 KRCS focused on first establishing itself as an efficient, trusted, relevant and responsive organisation. As a result it gained acceptance of and access to, all affected communities across its territory through transparent and accountable local structures and their permanent presence in communities. This phase therefore focused on NSD investments to develop:

- ⇒ the professional strengths of local to national governance and management
- ⇒ professionalism in its core national services as the base on which to diversify income and found a wider visible organizational identity and sustainability
- ⇒ a strictly neutral, impartial, and independent membership, volunteer, youth and staff base to build public recognition, acceptance, trust, and access to all communities as the nation's leading humanitarian actor
- ⇒ sustained investments in due diligence, transparency and accountability in all its actions and services that made it a partner of choice for the public, communities, Governmental institutions, and donors.

The benefits of the governance reform and orientation undertaken during the first 2-year reform strategy led to the professionalization of procedures and systems that strengthened transparency and accountability at all levels.

“Our change started with a governance structure, caliber and willingness to change. Any change needs a momentum and centre to provide a nucleus of energy and commitment”. Dr Asha Mohammed, KRCS Secretary General.

With a rapidly expanding incidence of violence and conflict across the country, KRCS's NSD investments also intensified approaches to building its neutral, impartial and independent image, services, and public credibility.

“We managed a governance renewal programme based on clear neutral, impartial and independent profiles for members, and therefore for the local, regional and national leaders from which they are elected. We had a succession plan to ensure that your progress as a governance leader was managed from county to regional to national levels as a result of your experience and credibility in humanitarian action. We also appointed ex-officio experts, academics and business minded professional where needed to diversify the skills available in leadership groups at all levels”. Dr Mohamud Said, Former Governor, Kenya Red Cross Society.

(ii) Strengthening response capacities to violence and conflict-sensitive contexts

In 2007/2008 KRCS's neutral, impartial and independent humanitarian characteristics were put to the test when it played its roles in the post-election violence across the country. As a result of its NSD investments KRCS could deploy volunteers and staff that were accepted by all sides. The Government nominated it as the national lead agency, being perceived as a neutral, home-grown national organization (in comparison to ICRC, OCHA and others), with acceptance by, and access to, all communities.

Learning from its experiences KRCS further diversified its human resource base, invested in internal and external dissemination, adopted strict Codes of Conduct, and prepared volunteers and staff for deployment who could gain access to areas held by conflicting groups due to not coming from either. Some groups would allow only KRCS to facilitate peace dialogues, and the signing of peace agreements. “Peace drives” were held in subsequent years, in regular consultation with community, religious and political leaders.



At the operational level, KRCS's NSD investments focused on building humanitarian leadership and advocacy capacities in leaders and all internal stakeholders so that they could:

- ⇒ respond to various forms of inter-community violence and clashes by deploying “neutral intermediaries” in the form of volunteers coming from different local communities to mitigate and negotiate an end to hostilities, and offer humanitarian assistance
- ⇒ strengthen neutral and impartial Branch positioning and capacities to negotiate with warring factions, militia, armed forces and the police in areas of conflict that would bring credit for its independent services and access to all communities
- ⇒ improve culturally acceptable beneficiary selection as local members, volunteers and youth in their own communities would be able to identify the most vulnerable without challenge from other community members
- ⇒ build long-term trust and relations with communities before or between disasters and crises to be able to be appropriate intermediaries when mobilised
- ⇒ not be seen as an “extension of Government interests”. For example, when the Government decided to close refugee camps, local Branches became the bridge between refugees and local host communities, seen as neutral and investing in the livelihood and resilience programmes of all communities.

As a result of these NSD investments, KRCS continued to build its strengths in this publicly-appreciated niche, driven by its vision to be “at the centre of every community”.

“A key challenge in disasters is the high expectations of communities seeking help. The first time we received funds for shelter building from local Government due to KRCS's good image to respond to coastal floods, other NGOs challenged the decision saying “Why not us?”. However, compared to our local Branches and our long-term presence in communities, the NGOs had no pre-existing presence in the affected areas. KRCS was “always there” with communities, even when conflict affected their lives and we had to negotiate deals. Due to our long-term presence we could negotiate with communities about who should receive the shelters in priority need, and show that we had redone our local vulnerability assessment to have the correct information about the most vulnerable”. KRCS Regional Coordinator.

These capacities served it well and once again facilitated KRCS's full access to the security incidents in the Westgate Shopping Center in 2013 and Dusit Hotel in 2017.

ICRC's modality of capacity strengthening in emergencies support, however, remained a constraint to KRCS's long-term organizational development plans. Although its earlier support to KRCS's HR and OD processes had been appreciated, in spite of KRCS's Strategic Plans being relevant for ICRC's country and regional priorities, its ECOSEC, Wathab, Protection, and Cooperation programmes, which relied on Branches' volunteers and assets to deliver seeds, dissemination, Restoring Family Links services, water sanitation and First Aid kits, continued to adhere to strict "siloes" budget lines that did not allow for significant support to Branch strengthening. KRCS's perspectives are that ICRC could have contributed far more significantly through the years to its long-term development through a fraction of its operational budgets.

(iii) Strengthening regionalisation, cohesion and accountability in local and Regional Branch structures - 2005-2010

2005-2010 saw intensified NSD investments to enable Branch structures to strengthen "locally-led humanitarian action".

"In the early days of 2002 onwards, our national and Branch structures and systems were weak. Branches were mainly working autonomously, heavily dependent on international donor funds often provided by multiple partners to selected Branches, with limited local resources and no knowledge sharing between them. Some felt that "if you don't have a donor funded programme, you don't have a Branch", even though several continued with traditional local activities of First Aid training and promoting voluntary blood donation". KRCS Regional Branch coordinator.

KRCS created 8 "regions" and organised partnerships to concentrate the efforts of different partners in each based on their programmatic expertise and appropriate capacity strengthening support. For example, ICRC was asked to support the Region with regular violence and clashes, UNICEF in areas suffering from severe nutritional deficiency, and PNS supported other regions according to their programmatic specialisms. However, the strategy did not provide optimal results, leading instead to uncoordinated and inconsistent cross-cutting capacity enhancement approaches, a loss of coordination benefits, and more bilateral arrangements with less joint updates.

The results contributed to ongoing internal discussions about centralization and decentralization, and in 2007/2008 KRCS undertook a first "regionalization" process to roll out a new structure with enhanced technical, infrastructural and logistical capacities, and new financial procedures and software closer to the field.



"While we were on an upward trajectory nationally with our national systems strengthening, professionalization, and improved auxiliary roles, we needed to be more fit for purpose at local levels so that the quality of our services could meet the community's standards and expectations". KRCS Regional Branch coordinator.

Due to KRCS's complex "federated structure" with three levels of local, regional and national governance and management, Netherlands Red Cross (NLRC) offered the services of a Netherlands-based corporate consultancy firm specialized in decentralized structures and systems to formulate an effective and efficient regionalization process. KRCS, recognizing that the Movement does not always have all the expertise needed, and unable to get the guidance required through peer review processes with other National Societies, utilized a few weeks of consultancy support which resulted in the first regionalization process of 2008.



(iv) Investing in human resource development

A key NSD investment throughout has been KRCS's continuous investment in staff development. From 2005 onwards, it changed strategy from internal training alone to investing in national, regional and international deployments and training to gain exposure and confidence in staff. The strategy included sending senior staff to the International Masters Programme for Managers (IMPM), and financial support to staff to complete other professional qualifications and Degrees in return for their continuation with KRCS.

A wide range of KRCS staff were also sent on deployment as IFRC and international delegates to offer peer support (known as the international delegate system) to other National Societies. When such staff returned they were re-absorbed into KRCS's structures which benefitted from the enhanced, added value knowledge and wisdom they contributed through KRCS's active learning and knowledge management culture. For example, the first Director of Health seconded to KRCS by the Ministry of Health in 2002 took appointments as Head of IFRC's East Africa Regional Office and then as IFRC's Head of Operations for the Africa Zone before returning in 2012 and subsequently becoming the Deputy Secretary General, and now the Secretary General of KRCS.

Such staff profiles continue to make up the senior management of KRCS today, some of whom form a consistent professional volunteer base who offer themselves when critical incidents such as COVID-19 occur across the country. These include KRCS staff trained in a variety of IFRC technical areas such as Emergency Response Units (ERUs), Field Assessment and Coordination Teams (FACT), and Regional Disaster Response Teams (RDRTs) who can be deployed nationally, or for peer support missions regionally or internationally.

(v) Strengthening Statutes to consolidate transformational change and cohesion

In 2009 KRCS completed an important NSD investment by updating its Statutes in an internal and participatory manner to broad base commitment to change; separate governance and management; clarify roles, responsibilities and accountabilities of regional and local Branch structures; strengthen election guidelines.

A subsequent revision in 2015 formalized new entities, clarified the conduct of local Branch committees and governance, and included cooption powers to diversity the professional skills available at all levels. KRCS undertook both revision with a self-funded participatory internal Constitutional Review as no partners supported such critical costs. However, KRCS much appreciated the technical support provided by the IFRC and ICRC Joint Statutes Commission (JSC) in Geneva.

In 2016 KRCS was the only National Society that engaged an independent external body in the form of the national Independent Electoral and Boundaries Commission (IEBC) to conduct its internal elections as part of their Corporate Social Responsibility (CSR) at minimal cost to the National Society.

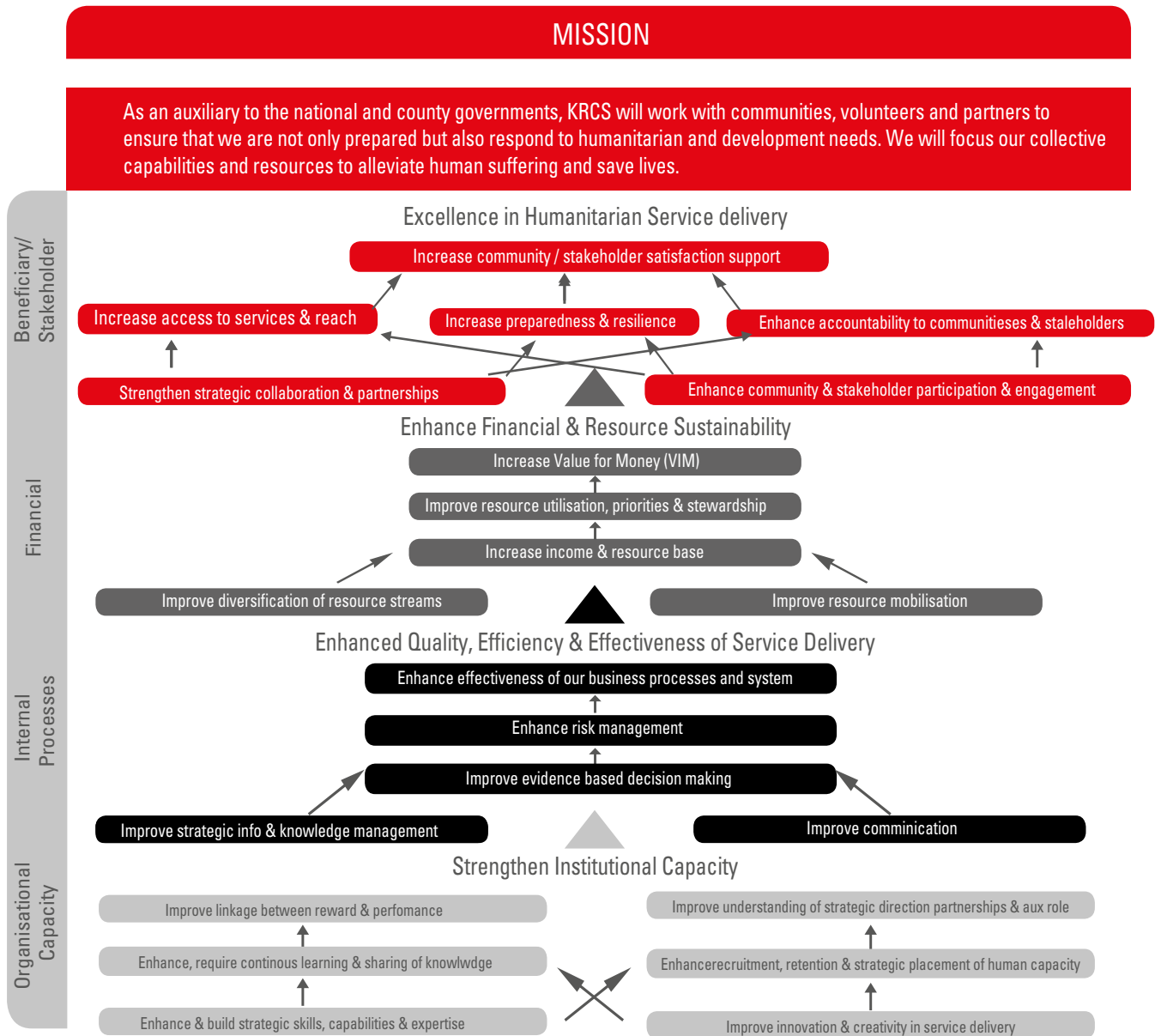
4. Accelerating NSD investments in localization of capacities– 2010-2021

The NSD efforts of the National Society were further accelerated between 2010-2021 in the following two specific ways.

(i) Strengthening public and institutional trust through performance management and reporting

KRCS's NSD investments in its two "Strategic Plans 2011-2015" and "2016-2020" were framed against a "Balanced Scorecard" (BSC) approach which set integrated targets for multiple stakeholders, managed execution, and monitored performance. Success indicators were cumulative, enabling a longitudinal view of organizational development and capacity strengthening targets, indicators, and progress over a 10-year timeframe.

"Strategy 2016-2020" was delivered through a multi-tiered organisational transformation map:





Between 2013 and 2017 KRCS's OD Department provided an enabling framework and foundation for KRCS's programme units to deliver services to the vulnerable by focussing on building a strong, transparent National Society with NSD components that generated trust and therefore the ability to attract strategic partnerships at international, national and local levels.

To overcome considerable internal resistance to change, KRCS invested in inclusive, participatory strategic planning processes. Communities, members, volunteers, youth, humanitarian actors, local and national government, collaborators, and Movement and non-Movement partners were involved in analyzing needs and organizational solutions for more relevant, effective and accountable organizational structures and services.

KRCS continued with a wide range of NSD initiatives to further strengthen its integrity. These drew inspiration from IFRC's global Policies and Frameworks, customized and adapted to the Kenyan context, and included:

- ⇒ Strengthening of risk identification, due diligence, and integrity management systems, including establishing an Internal Audit and Risk Committee since 2010, strengthened by "Risk Management Frameworks" for all levels of KRCS in 2016 onwards which are reviewed across all Departments quarterly
- ⇒ Systematizing volunteer training in Codes of Conduct; Monitoring and Evaluation; Community Engagement; and Behaviour Change
- ⇒ Adopting new Policies since 2014 in key areas such as "Conflict of interest", "Fraud and Corruption", "Donations", "Environment", "Gender", "Partnership" and "Whistleblower", followed by "Volunteer Policy"; Volunteer Engagement Strategy", "Youth Policy", and "Youth Engagement Strategy"
- ⇒ Community Accountability and Engagement (CEA) mechanisms such as KRCS's "Accountabilities to Communities Framework (2016); PMEAL strategy (2017)
- ⇒ Regular governance trainings for the National Executive Committee, Regional Committees and County Boards



(ii) Branch reorganization and empowerment – capitalizing on a Government decentralization process

Another significant key turning point moment came in 2010, when a revision was passed to KRCS's original Act of Parliament (Cap 236 of the Laws of Kenya, 1965), which thereafter made KRCS auxiliary to both the National and County governments. The amendment offered KRCS's County Branches the opportunity to discuss and establish stronger links and engage with local government authorities. New NSD initiatives to reduce 64 to 47 County Branches and realign them to the new County governments' boundaries, roles and accountabilities provided an opportunity for a more efficient and effective regionalization process.

"We needed to further empower our Branch structures by:

- ⇒ empowering Regional and County Coordinators to make their own professional decisions at local levels
- ⇒ upgrading the role of Regional Coordination Offices to empower each County Branch to take care of its needs and build its own infrastructure (such as buildings a minimum number of staff, vehicles, and internet connectivity) and organise frequent cross-Branch meetings to inspire action by exchanging information on programmes, ideas and updates
- ⇒ introducing local resource mobilisation to meet the costs of a minimum paid local County Branch structure of County Coordinator, Finance Coordinator, and Office Assistant, delinking where possible from dependency on donor project funding
- ⇒ replacing the earlier system of appointing Branch staff from HQ (which led to their lack of ownership and acceptance locally) with decentralised recruitment, empowering local Boards to recruit relevant local personnel familiar with local cultures and geography, and to take local decisions". Dr Asha Mohammed, KRCS Secretary General

Regional Offices had a clear structure with appointed staff in the Manager position, supported by technical lead staff in Health, Disaster Management, Disaster Risk Reduction, Watsan, Logistics and Finance. These personnel costs were to be fundraised locally, and their actions focussed on building the capacities of Country Branches and their members, volunteers, youth and staff. Where salary gaps existed, a combination of shared resources between Regions and HQ would provide transition support.

Although some Branches recovered salary costs from key long-term partners (e.g. the USAID call for capacity enhancement and resource development activities), the initial staffing complement was inconsistent, and some profiles were merged into one person. Nevertheless, this NSD intervention continued to strengthen “localisation of humanitarian action” by reinvigorating the Branch network and improving cohesion, coordination, and accountability of all levels.

“Localisation” means when disaster strikes at the local level and Branches are able to take care before we call in national or international assistance, we’re getting there. It’s about preparedness and response at the local level, focusing at the Branch level and investing in communities so they can take their destiny into their own hands”. KRCS Branch leader.

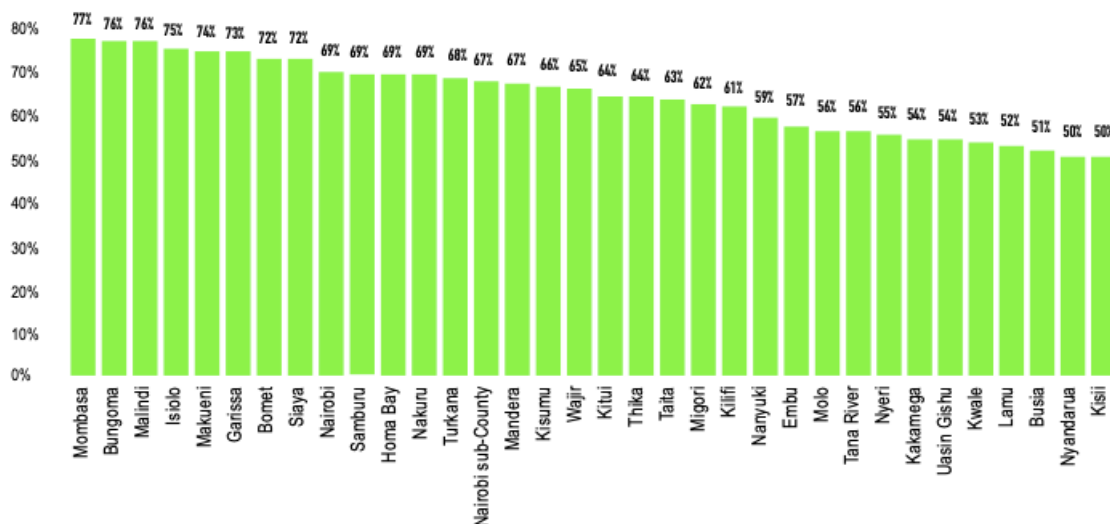
As a result of its long-term contributions to quality HIV/AIDS prevention work through volunteers and Branches, in 2017 KRCS was the only National Society globally to be awarded with the coveted status of Principal non-State Recipient of the Global Fund (GF). In a strategic use of GF resources, in 2017 KRCS’s OD Department launched a Well-Functioning Branch Capacity Assessment. As the Principal Recipient KRCS could legitimately assess its own capacities while also assessing those of other Civil Society Organisations (CSOs) to whom it would in turn offer capacity assessment and strengthening support to become recipients of GF resources.

KRCS turned from a recipient to a donor, and the quality staff it had grown under the GF since 2012 could now play roles to support the capacity strengthening of 73 other CSOs to deliver effective and quality-controlled local and national programmes. As a result, these 73 sub-recipient organizations have been at the forefront of delivering the very much needed HIV prevention, treatment and care programmes that have also recorded very good grant performance levels.

KRCS’s longitudinal investments in its own capacity strengthening gave rise to a multiplier effect in its new accredited role and “intermediary” organisation to build the humanitarian effectiveness and capacity of a wide range of grass-roots organisations in its own country.

The internal aim of its own Branch assessment with GF funds was to issue Branch “Charters” on the basis of each Branch’s reach, sustainability, effectiveness, efficiency, and quality of service delivery. The assessments provided the platform for further customised support to each Branch. The final report was shared with Branches in all seven regions in 2017, and KRCS’s National Executive Committee (NEC) approved new “Charters” issued for three years from 2018 to the 34 branches that were above 50% mark and for one year for the 31 branches below the 50% threshold.

OVERALL CAPACITY LEVELS (50% AND ABOVE) – 34 BRANCHES



As a continuation of this initiative, in 2020 KRCS trained 32 internal facilitators in IFRC's "Branch Organisational Capacity Assessment" tool, co-funded by IFRC and ICRC, to run the BOCA¹ process in 46 County Branches. Each Branch's BOCA report will be followed by a 2-year Branch development plan in alignment with the latest Strategy's outcome areas. It is anticipated that some funding resources for the BOCA follow-up action plans will come from the new auxiliary role partnerships between Branches and their County level governments, particularly as the BOCA capacity strengthening targets are in line with disaster preparedness and resilience building priorities in the new County governments.

"The auxiliary role to both national and county governments after devolution is one of the enablers that has led to more engagements with the local (county) governments. There have been signing of official MOUs between KRCS and the County Governments on integrated approaches to programming in addition to KRCS supporting the County Government in strengthening the capacities on disaster management, with joint resourcing for the same" KRCS County Branch Manager

5. NSD investments that have led to strengthened local humanitarian preparedness, response, and resilience strengthening capacities 2010-2021

The longitudinal NSD investments in local Branch development which strengthens proximity to communities across the country has given KRCS an enviable "predictive capacity". Coupled with its increasing humanitarian infrastructure such as its 8 Regional warehouses, the next phase of KRCS's longitudinal NSD investments strengthened the "localisation of humanitarian action and preparedness" in three specific successful ways:

(i) Strengthening local community-led response capacities

Through its strategic partnerships with British Red Cross and DFID in strengthened disaster and emergency response systems from 2013 onwards, and its partnerships with Danish Red Cross on strengthening urban resilience, KRCS developed a concept and made NSD investments to build the capacities in a new concept of "Red Cross Action Teams" (RCATs).



¹ IFRC's BOCA is a self-assessment tool developed for NS branches to identify and assess their strengths, limitations and challenges in relation to a wide range of organizational capacities. It can be used as the first step in a branch development process.

“Strengthening our RCAT has ensured attainment of efficiency, effectiveness and presence during response to emergencies and crisis at the community level”. KRCS Regional Branch Coordinator.

While responding to frequent urban fire emergencies, KRCS had observed that the initial small group of first responders trained at HQ level and deployed from there was costly, incurred delays in deployments to far-off locations, and left little capacity behind in local volunteers who would simply help but receive no training.

A local RCAT structure was therefore initiated in a number of Counties, starting with 30 trained volunteers in each, cascading their training through peer mentoring and support into a wider Branches. The system worked. Local volunteers knew all local contexts, were trained in skills relevant to the hazards and risks in their areas, and conducted all assessments and responses locally, vastly improving the response time. A number of KRCS volunteers were subsequently employed by County governments to be members of their District Response Units. With this NSD investment in locally-led humanitarian action, KRCS’s HQ no longer has to respond to these emergencies.

“The strategy succeeded in three dimensions:

- ⇒ *it strengthened local auxiliary roles for each Branch*
- ⇒ *it attracted new partners support. OFDA funded 4 County RCATs, including the expansion of facilities into Emergency Operation Centres (EOCs) in each partnered Branch*
- ⇒ *it integrates the concepts of community-managed disaster response teams, building the capacities of not just KRCS volunteers but of communities themselves as first line responders.*

We have now also supported a number of County governments in developing multi-hazard contingency plans and this is attributed to our internal technical capacity. Now the County government asks us to build their capacities so that they can also train local communities in hazard-prone areas to identify risks and provide first line support”. KRCS County Branch Manager.

The humanitarian impact of these NSD interventions to mobilize and train local response teams has been very significant. It has strengthened Branches’ capacities and skills in multi-hazard contingency planning, reporting of incidents and responses, and activation of other local partners to collaborate in risk identification, preparedness, early assessment processes, and collective impact.

(ii) KRCS’s Frameworks on “Community Resilience” and “Accountability to Communities and Beneficiaries”

From 2010 onwards, a number of evaluations had urged KRCS to involve vulnerable communities more in the assessment, design, planning, implementation and monitoring of relief and recovery operations. Branches had not invested enough in community engagement, early warning, and accountability mechanisms.

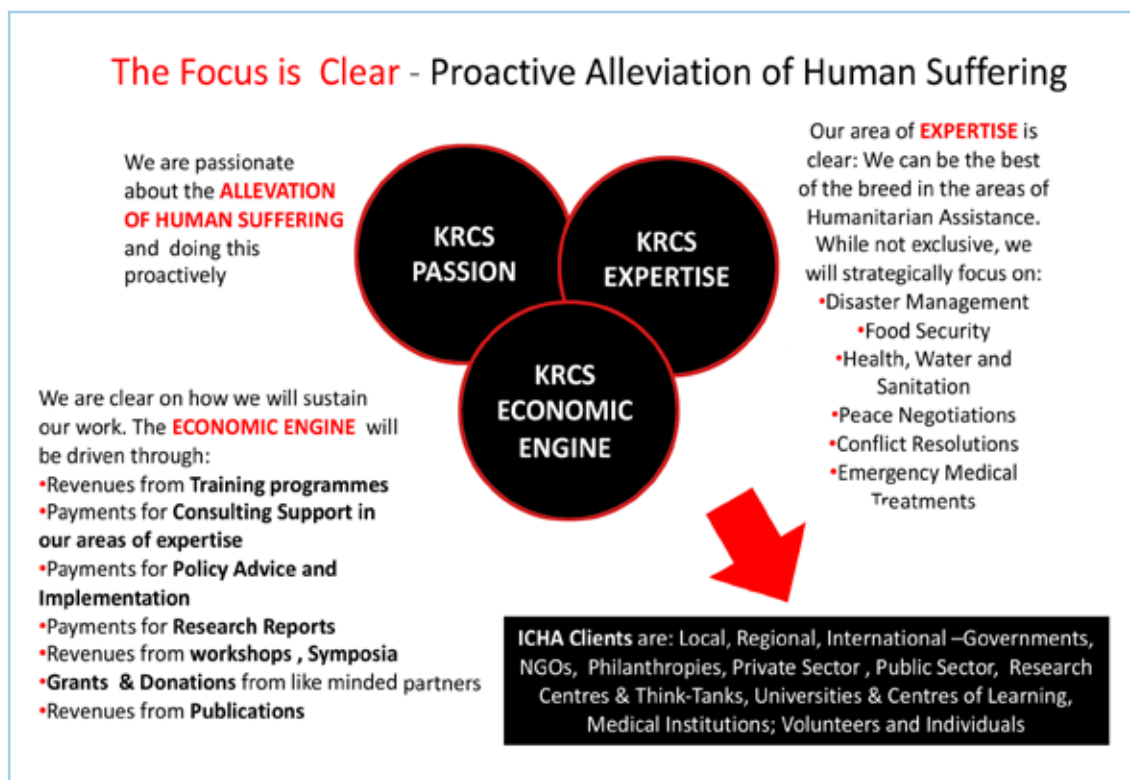
As a result of NSD investments and a mid-term review of KRCS’s “Strategy 2016-2020” Community Engagement and Accountability (CEA) methodologies were emphasised and Branches and volunteers’ capacities were strengthened in the areas of accountability to communities, participation in programming, handling of complaints and feedback, transparent communication, and utilization of learning from community voices in KRCS’s decision making. In 2016, based on further recommendations from flood response programmes, KRCS had adapted and adopted a localised Kenyan version of of IFRC’s global “Community Resilience Framework”.



NSD investments in strengthened CEA were socialised through KRCS’s “Accountability to stakeholders (Partners, Donors, Members and Volunteers) Framework”, and accompanying “Accountability to Community and Beneficiaries Framework” arising out of its strategic investments in PMER approaches. Accompanied by the long-term NSD interventions to strengthen its principled community presence and corresponding open and accountable Branch structures, KRCS strengthened “localisation of humanitarian action” by nurturing strong and enduring trust with its communities “who own most of our facilitated interventions, working hand in hand throughout the planning and implementation phases”.

(iii) Strengthening humanitarian advocacy as a result of localized presence

KRCS strategically channeled its newly-strengthened humanitarian information gathering mechanisms from its strong local Branch network to influence humanitarian policy agendas both nationally and internationally by setting up its International Centre for Humanitarian affairs (ICHA) in 2012. The ICHA has three units that worked in synchronicity on Research, Policy, and Training and Capacity Development. Its enhanced training for KRCS’s internal cadres, as well sector-wide courses for external institutions, succeeded in influencing humanitarian action in the country, and generated a new income resource stream for KRCS based on optimising its significant humanitarian experience and knowledge.



As an example of its power, ICHA’s extended its internal Branch Disaster Response Team training for 30 well-trained personnel in each County to include new peer County level government functionaries. The initiative expanded to ICHA running seminars and consultation meetings on the Draft Disaster Response and Disaster Risk Reduction Bills at County level, which also coincidentally promoted strong auxiliary roles, as well as potential funding, for KRCS at such levels. The initiative has resulted in new MOUs between County level governments and KRCS County Branches with a resulting potential stream of resources to build community resilience and contextualized preparedness for response capacities through its localized member, volunteer and youth network.

As a result of long-term NSD investments, KRCS’s evidence-based data gathered by its trusted Branches and presence in local communities, gave ICHA the credibility to:

- ⇒ spearhead humanitarian diplomacy, advocacy, and policy and practice strengthening in multiple local institutions
- ⇒ co-host advocacy events between Government and UN agencies for the development of a National Disaster Management Bill and National Disaster Risk Management Policy and Bill
- ⇒ host “write-shops” that brought together policy-makers, Members of Parliament, members of the Senate, key Government agencies, UN agencies and other CSOs, which resulted in updated drafts of both Bills
- ⇒ build the capacity of CSOs to better engage in policy dialogue through training and workshops and cross learning sessions
- ⇒ pilot initiatives such as the Partners for Resilience project (April 2016-December 2020) to strengthen the resilience of communities within prioritised Counties through engaging in policy, practice and investments for integrated Disaster Risk Reduction, CCA and Eco-system Management and Restoration
- ⇒ run a consultation process to develop a National Trauma Framework with multiple stakeholders to address gaps in both pre-hospital and hospitalised trauma patients
- ⇒ research livelihoods approaches with national and international academic institutions, including research training collaborations with IGAD, IDDRSI-RP and regional universities (postgraduate level) in eight other countries.

6. Investing in innovation to deepen localized humanitarian action and impact

(i) The role of digitalisation in strengthening accountability

As a result of NSD investments in local volunteering over the years, KRCS’s ability to provide vital and rapid community assessment information through its local volunteer network in every part of the country gave it significant positioning and influencing power. A further strengthening of its digitalisation capacities from 2016 onwards led to adapted digital tools for the Kenyan context which enabled:

- ⇒ volunteers and staff in disasters to gather data secured digitalised beneficiary identification, registration, and monitoring information
- ⇒ local rapid assessments and real time analysis and targeting, visualised in KRCS Headquarters
- ⇒ NSD investments in IT that have automated and strengthened digital systems in volunteer management, HR management, youth management, and financial management
- ⇒ A Disaster Management Information Systems (DMIS) that gathers and coordinates real time information within the IFRC’s global system.

KRCS’s “Strategy 2030” includes updated NSD plans and targets for digitalisation in Branches to deliver its ever-deeper vision of “localisation of humanitarian action”.



(ii) Investing in youth as current and future leadership and agents of change

“Although youth make up over 60% of KRCS’s total volunteers and members, there was a lack of deliberate youth engagement strategies even though they played significant roles as first responders and as part of our Red Cross Action Teams. But as a result of our long-term investments, youth are now part of the three Pillars of our new “Strategy 2021-2025”. We will not be able to achieve that without the active engagement and leadership of youth in our Society”. KRCS Regional Coordinator.

Over the past 10 years KRCS’s long-term NSD investments in Youth have helped it to make significant contributions to local and national resilience by:

- ⇒ supporting their roles as positive humanitarian ambassadors in their communities, demonstrating humanitarian values and locally-led action
- ⇒ building their self-esteem and positioning in their local communities as principled “agents for behavioural change”
- ⇒ investing in their livelihood opportunities and options to find dignified employment as socially-responsible citizens
- ⇒ reducing the propensity for radicalisation by promoting their engagement in diversity-sensitive social service and alternative humanitarian values
- ⇒ contributing to future leadership by building communities founded on social cohesion and peace.

From 2016 onwards KRCS increased its engagement and presence in university chapters, income generating initiatives in some branches, youth programmes, and youth in the Economic Security (ECOSEC) project. Its Conflict Prevention, Peace and Economic Opportunities for the Youth. This programme supports them to engage in economic opportunities and avoid being distracted by radicalisation and other more violent means of earning livelihoods.

A volunteer since 2019, 24 year-old Leyla Semkiwa from Mombasa is a psychologist involved in Red Cross activities related to mental health and psychosocial support with communities, healthcare workers, including Red Cross volunteers and staff, as well as the general population.

“One of the youths who successfully completed the programme was a 22 year-old young man suffering from addiction, involved in frequent acts of violence. He had dropped out of school, started being engaged in radicalized groups...started robbing from some of the community members, stealing ...to go buy drugs. With this programme with the Red Cross we managed to build the capacity and holistic role of this young person, in terms of reforming, more in the mental health and psychosocial [side of things] where we taught him the basic skills needed to start a business, what you need to do to reform.”



As an accelerator to providing economic and livelihood opportunities for youth, KRCS established “Innovation labs” to offer mentoring to youth to generate entrepreneurial ideas and alternative livelihood projects. The increased integration of its programmes, delivered through Branches as holistic “service units”, included an innovative “Cash for Health” programme that has reduced vulnerabilities in an increasing number of participants:



Twenty-year old Mary Kambua is from Mahandakini village (pop. 2,000) in Taita Taveta and a beneficiary under the Red Cross Cash for Health (CfH) project implemented in the county.

"I started to get Ksh. 2,000 (USD20) monthly and was able to use that money to buy food because, by then, I was heavily pregnant and could not go to do any work. When I gave birth in November, I was able to use that money for the delivery at a private health facility and to take my baby for immunization. It also allowed me, during the Covid-19 period, when healthcare workers were on strike, to go to a private facility for my child's vaccination and enabled her to save and set up an income generation activity."

7. Revisioning the sustainability of local services, core costs, and projects

In 2010 KRCS's iconic "Kenyans for Kenya" public fundraising appeal, when donor funds were critically low, proved to be another critical turning point in its localization journey. KRCS's success was accelerated by continuous emphasis on its public transparency:

"We inspected all relief goods in trucks, managed finances by asking financial experts, bankers and auditors to conduct our checks, reported in newspapers. Our Emblem was respected always because we were with the community always. The beauty of it was that we were and are requested in all parts of our country when it comes to disaster management or doing First Aid Training". Dr Mohamud Said, Former Governor, Kenya Red Cross Society

In 2016, in keeping with its "Strategy 2016-2020" commitment to achieve an "effective and innovative use of resources to deliver humanitarian services in the most efficient, timely and effective manner", KRCS established a "Resource Mobilization Unit", accompanied by its "Resource Mobilization Strategy" and "Strategic Partnerships" guidance.

Over the past decade KRCS has also developed a number of innovative corporate and business development partnerships that have grown beyond the restrictive parameters of traditional financial donations to evolve into strategic humanitarian business units. These have taken the form of social and

entrepreneurial investments whose income is initially aimed at supporting KRCS's core cost sustainably, but in the longer-term is foreseen to also contribute to its range of more sustainable local community services. Amongst some of its social investments are:

- ⇒ The E Plus Ambulance Services which developed income generating strategies from 2008 onwards by outsourcing contracts to private and health insurance corporations (which now account for approximately 70% of its income), and with Country authorities after devolved funding to them enables them to agree disaster and emergency response budgets with KRCS ambulance response services (accounting for 30% of income). Initiated as a fully commercial venture in 2010 it made a profit from the 4th year, with its gross profit in 2021 being US \$ 14 million, of which 40% is transferred to KRCS.
- ⇒ The KRCS Hospitality college (BOMA International Hospitality College) which partnered with a Swiss institution to grant international internships and Diplomas for hotel management and culinary arts recognized in both Switzerland and Kenya. Its purpose was to find new vocations for unemployed youth, a key target sector for KRCS. It also contributes a profit margin to KRCS, and has 3 intakes per year of 600 students annually, the majority of whom find national and international jobs
- ⇒ BOMA Hotels (the first of which was fully funded in 2008, but the second two of which rely on significant corporate loans)
- ⇒ Switch TV channel focusing on a young Kenyan audience of 18-35 years of age, giving youth information, education, and space to express their challenges and learn of KRCS's humanitarian values
- ⇒ ICHA which generates income from its humanitarian consultancy services which are in demand nationally and internationally, both within and outside the Movement.

The income streams from this mixture of socially-conscious business investments contribute to KRCS's core costs, and to its independence of decision making. However, whereas some have performed well, others are yet to be at optimum capacity. At its most productive point these social investments generated approximately 70% of its core costs from these business income streams, but apart from the E Plus Ambulances service, the other businesses suffer from an unforeseen temporary loss arising from the aftermath of terror attacks on the Dusit hotel in 2017 and COVID-19 which have impacted severely on tourist stream income.

In 2019 the National Executive Council made the decision to separate the operations of the business entities from those of the Society to avoid complexity and strengthen accountability.

8. Contributions to peer support, mentoring and coaching

As an active member of the IFRC, KRCS aims to leverage the outcomes of successful NSD investments and transformation process to offer peer support, coaching and mentoring to a wider number of local, national and international Movement partners, CSOs, and international organisations.

Its Ambulance services has offered outsourced Ambulances and capacity strengthening support to sister National Societies in Gambia, Rwanda, and is considering offering a Pan-African service to others. Its work on organisational benchmarking and OD issues such as Statutes revisions has entailed KRCS staff coaching peers in Zambia, Malawi, Somalia, South Sudan, and Djibouti, while also training to staff from European and North American National Societies.

KRCS aims to establish a Cash Transfer learning hub after the capacity strengthening by British Red Cross over the years attracted a significant scale up in DFID funds due to its Cash-readiness, on which it can provide peer support on to other National Societies.

9. Perspectives on good partnership that strengthen long-term organizational transformation and sustainable services

KRCS has continued to struggle to find partnerships that support its long-term OD and transformation processes as opposed to short-term capacity strengthening funds related to narrow project and service provision.

“In spite of all the “localization of aid” rhetoric, the majority of our partners do not accommodate in their budgets allocations for our long-term organizational development. They continue with narrow project and programme-focussed funding based on their own priorities and interest. If they are true to the rhetoric, they would recognize us as really local organisations, understanding communities’ gaps and addressing them in targeted ways. When they prioritized resources for COVID-19 they couldn’t focus on other parallel emergencies which we were working on”. KRCS Senior Manager.

KRCS remains the local and national partner of choice for a number of the UN organizations particularly as the designated lead in emergency response, working with UNOCHA, UNICEF, UNHCR, UNFPA, WFP amongst others to deliver humanitarian services targeting hard to reach communities. Whereas most partnerships have continued to provide only short-term inputs, some modalities have been longer-term and strategic such as the partnership with UNICEF on nutrition. UNICEF has built KRCS’s nutrition capacities by supporting 8 Regional Nutrition Officers and a National Nutrition Officer for 8-10 years, together with long-term training and support that enables KRCS to play critical nutrition-focussed roles across the country.

KRCS have ensured that all partnerships have capacitated staff and volunteers, and in some cases resulted in prepositioned response supplies in the national and regional level to facilitate rapid response during emergencies such as floods. In addition, in recognition of its own capacities, KRCS has also played joint coordination roles with the UN partners and government in various thematic areas.

With Government funding for core costs remaining negligible, although new County level MOUs may see increased contributions in programmatic areas such as water projects or disaster responses, with foresight of diversified investment strategies KRCS has been fortunate to resource the majority of its longitudinal critical transformation processes from its own NSD funds.

The following summary shows how KRCS contributed to its own development, particularly in the critical area of organizational development which brought about the strongest long-term gains that created the foundations on which programmes and services reached vulnerable people. In comparison, it is clear that both Partner National societies and non-Movement partners continue to offer only shorter-term capacity strengthening funds in alignment with their project and programme interests. In addition to the IFRC support to the long-term development of the National Society, the following tables confirm that although several other partners offer substantial funding in service capacity strengthening sectors, they have not contributed to the overall organisational development goals of KRCS.



Organizational development	Movement and non-Movement Partner/s supporting	Total funding 10 years (CHF)
Management information system (ERP) Volunteer Mgt System	KRCS	74,074.07
Strategic planning	KRCS	46,296.30
Legal base/Statutes	KRCS	925,925.93
Risk management and audit	KRCS	92,592.59
Gender and diversity	Christine Blind Mission (CBM)	148,148.15
Organizational restructuring	KRCS	92,592.59
Capacity strengthening	Partner/s	
Branch assessment and development	British Red Cross (BRC)	27,777.78
	ICRC	31,449.07
	IFRC	40,626.69
	United States Agency for International Development (USAID)	11,313.56
Volunteering development	European Union (EU) Aid Volunteers	129,629.63
Youth development	American Red Cross (ARC)	46,296.30
	Children Investment Fund Foundation (CIFF)	74,074.07
	Danish Red Cross/ Youth (DRC/Y)	231,481.48
	European Union (EU)	5,555,555.56
	Finnish Red Cross (FRC)	27,777.78
	Global Community Engagement and Resilience Fund (GCERF)	1,851,851.85
	IFRC	46,296.30
	Norwegian Red Cross	92,592.59
	Youth for Road Safety	64,814.81
	International Committee of the Red Cross (ICRC) Ecosec	3,435,594.74
Finance/audit/risk management	KRCS	55,555.56
HR development	KRCS	37,037.04
Communications development	KRCS	37,037.04
IT development	British Red Cross (BRC)	453,703.70
	IFRC	22,222.22
	KRCS	213,888.89
Fundraising development	KRCS	60,185.19
Safer Access Framework	ICRC	233,014.99
Logistics capacity development	KRCS	111,111.11
Resource mobilization development	KRCS	60,185.19

“We have a range of partners who have respected our organization-wide development work over the years, but these have decreased and almost disappeared”. KRCS Senior Manager.

KRCS has experienced challenges in finding sensitive partners and donors who will accompany its wider change processes. While programmes such as “Red Ready” provide the entry point for strengthening local Branch structures, building local disaster surge response teams, and enhancing community capacity to manage risks, responses and local resources, they nevertheless remain small and focused in selected local contexts. KRCS’s recent use of IFRC’s “Preparedness for Response” (PER), however, has attracted capacity strengthening interest from a range of partners, but the support of donors and other UN organization partners continues to focus on short-term capacities of programmes to function.

10. COVID-19 response – the power of localization

As a powerful example of its localisation work and more recent NSD investments in strong Branch and volunteering systems that can reach hard to access communities in all parts of the country, KRCS has made strong contributions to the National and County Government COVID-19 pandemic response.

Playing its auxiliary roles to support the Ministry of Health at County level, KRCS has participated in National and County and Sub County level COVID-19 vaccine planning, coordination and review meetings, supporting the development of micro-plans at facility and Sub-County levels.

For the past one and a half years its response has focused on risk communication and support to vaccine roll out, while also managing COVID-19 patients in its health facilities in its two Refugee Operations (Kalobeyei and Dadaab). Having been asked to train 90,000 government community health workers in the early warning stage of COVID-19, KRCS's interventions in all 8 Regions have reached a very significant number of people.

In quarters 1 and 2 of 2021 alone KRCS undertook the following actions and reached the following numbers of people:

ACTIVITY	Quarter 1	Quarter 2	Total
Conduct mass campaigns through PA system	790,930	280,657	1,071,587
Screen community members	263,638	340,399	604,037
Conduct radio spots/sessions on COVID19	87,000	120,000	207,000
Distribution of Soaps (bar soaps, liquid soaps)	12,000	41,454	53,454
Conduct community public Barazas on COVID 19	26,575	-	26,575
Sensitization on COVID (lasting 1 day or less)	10,835	12,054	22,889
Distribution of Sanitizers	-	16,010	16,010
Cash transfer support	3,334	7,159	10,493
Conduct TV spots/sessions on COVID19	-	10,000	10,000
Conduct PSS sessions	4,629	3,650	8,279
Install/Distribute handwashing facilities	3,064	-	3,064
Fumigation/ Disinfection	1,734	213	1,947
Conduct household visits	-	762	762
Food Distribution	-	750	750
Trainings on COVID-19 (lasting 2 to 3 days)	345	6	351
Support Isolation/quarantine centres	-	36	36
Other Activity	36,501	845	37,346
TOTAL	1,240,585	833,995	2,074,580

The target groups reached by the above activities in the first half of 2021 alone demonstrate the power of its localised volunteer and Branch network and collaboration with external agencies for collective action:

Target Group Reached	Q1	Q2	Grand Total
General population (Not included in categories)	1,180,122	727,222	1,907,344
School going children	54,801	41,454	96,255
Daadab refugees		43,795	43,795
Security agencies (KDF, police, private security firms, NYS)	3,921	3,650	7,571
Other vulnerable groups (widows, the sick)	875	915	1,790
Community health volunteers	268	-	268
Teachers	187	-	187
Other stakeholders (HCWs, County Health Team, Other organizations)	182	-	182
Adolescent/youth	144	-	144
Faith based Communities		90	90
KRCS volunteers	85	-	85
Others specify		16,869	16,869
TOTAL	1,240,585	833,995	2,074,580

In its auxiliary roles, KRCS has undertaken a comprehensive range of activities. Using its extensive reach, it has played vital roles in sensitization at village level to counter misinformation spread by social media and communities, and to reach those beyond the reach of the Ministry of Health and other agencies. With the power of its localised presence and capacities as a result of its longitudinal NSD investments over the years, it has conducted, and continues to conduct, the following services to protect the national population.

- ⇒ Sensitization of the KRCS volunteers and Community Health Volunteers (CHVs) on COVID-19 vaccine and vaccinations
- ⇒ Sensitization sessions with community/religious leaders and gatekeepers on COVID 19 vaccine
- ⇒ Community awareness sessions through multiples channels including distribution of vaccination posters; IEC materials; public address systems; baraza and local FM radios; bulk messaging via M-health platform; and house to house sensitization conducted by CHVs
- ⇒ Periodic perception surveys to evaluate levels of vaccine acceptance and hesitancy, including community-led solutions to address mistrust and information gaps
- ⇒ Sensitization of local media station personnel for positive reporting
- ⇒ Support local Radio talk shows help communities understand COVID19 and vaccine information, including pre-recorded radio spots for testimonies of leaders already vaccinated encouraging vaccinations
- ⇒ Sensitize county response teams on logistics and safe service delivery, especially in hard to reach areas with low uptake, support logistics to health care workers to support community engagement and mobilization
- ⇒ Training of health workers from the vaccinating centres and outreach to far flung health centres as vaccination sites so as to be able to reach the sequestered population
- ⇒ Project coordination, supportive supervision, monitoring, evaluations and documented and shared learnings
- ⇒ Carry out perception surveys to influence discussions on practical recommendations for adaptation.

11. Conclusions

There is considerable evidence to show that strengthening local Branch, volunteering and youth structures has led to stronger and more resilient communities.

“Although youth make up over 60% of KRCS’s total volunteers and members, there was a lack of deliberate youth engagement strategies even though they played significant roles as first responders and as part of our Red Cross Action Teams. But as a result of our long-term investments, youth are now part of the three Pillars of our new “Strategy 2021-2025”. We will not be able to achieve that without the active engagement and leadership of youth in our Society”.

Kenya Red Cross longitudinal NSD investments over the years have resulted in significantly strengthened humanitarian services, quality and reach. Amongst many key features of its increasing organisational strengths have been:

- ⇒ involvement of disaster and crisis affected people in needs assessments and decision making to ensure that assistance is appropriate and meets their needs and priorities
- ⇒ the role of Red Cross in very politicised and polarised environments
- ⇒ the importance of image building as real evidence of engagement with communities
- ⇒ community respect and perception of KRCS as a neutral, impartial and independent humanitarian actor
- ⇒ strengthening organisational capacities in key professional areas in staff as well as in ex-officio appointments to Governing boards to diversity required skill sets in key areas
- ⇒ investing in risk assessments and due diligence analysis before piloting and scaling up financial investment strategies and business development that, at their most optimum moment, contributed to over 70% of KRCS’s core costs.

THE FUNDAMENTAL PRINCIPLES OF THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service

It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity

There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.



The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, with 192 National Red Cross and Red Crescent Societies and around 14 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.

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