

International Federation of Red Cross and Red Crescent Societies

# UPDATE TO PLAN AND BUDGET 2016-2020

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The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest volunteer-based humanitarian network. With our 190 member National Red Cross and Red Crescent Societies worldwide, we are in every community reaching 160.7 million people annually through long-term services and development programmes, as well as 110 million people through disaster response and early recovery programmes. We act before, during and after disasters and health emergencies to meet the needs and improve the lives of vulnerable people. We do so with impartiality as to nationality, race, gender, religious beliefs, class and political opinions.

Guided by Strategy 2020 – our collective plan of action to tackle the major humanitarian and development challenges of this decade – we are committed to saving lives and changing minds.

Our strength lies in our volunteer network, our community-based expertise and our independence and neutrality. We work to improve humanitarian standards, as partners in development, and in response to disasters. We persuade decision-makers to act at all times in the interests of vulnerable people. The result: we enable healthy and safe communities, reduce vulnerabilities, strengthen resilience and foster a culture of peace around the world.

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# EXECUTIVE SUMMARY

The Plan and Budget 2016-2020 (hereafter Plan and Budget) is the **overarching strategic planning document for the IFRC**, defining its priorities for this period, along with the related budget requirements and resourcing approach. The Secretary General also has a statutory obligation to present the Plan and Budget to the General Assembly for approval.

In the context of **increasing the effectiveness and credibility** of the IFRC, this update to the Plan and Budget sets out how the IFRC will contribute to the achievement of Strategy 2020 by promoting partnerships for more resilient communities. Consequently, the Plan and Budget, based on the three strategic aims of Strategy 2020, defines “*Strategies for Implementation*” for the IFRC and “*Areas of Focus*” where the IFRC has agreed to partner with National Societies.

The update to the 2016-2020 Plan and Budget presented in this paper was **developed by a cross-functional global team** with wide consultations across the whole organization. The Finance Commission and more than 20 National Societies were consulted during the global consultation meeting on 7 August 2017 and the document has been made **available online for comments by all National Societies** over the last month.

The **budget** required to implement the updated plan is results-based and expressed in terms of the strategies for implementation and areas of focus.

The Plan and Budget update includes a **resourcing plan** describing the resource development approach that the IFRC will take to attract the resources required to achieve the targeted results.

The final part of the Plan and Budget is a **results matrix** ensuring that the work of the IFRC will be monitored and measured. This will allow the IFRC to demonstrate the outcomes and, where possible, the impact of its work with National Societies.

The updated Plan and Budget is ambitious and describes the intent of the IFRC to remain a credible and reliable partner for building more resilient communities.

## 1 INTRODUCTION

The Plan and Budget 2016-2020 (Plan and Budget) – “Partnering for More Resilient Communities” – positioned the IFRC to drive the full breadth of its programme priorities for the remainder of the decade, enabling National Societies to achieve the strategic aims they endorsed in Strategy 2020.

The Plan and Budget reflected the evolving and dynamic nature of communities and the underlying vulnerabilities that challenge them. It positioned National Societies to strengthen community systems to adapt and cope with new, recurrent and prolonged disasters and crises, as well as with wider socio-economic changes such as uncontrolled rapid urbanization and growing inequality. It focused on enabling people and their communities to protect and build on the gains that have already been made, while enhancing their capacities to resist further shocks and improve their daily lives.

The Plan and Budget laid out the main outcomes for Strategies for Implementation (how the IFRC works in support of its membership) as well as the results sought in eight thematic Areas of Focus, which are the programmatic areas where the IFRC will focus its support and where we will be able to measure our collective impact.

The Plan and Budget was adopted by the IFRC General Assembly in 2015 together with more detailed financial requirements for 2016-2017, a resourcing plan and a results matrix.

## 2 PURPOSE

As a key input to the 2017 General Assembly, this document provides both an update on how the Plan and Budget has been used by the IFRC as a strategic document in its work with National Societies, and an outlook on how it will continue to guide the IFRC in its Strategies for Implementation and Areas of Focus. In attachment, the financial requirements for 2018-2019 and budget projects for 2020-2021 are detailed, as well as a resourcing plan and an updated results matrix.

## 3 THE PLAN AND BUDGET IN 2016 AND 2017

The Plan and Budget has been used as the strategic framework for IFRC operational planning. With an increased alignment of objectives, the IFRC is now in a better position to aggregate its results across countries and regions. Data is now collected on a regular basis against the indicators in the results matrix, and is used in the reports of the IFRC.

# 4 LESSONS LEARNED AND PROPOSED CHANGES IN THE PLAN AND BUDGET

As a reminder, the Plan and Budget was structured along:

- Four **strategies for implementation** covering critical IFRC functions to enable National Societies to implement programmes
- Eight programmatic **areas of focus** representing the thematic areas where National Societies have agreed to partner through the IFRC and where consolidated results will be measured

In support of implementing the Plan and Budget the IFRC joined or accelerated the implementation of **several global initiatives** to extend the reach and impact of the National Societies' and the IFRC's programmes and services. These include:

- **The One Billion Coalition for Resilience Initiative (1BC).** 1BC is a shared commitment within the IFRC and among a growing set of global partners to increase community resilience. 1BC provides opportunities for National Societies to enhance partnerships at national and local levels. By drawing on global networks and mobilizing individuals, households, communities, businesses and partner organizations around priority risks, the combined efforts and resources can be measured and contributions to achieving the Sustainable Development Goals (SDGs) can be optimized. Following the global launch of 1BC

at the 2015 International Conference of the Red Cross and Red Crescent, a number of National Societies have held national launches and included the initiative within their strategic plans.

- **The Grand Bargain.** The IFRC signed the Shared Commitments document during the World Humanitarian Summit in May 2016 and pledged to join the 'Participation Revolution' to enhance our engagement with the people and communities we serve and to ensure that they can fully participate in decisions that affect them. As a co-convenor on the National and Local Responders (localisation) work stream the IFRC will work with its members on localising humanitarian response by recognising, respecting and strengthening the leadership of local authorities and the capacity of local civil society in humanitarian action.
- **Operational excellence and shared leadership.** To increase effectiveness and efficiency, the IFRC is actively striving for operational excellence in all its work. Furthermore, by leveraging the experience of the membership, the IFRC is engaging in different models of shared leadership with National Societies to optimise results and increase engagement across the network.

Based on the implementation so far, **two modifications** are being proposed in the thematic Areas of Focus:

- a. Area of focus 3, *Livelihoods*, to be renamed as *Livelihoods and Basic Needs* to reflect the growing importance of cash programming in the IFRC's work with National Societies and affected communities. Cash programming is also encouraged as an operational modality for all other areas of focus.
- b. Area of Focus 6 (*Social Inclusion*) and Area of Focus 7 (*Culture of non-violence and peace*) to be merged into one Area of Focus called *Protection, Gender and Inclusion*. This represents a more comprehensive approach to addressing inclusion and protection issues in programmes and operations, based on a gender and diversity analysis. The priorities maintain continuity with the previous two Areas of Focus. They are provided below and in the attached results matrix.

Finally, recognising the need for **education** in and around humanitarian situations, the IFRC will explore the possibility of creating an additional area of focus for 'education' as part of its results matrix. It will address the missing link in humanitarianism and focus on integrating education-related matters in emergency response, preparedness and recovery. The approach will be two-fold: firstly, advocating for the right to access to education in humanitarian situations; and secondly, teaching humanitarian skills and values, and abilities such as empathy, active listening, critical thinking, addressing bias and prejudice, and promoting communication and mediation.

## 5 PRIORITIES FOR 2018 AND 2019

As stated above the objectives articulated in the Plan and Budget will remain valid until the end of the decade. The following section describes the proposed key priorities for the coming two years (2018 and 2019) for each of the four Strategies for Implementation and the seven Areas of Focus.

### **Strategies for Implementation cover the critical IFRC functions to enable National Societies to implement programmes.**

#### **Strategy for Implementation 1: Strengthen National Societies**

Strengthening of National Societies remains one of the priorities of the IFRC. The core of the IFRC's approach to this area continues to lie in accompanying National Societies on their own journeys of institutional development and strengthening. It also seeks to ensure that National Societies are not only effective today, but that they are influencing – and prepared for – the future.

The provision and/or facilitation of technical expertise, as well as growing the resources made available to National Societies to catalyse the change desired, is critical. Full advantage will be taken of the Grand Bargain and its focus on

strengthening local and national actors. Continued attention will be given to supporting innovation, including trialling innovative finance approaches. Both the long-term viability of National Societies and their relevance today depends on their volunteers and particularly the way they engage young people. As such, the focus will remain on these two areas, while further work will be undertaken to take full advantage of the knowledge and learning found in the IFRC network and the growing National Society data capacity. To this end the IFRC will:

#### **Institutional development**

1. Grow the resources needed to assist National Societies in becoming strong, agile and sustainable organisations, including through the development of a “pooled fund” focused on National Society Development with ICRC.
2. Improve the impact of IFRC support by better coordination and streamlining Organisational Development (OD) and Capacity Strengthening efforts, including in particular “OD in emergencies” and strengthened capacities in communications and accountability.
3. Enhance the support provided to National Society leadership, through learning, networking and other opportunities.

4. Increase partnering opportunities for National Societies through the localisation agenda (Grand Bargain), 1BC, and related IFRC initiatives.

#### **Youth and volunteering**

1. Ensure and support the adaptation and operationalization at the national level of the IFRC Youth Policy (2017) and Youth Engagement Strategy (2013).
2. Co-lead the World Humanitarian Summit Compact for Young People in Humanitarian Aid.
3. Inspire and encourage youth-led action and leadership, including supporting the Youth Commission in their work plan.
4. Coordinate and support the Volunteer Alliance of National Societies and its plan of action, including enforcing the safety and well-being standards for volunteers, and the promotion of different models of volunteer engagement and preparing for the future of volunteering.
5. Support the adoption of the Volunteer Charter and further implementation of the Volunteer Policy.

**Data, learning and knowledge sharing**

1. Expand the Federation-wide databank and reporting system to collect data on additional indicators from all National Societies.
2. Build the data readiness of National Societies and foster skills in the use of data.
3. Increase the peer-to-peer exchange of knowledge and know-how between National Societies.
4. Foster a culture of learning within and between National Societies.

**Innovation and futures**

1. Support National Societies to be more anticipatory, agile and innovative through a series of futures and foresight strategies.
2. Facilitate National Societies' engagement with local innovators and non-traditional partners who are solving humanitarian and development challenges.
3. Promote National Society innovation, including through supporting National Society innovators.
4. Assist National Societies to unlock alternative capital and financial flows through innovative financing experiments.

**Community engagement**

1. Develop minimum standards or common benchmarks to support a systemized approach to community engagement.
2. Support National Societies to develop and market community engagement as a core area of expertise.

3. Promote National Societies innovation in community engagement, including through supporting National Society innovators.
4. Build IFRC's evidence base for community engagement and measure community engagement impact within programmes.

### Strategy for implementation 2: Ensure effective international disaster management

One of the central functions of the IFRC is to ensure effective coordination along the continuum of our work. The IFRC will facilitate and ensure the platforms are in place for effective coordination of the work of National Societies in emergency preparedness, disaster response and recovery. The focus in 2018-2019 will be on the following:

**Surge and international disaster response**

1. Strengthen current surge capacity and introduce models to facilitate a "right assets, right time, right place" approach based on better understanding of existing response capacity, flexible movement of resources and better use of competencies available in the network at local, national, regional and international levels.
2. Mobilise and coordinate international disaster response in accordance with the Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance through the IFRC emergency operations framework approved in 2017, defining IFRC roles and responsibilities in emergency response and recovery operations

3. Implement the revised Disaster Relief Emergency Fund (DREF) and emergency appeal processes and products pursuing adequate financial support to National Society disaster response and recovery
4. Strengthen data management for disasters and crisis, including platforms and tools for easier access to data for informed decision-making.
5. Integrate community engagement and accountability as a standard part of operational response.

**Cash programming**

1. Ensure a major scale-up and stronger integration of cash transfers to affected people as a means for cross-sectoral responses. This will include adaptation of systems and tools and expanding capacity across National Societies.

**Logistics**

1. Strengthen compliance, increase efficiency and improve cost-effectiveness across supply chain, procurement and logistics, and leverage informed decision-making.
2. Further explore the potential for coordination within the International Red Cross and Red Crescent Movement and with other humanitarian partners.

**Movement cooperation**

1. Achieve greater humanitarian reach to vulnerable people through the operationalisation of the Strengthening Movement Coordination and Cooperation (SMCC) initiative, and increase the profile of the Movement as a whole in the emergency response.
2. Coordinate and integrate activities of reference centres to support improved response, recovery and preparedness programming for emergencies.
3. Strengthen management of integration services, including better use of competencies available in the network.
4. Expand the reach of Federation-wide actions through the operationalisation of shared leadership approaches.

**Interagency coordination and cluster engagement**

1. Support greater National Society and IFRC engagement with Humanitarian Country Teams, a strategic use of the Inter-agency Steering Committee and related inter-agency forums.
2. Roll out a consistent IFRC approach and strategies for humanitarian diplomacy in emergencies.
3. Strengthen IFRC engagement with relevant global clusters.
4. Advance the localisation agenda and strengthen the humanitarian-development nexus through increased attention to cluster-based risk reduction and preparedness activities at the country level.

**Strategy for Implementation 3:  
Influence others as leading strategic partners**

In an increasingly crowded humanitarian space, IFRC's ability to position itself as a critical strategic partner, to shape and influence global humanitarian debates and to mobilize greater and more diverse resources, will be crucial. To this end IFRC will:

**Policy and positioning**

1. Roll out multi-year advocacy strategies in priority areas (e.g. localization, community health, disaster resilience, migration) in regional and global forums and identify and support at least 30 National Societies who are interested to undertake domestic policy advocacy in each of the four areas.
2. Support development and/or revision of identified IFRC network/Movement policies according to a prioritized list agreed by the Governing Board (likely to include Movement policies on community participation and civil-military coordination, and IFRC policies on the environment, pandemic response and volunteering).
3. Launch the 2018 edition of the World Disasters Report and engage interested National Societies both in consultations and in structured evidence-gathering projects to support the 2020 edition.
4. Support at least 25 National Societies to advise their governments in formal technical assistance projects on disaster law, launch new checklists on law and disaster response and recovery, and launch a new global index on disaster law.

5. Support at least 25 National Societies to build their advocacy skills and strategies and to advance the formalization of their auxiliary role in relevant ways (including Red Cross and Red Crescent laws, provisions in sectoral laws and policies, etc.).

**Communications**

1. Build strong linkages with global media, support National Societies to strengthen engagement with national media to:
  - a. promote Red Cross and Red Crescent priorities
  - b. position IFRC and members as uniquely placed humanitarian leaders and partners of choice at local and global level
2. Develop and execute compelling, goal-oriented cross-media campaigns on online, digital and print platforms to advance IFRC communications priorities.
3. Establish platforms and systems to support aligned campaigning around shared priorities across IFRC's membership, and transfer communications assets, knowledge and resources within the network.
4. Establish a training and deployment mechanism for rapid emergency communications response.
5. Trial innovative and people-centred communications approaches to support community engagement and to advocate for and with local communities.

### Fundraising and partnership

1. Invest in National Societies' fundraising development and local resourcing, supporting them to grow income and working with Movement partners to maximise the potential of the network.
2. Strengthen existing partnerships, increasing flexibility and multi-year funding and introducing thematic resourcing.
3. Explore and develop innovative and industry-leading engagement with new and emerging partners and resource areas, including innovative financing.

### Strategy for Implementation 4: Ensure a strong IFRC that is effective, credible and accountable

In addition to ensuring the necessary coordination mechanisms, the ability to implement this Plan and Budget depends on an effective IFRC, seen as relevant and credible, representing and working towards the collective interests of the membership, as well as providing it with relevant and valued services.

Having streamlined the management structure, and established an effective matrix management with a unified “**One secretariat**” approach, in 2018-2020 the IFRC will:

1. Demonstrate transparency and accountability at all levels of the organisation by strengthening the Internal Audit and Investigation Office functions and undertake preventive measures.

2. Develop a strategy and a plan of action, including a leadership programme for governance, to mitigate the risk of fraud and corruption within the IFRC and National Societies.
3. Improve value-for-money through strengthened cost control and improved results-based budgeting and financial reporting. Increase efficiency and improve cost effectiveness organisation-wide.
4. Accompany the process of alignment with the Grand Bargain ambition of raising 30% un-earmarked resources and the Localisation Agenda commitment to allocate 25% of funding to local actors.
5. Enhance IT productivity and / or cost effectiveness through the implementation of a unified global information technology system and provide proactive IT support in the spirit of working as “One IT”.
6. Diversify and manage talent and retention of staff through a number of talent management initiatives and through the global rotation and mobility system, supported by an update of the Staff Regulations.
7. Promote an enabling environment conducive to growth through attracting, developing and retaining diverse talent supported by adequate follow up at all levels of staff survey results.
8. Ensure that the Global Service Centre, established in 2017, becomes a center of excellence with a focus on the delivery of high quality and cost effective shared services across the IFRC. The Centre's mission is to continuously improve the

satisfaction of its customers, internal or external, while pursuing a continuous improvement agenda that will enhance service delivery, and decrease the costs of service delivery through process standardization, process automation, increased communication and self-service capabilities.

### Governance

Fundamental elements of an effective IFRC are the facilitation of support to governance mechanisms, and the establishment of the regulatory and policy framework which the membership wishes to develop for itself. These elements further the opportunities for National Societies to ensure their mutual accountability and risk management. Specifically, in 2018-2019 the IFRC will focus on:

1. Supporting the membership by adopting a fraud prevention and control policy.
2. Developing a Governance Excellence Framework.
3. Nurturing a culture of compliance and integrity through revised statutory texts of the IFRC, the roll-out of the Standard Operating Procedures for Handling Integrity Matters, the further development of mechanisms and procedures for sanctions, and the training of National Societies on good governance, and fraud and corruption prevention.
4. Finalising the review of the National Society Legal and Statutory Base Guidance, and rolling-out and promoting the new tool.
5. Conceptualising the Global Movement Leadership Course, by mapping the existing Movement Induction Courses (MIC) in the regions and reshaping both the content and format of the current MIC.

6. Anchoring the 2019 International Conference as the key policy forum in the global humanitarian system, and working towards further aligned, innovated, open and participatory statutory meetings including follow up from the previous meetings,
7. Holding the regional conferences of Europe, Middle East and North Africa, Asia Pacific, and the Americas in conformity with the Constitution and the Rules and Procedures, and aligning them with the global statutory meetings.

**Areas of focus represent the thematic areas where National Societies have agreed to partner through the IFRC, and where consolidated results will be measured.**

#### Area of focus 1: Disaster risk reduction

Disaster Risk Reduction is a key component of the continuum of disaster preparedness and response, and is therefore incorporated in different ways in the other Areas of Focus, since it cuts across all phases of the disaster management cycle. It deals with a variety of threats ranging from natural hazards, such as floods and droughts, to technological hazards as well as extreme weather events due to climate change.

IFRC also directly supports specific disaster risk reduction activities designed to strengthen the capacity of National Societies as well as to build up the ability of local communities to prepare for and respond to disasters. The work on community resilience links to the 1BC, and in particular with regards to coalition building and measurement. The consideration of the

increased risks and vulnerabilities due to climate change faced by communities and National Societies is also a key part of this work.

While continuing to build the capacity of National Societies and communities in proactive disaster risk reduction work, the IFRC in 2018-2019 will specifically be focusing on:

1. Updating and developing tools and guidelines for disaster risk reduction, climate change adaptation and resilience, and providing technical support to develop long term, cross-country DRR initiatives.
2. Strengthening the capacities of National Societies and IFRC staff through the roll-out of the road map to community resilience, enhanced vulnerability and capacity assessment, early warning, public awareness and education guides and tools.
3. Forging partnership at the global and regional level to promote the 1 Billion Coalition ambition and leverage greater national and local partnering support to National Societies through the partners' own networks.
4. Developing internal policies, frameworks and concept notes in relevant disaster risk reduction areas, such as chemical biological radioactive and nuclear disasters and climate change.
5. Contributing to risk-informed programming among Movement partners by improving the risk watch data collection and analysis, and establishing and expanding a forecast-based fund for early action.

6. Improving technology and tools available to National Societies for assessing risks and measuring and counting resilience needs and actions.

#### Area of focus 2: Shelter

Shelter is one of the life-saving sectors. Living in a safe and healthy environment is key to individual and community resilience, and shelter is crucial for the recovery process after disasters. Even though most of the shelter-related work of the National Societies and IFRC focuses on the immediate aftermath of disasters in the response operations, sheltering is a continuous process that extends from preparedness to longer-term recovery and development. This requires rethinking shelter disaster response to include the consideration of broader and longer-term shelter and settlement issues such as reducing shelter-related risks, housing land and property rights, sustainability, local building practices, and the urban context.

The IFRC will focus its activities in the coming two years on:

1. Strengthening capacity, networking skills and providing technical support, e.g. through the roll-out of the Participatory Approach for Safe Shelter Awareness Youth programme in select countries and the Urban Collaboration Platform for better informed, better connected and better engaged urban shelter programming across the IFRC network.

2. Supporting National Societies in their shelter activities through direct provision of shelter technical expertise, both through setting standards and policies at the global level, capacity building and quality assurance of operations, accredited shelter training and shelter surge optimization.
3. Capitalising on IFRC's leadership of the Interagency Steering Committee Shelter Cluster in natural disasters, which has gained recognition as one of the best functioning clusters, to ensure that:
  - Recognized sector policy and programming standards and trends are reflected in operations and in the support provided to National Societies
  - Stronger linkages with other sectors are developed by promoting integrated response strategies through a settlements approach, particularly in urban environments
4. Promoting quality in the outcomes of shelter work, derived from self-recovery processes and expanding cash and markets-based programming
5. Promoting the work of the IFRC Shelter Research Unit to continuously innovate, build knowledge base and share best practices.

### Area of focus 3: Livelihoods and basic needs

Disasters often threaten, temporarily disrupt or completely wipe out the livelihoods of survivors. For many households already facing difficult economic situations or chronic poverty, recurrent shocks compound their economic and social vulnerability and erode their ability to cope with future shocks.

Strengthening resilience is the approach chosen by IFRC to address these challenges. In this respect, restoring and strengthening the livelihoods of communities affected by crises and disasters contributes to enabling vulnerable people to better cope with and recover from stresses and shocks.

Resilience building implies a holistic and multi-sectoral approach that addresses the three pillars of food and nutritional insecurity with different modalities (cash or in-kind) and enables individuals and communities to protect or develop their assets. Support to livelihoods programming further aims to maintain or enhance their capabilities to develop new skills contributing to increased food production, or to create economic opportunities that will diversify income sources and increase financial resources.

In 2018-2019, IFRC will support National Societies to support more affected communities and restore and strengthen their livelihoods, putting emphasis on:

1. Promoting a resilience approach and partnering strategy within the National Societies' strategic plans, and commitments to 1BC and related IFRC initiatives, to adopt new practices at all stages of our response from immediate life-saving activities to longer-term economic recovery.

2. Supporting a transformational change from a traditional service delivery to a new approach aimed at accompanying, enabling and connecting communities to strengthen their livelihoods.
3. Promoting the work of the Livelihood Resource Centre to provide technical assistance, build capacities in livelihoods programming, and support the extension of their training offer.
4. Supporting National Societies to build evidence about the resilience approach through the collection and analysis of reliable data, the development (alongside other agencies or academic partners) of indicators measuring resilience, and the identification and documentation of good practices.
5. Developing the necessary training, tools and guidelines to support National Societies, recognising the importance of cash programming in the livelihoods sector.

### Area of focus 4: Health

The IFRC works in some of the most challenging places in the world. Continuing with 'business as usual' risks leaving millions of vulnerable people without the care and services they need. This level of care and service should, by right, be theirs. In Achieving Change 2017-2020, the new IFRC Global Health Team strategy sets out the approaches that will be adopted to accelerate progress to address the health risks, needs and inequalities faced by the most vulnerable communities.

Over the next four years the IFRC wants to reach more people with health and care needs. Incredible change can happen when active communities, strong National Societies and committed governments interact and mobilize to improve health and care.

The IFRC aims to invest so that National Societies can be present, be relevant and be a trusted health partner for communities. This is because many lives and economic opportunities are currently lost unnecessarily as health and water, sanitation and hygiene (WASH) services do not always reach people who need them most.

In 2018-2019, the IFRC will give attention to:

1. Updating and modernizing the Community Based Health and First Aid platform that supports National Society work on first aid, reproductive, mother, new-born, child and adolescent health, immunization, nutrition, malaria, HIV, TB, chronic diseases, healthy ageing, mental health/psychosocial support, sexual and gender-based violence prevention, long-term care in the community, and non-remunerated voluntary blood donation.
2. Promoting healthy and active ageing and combating ageism as a risk factor for chronic disease and ill-health.
3. Expanding health emergency surge capacity by increasing the support, assets and personnel available to National Societies, including greater specialist support for infectious disease outbreaks, restoration of blood services, psychosocial/mental health, chronic disease management (non-communicable diseases, HIV, TB) and nutrition during emergencies

4. Introducing a Quality Assurance Framework and a Joint Peer Review process to advance standards of emergency care and ensure compliance with international standards
5. Maximizing opportunities to support hard-to-reach populations to address critical global gaps such as high rates of maternal and neo-natal infections in complex settings, unacceptably low immunization rates in many parts of the world, and a lack of community-based support for people living with HIV in many marginalised communities.

#### Area of focus 5: Water, sanitation and hygiene (WASH)

The IFRC will reach more National Societies with knowledge transfer and **adapted technical and programme support**, particularly in countries at risk from and affected by disasters and acute crises both natural and human-made. It will do so with enhanced emphasis on public health crises, epidemics and complex emergencies.

Although access to improved water supply has seen gains, **access to basic sanitation is woefully** behind schedule and – until universal water, sanitation and hygiene (WASH) coverage is attained (Sustainable Development Goal 6 by 2030) – the lack of both water and sanitation will continue to be a major contributor to morbidity and mortality (especially in children under 5 years old). Moreover, equitable and affordable access to water and sanitation is a human right and a requirement for human dignity, especially for girls and women.

At present, there are 105 National Societies implementing 500 WASH projects in 80 countries.

Statistics still point to **sub-Saharan Africa and parts of Asia as the areas in greatest need**, and it is in those areas where the Red Cross Red Crescent continues to focus its efforts. In emergency WASH, similarly, the frequent and recurring vulnerabilities are mostly in low-income or fragile states. However, major disasters that may affect middle- and upper-income countries (dependent upon the scale and severity of the disaster) may need international response and surge capacity.

The focus in 2018-2019 will be on:

1. Rolling-out the newly adopted global WASH strategic direction, focusing on four work streams: Developmental WASH; Emergency WASH; Urban WASH; and Public Health WASH.
2. Adapting the new urban WASH strategic direction and pilot-projects which have been identified and started, and establishing an IFRC led urban WASH Red Cross and Red Crescent consortium.
3. Consolidating the approach to capacity building and preparedness for WASH response in emergencies, including training, equipment, and technical support at country, regional, and global level to adopt the recommendations of the Global Tool Review and Surge Optimization process.
4. Trialling new equipment in 2018 as part of the Emergency Sanitation Project and developing new modules for the Emergency Response Units (ERUs) that are more flexible and multi-purpose, as well as being linked to urban scenarios.
5. Developing a Halt Cholera strategy and rolling it out for Africa.

6. Launching and operationalising the One WASH global initiative, bringing together human, animal and environmental WASH needs. It will have a rural and drought focus and will combine short and long term programmes. The focus will be on the household and community level, and contributing to resilience through these channels.
7. Launching a new Global Water and Sanitation Initiative portal and data collection platform for all National Societies.
8. Ensuring closer integration of regional epidemic control, WASH and nutrition.

#### Area of focus 6: Protection, Gender and Inclusion

As articulated in Strategic Aim 3 of Strategy 2020, much of the work of National Societies and IFRC builds inclusive communities and a culture of non-violence and peace. This Area of Focus ensures – across all sectors of work – that our services in emergency and non-emergency contexts reach all, especially the most vulnerable people. The IFRC also ensures that we continue, through our words and actions, to break down barriers of exclusion and marginalization.

Though not a protection agency, the IFRC must ensure that its assistance work is complemented by vital protection functions. Our operations must “do no harm” and take full account and engage with gender considerations, as well as conditions of fragility: youth, disability, migratory status. Through their advocacy work and services, National Societies

and their volunteers play a vital role in protecting children and youth, both those forced to move and those caught in emergency situations. Valuable work is also being done in fighting the silent disaster of sexual and gender-based violence which is all too prominent, especially in emergency contexts.

The lynchpin of much of the work in this Area of Focus remains education. Both ensuring that youth have continuing access to education, and that key life skills and values are imparted through work known as humanitarian education. Efforts towards a scaled-up Movement approach to education will continue. The organization’s work under Gender and Diversity is housed under this Area of Focus.

Priorities for 2018 and 2019 will include:

1. Scaling up support to protect vulnerable people’s safety and well-being, including collaborating with ICRC to develop a community of practice of National Society experts.
2. In the specific focus area of Child Protection, developing training, tools and advocacy materials, and carrying out evaluations related to all aspects of protecting children on the move, as well as Child Friendly Spaces in emergency settings.
3. Ensuring continued implementation of the International Conference Resolution (2015) on ‘Sexual and gender-based violence: Joint action on prevention and response’; supporting protection from sexual and gender-based violence through the roll-out of a new training programme on prevention and response; and providing support to National Societies to develop

policies on prevention of sexual exploitation and abuse, and to implement projects to protect adolescents on the move.

4. Ensuring that no-one is left behind, and that the revised Minimum Standard Commitments to Gender and Diversity in Emergency Programming are launched; ensuring increased implementation through the global roll-out of the dedicated training (Seven Moves), supported by regional advisors, National Society focal points and partners.
5. Ensuring that a community of practitioners tackling social inclusion issues will be built up, supported by online platforms and face-to-face meetings, and with dedicated guidance on monitoring and evaluation.
6. Continuing a specific focus on social inclusion in the areas of migration and disability.
7. Continuing support to the implementation of the Movement-wide Strategic Framework on Disability Inclusion, and ensuring that IFRC and National Society disaster response and development programmes and operations are disability-inclusive. This means ensuring that all aspects of the institutions themselves are accessible for people with disabilities; and addressing attitudes, environments and processes.
8. Continuing to support the humanitarian education initiative within the network through monthly webinars, an online platform and operational guidelines. The Youth as Agents of Behavioural Change network, with a dedicated

coordinator, will be re-invigorated to provide technical support, capacity building, network coordination, and resources for trainers.

### Area of focus 7: Migration

Migration is increasingly **recognized as a priority area** by IFRC and National Societies:

- More than **7.3 million vulnerable migrants and members of host communities have been supported**, with IFRC-backed National Society support that includes humanitarian assistance, protection, advocacy and awareness raising (CHF 55.1 million).
- In Europe, the IFRC-supported response to the 2015/16 crisis has involved the mobilization of more than 100,000 volunteers and 13,000 staff. Migrants were provided with more than 17 million food parcels and meals, over one million health interventions, including medical care, first aid and psychological support, 2.6 million blankets, sleeping bags and items of clothing, and 1.7 million hygiene kits. The organization also launched its first search and rescue operation in a bid to save the lives of people crossing the Mediterranean seeking refuge and safety in Europe.
- In other regions, National Societies continued to be at the forefront of the humanitarian response to population movements, and delivered assistance and protection services along the migratory trails, in countries of origin, transit and destination.

Considerable **progress** has been made to position the IFRC strategically as a credible actor in migration. This has translated into:

- The mobilization of a **Migration task force** to enhance global coordination within the Movement regarding all matters related to migration.
- The development of **regional migration frameworks and strategies** which have informed the IFRC Global Strategy on Migration to be adopted at the General Assembly in 2017.
- The implementation of pilot projects in countries of origin and transit along the migratory route towards Europe – i.e. in Gambia, Sudan, Niger, Tunisia and Egypt. This has been made possible through the creation of the **Migration Fund**.
- **Relevant contributions** to debates on migration with a distinct IFRC voice, especially on the Global Compact on safe, orderly and regular migration, and the Global Refugee Compact.
- **Stronger engagement** of National Societies in the field of migration, in part due to the development of new tools such as the Virtual Volunteer ([www.virtualvolunteer.org](http://www.virtualvolunteer.org)), a web-based platform allowing migrants to access life-saving information; and the Smart Practices that enhance resilience of migrants, a microsite giving access to some 60 practices from National Societies in assistance, protection, advocacy and social inclusion.

In **2018-2019** the IFRC will be focusing on:

1. Increasing the scale and reach, through the implementation of the Global Strategy on Migration. Migratory trails will be further monitored and analysed, to support National Societies with the provision of humane and dignified assistance to migrants.
2. Enhancing the capacities and knowledge across the organisation through innovative learning approaches and peer-to-peer support.
3. Continuing to position the IFRC as an important voice, through advocacy and communication efforts, informed by evidence on the ground.

# ATTACHMENT 1: IFRC BUDGET 2018-2019 AND PROJECTION 2020-2021

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## A1.1 Introduction

### Basis of presentation

1. The Plan and Budget 2016-2020 (Plan and Budget) contains the results framework for the International Federation of Red Cross and Red Crescent Societies (IFRC), comprising outcomes in the four Strategies for Implementation, and results in the seven Areas of Focus.
2. Budget 2018-2019 (Budget) incorporates the financial resources available to the IFRC, and identifies how those resources will be allocated to the realization of outcomes and the achievement of results as set out in the Plan and Budget.
3. Consistent with *Article 37* of the Constitution, the Budget constitutes the two-year budget of the IFRC for 2018 and 2019, as drawn up by the Secretary General in consultation with the Chair of the Finance Commission, and recommended by the Governing Board.
4. The Budget has been prepared consistent with *Financial Regulation III*, with Annex 3 including a presentation of Budget 2018-2019 on the basis of sections corresponding to the structures of the Secretariat.
5. The Budget also includes a Capital Budget of CHF 39 million, incorporating planned capital expenditure in property, vehicles, telecommunications equipment and information systems.
6. The Budget is prepared on a results-basis, with a view to the implementation of matrix management. This will ensure an appropriate geographic distribution of financial resources to enable the achievement of results and the realization of objectives in an efficient and effective manner.
7. The budget also contemplates targeted investments in key risk management and internal control functions which contribute to safeguarding the financial resources entrusted to the IFRC.
8. Subject to the realization of the budgeted income, the reserves and working capital are sufficient to sustain the Regular Resources, Other Resources, Supplementary Services and Capital components of the Budget.
9. The achievement of the outcomes in the Strategies for Implementation and results in Areas of Focus as set out in the Plan and Budget are contingent on the realization of the Budget and Projection.

### Budget highlights

5. The IFRC is proposing a budget of CHF 1 billion for 2018-2019, including a Regular Resources Budget of CHF 210 million, an Other Resources budget of CHF 704 million and a Supplementary Services budget of CHF 86 million.

### Projection 2020-2021

11. In addition to the Budget for 2018-2019, a Projection is provided for 2020-2021.

## A1.2 Regular resources

12. The Regular Resources of the IFRC include statutory contributions, unrestricted voluntary contributions, other income and cost recoveries.

13. The 2018-2019 Regular Resources income and cost recoveries are budgeted as follows:

millions of Swiss francs	2018	2019	Total
Statutory contributions	36.5	36.5	73.0
Voluntary contributions	30.0	30.0	60.0
Other income	2.5	2.5	5.0
Cost recoveries	36.0	36.0	72.0
<b>Total</b>	<b>105.0</b>	<b>105.0</b>	<b>210.0</b>

14. The 2018-2019 Regular Resources expenditure in the Strategies for Implementation and Areas of Focus are budgeted as follows:

millions of Swiss francs	2018	2019	Total
<b>Strategies for Implementation</b>			
1. Strengthen National Society	10.0	10.0	20.0
2. Ensure effective international disaster management	16.5	16.5	33.0
3. Influence others as leading strategic partners	16.5	16.5	33.0
4. Ensure a strong IFRC	53.0	53.0	106.0
<b>Sub-total</b>	<b>96.0</b>	<b>96.0</b>	<b>192.0</b>
<b>Areas of Focus</b>			
1. Disaster risk reduction	2.0	2.0	4.0
2. Shelter	1.1	1.1	2.2
3. Livelihoods and basic needs	0.2	0.2	0.4
4. Health	3.4	3.4	6.8
5. Water, sanitation and hygiene	0.8	0.8	1.6
6. Inclusion, gender and protection	1.0	1.0	2.0
7. Migration	0.5	0.5	1.0
<b>Sub-total</b>	<b>9.0</b>	<b>9.0</b>	<b>18.0</b>
<b>Total</b>	<b>105.0</b>	<b>105.0</b>	<b>210.0</b>

## A1.3 Other resources

15. The Other Resources of the IFRC include restricted voluntary contributions for humanitarian response and thematic activities.

16. The 2018-2019 Other Resources income is budgeted as follows:

millions of Swiss francs	2018	2019	Total
<b>Restricted voluntary contributions</b>			
Humanitarian response	180.0	180.0	360.0
Thematic	200.0	200.0	400.0
<b>Total</b>	<b>380.0</b>	<b>380.0</b>	<b>760.0</b>

17. Humanitarian response income includes restricted voluntary contributions to Emergency Appeals and the Disaster Relief Emergency Fund (DREF).

18. Thematic income includes restricted voluntary contributions to the Strategies for Implementation and Areas of Focus.

19. The 2018-2019 Other Resources expenditure in the Strategies for Implementation and Areas of Focus are budgeted as follows:

millions of Swiss francs	2018	2019	Total
<b>Strategies for Implementation</b>			
1. Strengthen National Society capacities	43.2	43.2	86.4
2. Ensure effective international disaster management	27.5	27.5	55.0
3. Influence others as leading strategic partners	9.2	9.2	18.4
4. Ensure a strong IFRC	5.4	5.4	10.8
<b>Sub-total</b>	<b>85.3</b>	<b>85.3</b>	<b>170.6</b>

<b>Areas of Focus</b>			
1. Disaster risk reduction	51.8	51.8	103.6
2. Shelter	38.8	38.8	77.6
3. Livelihoods and basic needs	44.0	44.0	88.0
4. Health	79.5	79.5	159.0
5. Water, sanitation and hygiene	19.6	19.6	39.2
6. Inclusion, gender and protection	7.6	7.6	15.2
7. Migration	53.4	53.4	106.8
<b>Sub-total</b>	<b>294.7</b>	<b>294.7</b>	<b>589.4</b>
<b>Total</b>	<b>380.0</b>	<b>380.0</b>	<b>760.0</b>

20. The Other Resources expenditure includes indirect and other cost recoveries.

## A1.4 Supplementary services

21. The Supplementary Services of the IFRC include fees for administrative, logistics, fleet and contracted services provided on a full-cost recovery basis, including:

- Administrative Services:** subject to headquarters agreements, the IFRC provides shared office, and other administrative support enabling National Societies to work legally in an international setting
- Logistics Services:** subject to agreements, the IFRC provides procurement, warehousing, quality assurance, mobilization and professional consultancy services
- Fleet Services:** subject to lease agreements, the IFRC provides vehicles by way of a vehicle rental scheme, as well as professional consultancy and training services

d. **Contracted Services:** subject to contract, the IFRC provides grant management services to international and intergovernmental organizations consistent with the Strategies for Implementation and Areas of Focus

22. Supplementary Services are provided upon request to meet the demands of National Societies and other humanitarian actors.

23. The IFRC aims to provide Supplementary Services in an efficient and cost effective manner with a view to risk management. As such, the IFRC will render Supplementary Services when there is:

- a. demand from members or other humanitarian actors;
- b. capacity by the IFRC to deliver sustainably;
- c. no compromise to relations with or between members or our Fundamental Principles; and,
- d. agreement by the National Society.

24. The 2018-2019 Supplementary Services income is budgeted as follows:

millions of Swiss francs	2018	2019	Total
<b>Service fees</b>			
Administrative services	10.5	10.5	21.0
Logistics services	13.5	13.5	27.0
Fleet services	7.0	7.0	14.0
Contracted services	20.0	20.0	40.0
<b>Total</b>	<b>51.0</b>	<b>51.0</b>	<b>102.0</b>

25. The 2018-2019 Supplementary Services expenditure in the Strategies for Implementation and Areas of Focus are budgeted as follows:

millions of Swiss francs	2018	2019	Total
<b>Strategies for Implementation</b>			
1. Strengthen National Society capacities			
2. Ensure effective international disaster management	31.00	31.00	62.00
3. Influence others as leading strategic partners			
4. Ensure a strong IFRC			
<b>Sub-total</b>	<b>31.00</b>	<b>31.00</b>	<b>62.00</b>
<b>Areas of Focus</b>			
1. Disaster risk reduction			
2. Shelter			
3. Livelihoods and basic needs			
4. Health	16.50	16.50	33.00
5. Water, sanitation and hygiene			
6. Inclusion, gender and protection			
7. Migration	3.50	3.50	7.00
<b>Sub-total</b>	<b>20.00</b>	<b>20.00</b>	<b>40.00</b>
<b>Total</b>	<b>51.00</b>	<b>51.00</b>	<b>102.00</b>

26. The Supplementary Services expenditure includes indirect and other cost recoveries.

### A1.5 Capital budget

27. Funded from the Regular Resources reserves of the IFRC, the Capital Budget includes capital expenditure in the IFRC's non-current assets, including property, vehicles, telecommunications equipment and information systems.

28. The 2018-2019 Capital Budget is as follows:

millions of Swiss francs	2018	2019	Total
<b>Opening balance</b>	<b>55.0</b>	<b>75.0</b>	<b>-</b>
Additions	29.0	10.0	39.0
Disposals	(2.5)	(2.5)	(5.0)
Depreciation and amortisation	(6.5)	(7.5)	(14.0)
<b>Closing balance</b>	<b>75.0</b>	<b>75.0</b>	<b>-</b>

29. The 2018 opening balance represents the estimated 2017 closing balance for property, vehicles, telecommunications equipment and information systems.

30. Budgeted additions include CHF 19.0 million for the redevelopment of the IFRC's headquarters in Geneva, Switzerland in 2018, CHF 15.0 million for the replenishment of vehicles, and CHF 5.0 million in telecommunications equipment and information systems.

31. The redevelopment of the IFRC's headquarters is to be financed by a 0% interest, 50-year loan from the Foundation des Immeubles pour les Organisations Internationales (FIPOI).

32. Asset disposals relate primarily to vehicles, which, at the end of their useful life, are disposed of by auction, thereby recovering their residual value.

33. Depreciation and amortisation include CHF 8.0 million in vehicles and CHF 5.0 million in telecommunications equipment and information systems, as well as CHF 1.0 million in property for the IFRC headquarters office building from 2019.

34. Budgeted closing capital asset balances are as follows:

millions of Swiss francs	2018	2019
Property	52.5	51.5
Vehicles	20.0	21.0
Other equipment	0.5	0.5
Intangible assets	2.0	2.0
<b>Total</b>	<b>75.0</b>	<b>75.0</b>

### A1.6 Working capital

35. Consistent with *Financial Regulation VII*, the projected level of reserves must be sufficient to ensure liquidity to meet the IFRC's cash flow requirements.

36. The IFRC's Regular Resources cash flow requirements include:

- a. day-to-day working capital to meet Regular Resources expenditure of the IFRC;
- b. expenditure in advance of receipt of voluntary contributions from donors, particularly in response to Emergency Appeals;
- c. expenditure in advance of receipt of payment for Supplementary Services; and,
- d. self-insurance and other specific reserves including, for example, statutory meetings.

37. The IFRC's 2018-2019 Regular Resources working capital requirement is calculated at CHF 53 million.

38. 2018-2019 Regular Resources income and cost recoveries are budgeted at CHF 210 million, and are sufficient to meet budgeted Regular Resources expenditure for this period.

39. The IFRC's Regular Resources working capital is budgeted to be at or above CHF 50 million for 2018-2019, as follows:

millions of Swiss francs	2018	2019
<b>Opening balance</b>	<b>55.0</b>	<b>55.0</b>
Regular resources surplus (deficit)	-	-
<b>Closing balance</b>	<b>55.0</b>	<b>55.0</b>

40. The 2018 opening balance represents the estimated 2017 closing balance for Regular Resources working capital.

**Annex 1: Budget 2018-2019 – results-based budget**

41. The following is the consolidated Budget presented on the basis of results as set-out in the Plan and Budget.

CHF million	2018				2019				Total			
	Regular resources	Other resources	Supplementary services	Total	Regular resources	Other resources	Supplementary services	Total	Regular resources	Other resources	Supplementary services	Total
<b>INCOME</b>												
Statutory contributions	36.5	–	–	<b>36.5</b>	36.5	–	–	<b>36.5</b>	73.0	–	–	<b>73.0</b>
Voluntary contributions	30.0	380.0	–	<b>410.0</b>	30.0	380.0	–	<b>410.0</b>	60.0	760.0	–	<b>820.0</b>
Service fees	–	–	51.0	<b>51.0</b>	–	–	51.0	<b>51.0</b>	–	–	102.0	<b>102.0</b>
Other income	2.5	–	–	<b>2.5</b>	2.5	–	–	<b>2.5</b>	5.0	–	–	<b>5.0</b>
<b>Total income</b>	<b>69.0</b>	<b>380.0</b>	<b>51.0</b>	<b>500.0</b>	<b>69.0</b>	<b>380.0</b>	<b>51.0</b>	<b>500.0</b>	<b>138.0</b>	<b>760.0</b>	<b>102.0</b>	<b>1,000.0</b>
<b>EXPENDITURE</b>												
<b>Strategies for Implementation</b>												
1. Strengthen National Societies capacities	10.0	40.0	–	<b>50.0</b>	10.0	40.0	–	<b>50.0</b>	20.0	80.0	–	<b>100.0</b>
2. Ensure effective international disaster management	16.5	25.5	25.0	<b>67.0</b>	16.5	25.5	25.0	<b>67.0</b>	33.0	51.0	50.0	<b>134.0</b>
3. Influence others as leading strategic partners	16.5	8.5	–	<b>25.0</b>	16.5	8.5	–	<b>25.0</b>	33.0	17.0	–	<b>50.0</b>
4. Ensure a strong IFRC	53.0	5.0	–	<b>58.0</b>	53.0	5.0	–	<b>58.0</b>	106.0	10.0	–	<b>116.0</b>
Total Strategies for Implementation	<b>96.0</b>	<b>79.0</b>	<b>25.0</b>	<b>200.0</b>	<b>96.0</b>	<b>79.0</b>	<b>25.0</b>	<b>200.0</b>	<b>192.0</b>	<b>158.0</b>	<b>50.0</b>	<b>400.0</b>
<b>Areas of Focus</b>												
1. Disaster risk reduction	2.0	48.0	–	<b>50.0</b>	2.0	48.0	–	<b>50.0</b>	4.0	96.0	–	<b>100.0</b>
2. Shelter	1.1	35.9	–	<b>37.0</b>	1.1	35.9	–	<b>37.0</b>	2.2	71.8	–	<b>74.0</b>
3. Livelihoods and basic needs	0.2	40.8	–	<b>41.0</b>	0.2	40.8	–	<b>41.0</b>	0.4	81.6	–	<b>82.0</b>
4. Health	3.4	73.6	15.0	<b>92.0</b>	3.4	73.6	15.0	<b>92.0</b>	6.8	147.2	30.0	<b>184.0</b>
5. Water, sanitation and hygiene	0.8	18.2	–	<b>19.0</b>	0.8	18.2	–	<b>19.0</b>	1.6	36.4	–	<b>38.0</b>
6. Inclusion, gender and protection	1.0	7.0	–	<b>8.0</b>	1.0	7.0	–	<b>8.0</b>	2.0	14.0	–	<b>16.0</b>
7. Migration	0.5	49.5	3.0	<b>53.0</b>	0.5	49.5	3.0	<b>53.0</b>	1.0	99.0	6.0	<b>106.0</b>
Total Areas of Focus	<b>9.0</b>	<b>273.0</b>	<b>18.0</b>	<b>300.0</b>	<b>9.0</b>	<b>273.0</b>	<b>18.0</b>	<b>300.0</b>	<b>18.0</b>	<b>546.0</b>	<b>36.0</b>	<b>600.0</b>
<b>Total expenditure</b>	<b>105.0</b>	<b>352.0</b>	<b>43.0</b>	<b>500.0</b>	<b>105.0</b>	<b>352.0</b>	<b>43.0</b>	<b>500.0</b>	<b>210.0</b>	<b>704.0</b>	<b>86.0</b>	<b>1,000.0</b>
<b>COST RECOVERIES</b>												
Indirect	(23.0)	21.5	1.5	–	(23.0)	21.5	1.5	–	(46.0)	43.0	3.0	–
Donor specific	(2.0)	2.0	–	–	(2.0)	2.0	–	–	(4.0)	4.0	–	–
Logistics	(4.0)	2.5	1.5	–	(4.0)	2.5	1.5	–	(8.0)	5.0	3.0	–
Fleet	(7.0)	2.0	5.0	–	(7.0)	2.0	5.0	–	(14.0)	4.0	10.0	–
Total cost recoveries	<b>(36.0)</b>	<b>28.0</b>	<b>8.0</b>	–	<b>(36.0)</b>	<b>28.0</b>	<b>8.0</b>	–	<b>(72.0)</b>	<b>56.0</b>	<b>16.0</b>	–
<b>Surplus / (Deficit)</b>	–	–	–	–	–	–	–	–	–	–	–	–

**Annex 2: Budget 2018-2019 – Balance Sheet**

42. The following are the 2018-2019 year-end budgeted balance sheets, incorporating working capital, capital assets as well as regular and other (restricted) reserves<sup>1</sup>.

millions of Swiss francs	2018			2019		
	Regular resources	Other resources	Total	Regular resources	Other resources	Total
<b>Asset</b>						
Working capital	55.0	205.0	260.0	55.0	205.0	260.0
Capital assets	75.0	5.0	80.0	75.0	5.0	80.0
<b>Total Assets</b>	<b>130.0</b>	<b>210.0</b>	<b>340.0</b>	<b>130.0</b>	<b>210.0</b>	<b>340.0</b>
<b>Liabilities and Reserves</b>						
Long-term liabilities <sup>2</sup>	50.0	–	50.0	49.0	–	49.0
Reserves <sup>3</sup>	80.0	210.0	290.0	81.0	210.0	291.0
<b>Total Liabilities and Reserves</b>	<b>130.0</b>	<b>210.0</b>	<b>340.0</b>	<b>130.0</b>	<b>210.0</b>	<b>340.0</b>

1. Balance sheet does not contain specific adjustments and estimates necessary to comply with International Financial Reporting Standards.

2. Long-term liabilities include 0%, 50-year loan for the redevelopment of the IFRC's headquarters in Geneva, Switzerland.

3. Other or Restricted Reserves represent funds received for Humanitarian Response operations or Thematic programmes not yet spent. At the end of 2016, the restricted reserves amounted to CHF 210 million expected to be spent in 2017 through planned expenditure of programme funds accumulated in prior years, mainly from the Ebola operation. However, as the same amounts have been budgeted for Other Resources income and expenditure in 2017, 2018 and 2019, restricted reserves are projected to remain above CHF 200 million for Budget 2018-2019.

**Annex 3: Budget 2018-2019 – Structural Budget**

43. The following is the consolidated Budget presented on the basis of sections corresponding to the structures of the Secretariat, consistent with *Financial Regulation III*.

CHF million	2018				2019				Total			
	Regular resources	Other resources	Supplementary services	Total	Regular resources	Other resources	Supplementary services	Total	Regular resources	Other resources	Supplementary services	Total
<b>INCOME</b>												
Statutory contributions	36.5	–	–	<b>36.5</b>	36.5	–	–	<b>36.5</b>	73.0	–	–	<b>73.0</b>
Voluntary contributions	30.0	380.0	–	<b>410.0</b>	30.0	380.0	–	<b>410.0</b>	60.0	760.0	–	<b>820.0</b>
Service fees	–	–	51.0	<b>51.0</b>	–	–	51.0	<b>51.0</b>	–	–	102.0	<b>102.0</b>
Other income	2.5	–	–	<b>2.5</b>	2.5	–	–	<b>2.5</b>	5.0	–	–	<b>5.0</b>
<b>Total income</b>	<b>69.0</b>	<b>380.0</b>	<b>51.0</b>	<b>500.0</b>	<b>69.0</b>	<b>380.0</b>	<b>51.0</b>	<b>500.0</b>	<b>138.0</b>	<b>760.0</b>	<b>102.0</b>	<b>1,000.0</b>
<b>EXPENDITURE</b>												
<b>Statutory, Leadership and Compliance Services</b>												
General Assembly, Governing Board, Statutory Commissions and Committees	2.5	0.4	0.1	<b>3.0</b>	2.5	0.4	0.1	<b>3.0</b>	5.0	0.8	0.2	<b>6.0</b>
Office of the Secretary General	8.1	0.1	0.3	<b>8.5</b>	8.1	0.1	0.3	<b>8.5</b>	16.2	0.2	0.6	<b>17.0</b>
<b>Global Management and Support</b>												
Programmes and Operations	15.8	19.7	17.0	<b>52.5</b>	15.8	19.7	17.0	<b>52.5</b>	31.6	39.4	34.0	<b>105.0</b>
Partnerships	17.7	5.2	0.1	<b>23.0</b>	17.7	5.2	0.1	<b>23.0</b>	35.4	10.4	0.2	<b>46.0</b>
Management	17.0	–	–	<b>17.0</b>	17.0	–	–	<b>17.0</b>	34.0	–	–	<b>34.0</b>
<b>Regional and Country Management and Support</b>												
Africa	9.5	100.0	17.0	<b>126.5</b>	9.5	100.0	17.0	<b>126.5</b>	19.0	200.0	34.0	<b>253.0</b>
Americas	6.0	35.3	0.5	<b>41.8</b>	6.0	35.3	0.5	<b>41.8</b>	12.0	70.6	1.0	<b>83.6</b>
Asia Pacific	9.3	100.5	5.0	<b>114.8</b>	9.3	100.5	5.0	<b>114.8</b>	18.6	201.0	10.0	<b>229.6</b>
Europe	5.2	34.8	1.0	<b>41.0</b>	5.2	34.8	1.0	<b>41.0</b>	10.4	69.6	2.0	<b>82.0</b>
Middle East and North Africa	5.4	56.0	2.0	<b>63.4</b>	5.4	56.0	2.0	<b>63.4</b>	10.8	112.0	4.0	<b>126.8</b>
<b>Other</b>												
Depreciation and amortisation	6.5	–	–	<b>6.5</b>	6.5	–	–	<b>6.5</b>	13.0	–	–	<b>13.0</b>
General Provision	2.0	–	–	<b>2.0</b>	2.0	–	–	<b>2.0</b>	4.0	–	–	<b>4.0</b>
<b>Total expenditure</b>	<b>105.0</b>	<b>352.0</b>	<b>43.0</b>	<b>500.0</b>	<b>105.0</b>	<b>352.0</b>	<b>43.0</b>	<b>500.0</b>	<b>210.0</b>	<b>704.0</b>	<b>86.0</b>	<b>1,000.0</b>

CHF million	2018				2019				Total			
	Regular resources	Other resources	Supplementary services	Total	Regular resources	Other resources	Supplementary services	Total	Regular resources	Other resources	Supplementary services	Total
COST RECOVERIES												
Indirect	(23.0)	21.5	1.5	–	(23.0)	21.5	1.5	–	(46.0)	43.0	3.0	–
Donor specific	(2.0)	2.0	–	–	(2.0)	2.0	–	–	(4.0)	4.0	–	–
Logistics	(4.0)	2.5	1.5	–	(4.0)	2.5	1.5	–	(8.0)	5.0	3.0	–
Fleet	(7.0)	2.0	5.0	–	(7.0)	2.0	5.0	–	(14.0)	4.0	10.0	–
<b>Total cost recoveries</b>	<b>(36.0)</b>	<b>28.0</b>	<b>8.0</b>	<b>–</b>	<b>(36.0)</b>	<b>28.0</b>	<b>8.0</b>	<b>–</b>	<b>(72.0)</b>	<b>56.0</b>	<b>16.0</b>	<b>–</b>
<b>Surplus / (Deficit)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>

- The Office of the Secretary General includes General Counsel, Security and the Office of Internal Audit and Investigation in Geneva (CHF 3.8 million per year) and internal auditors in regional offices (CHF 0.2 million per year).
- Programmes and Operations include Global Fleet Centre in Dubai and Logistics at the Global Service Centre in Budapest (CHF 3.3 million per year),
- Partnerships include the representation office to the United Nations in New York (CHF 1.1 million per year) and
- Management includes Information Systems and Finance & Administration at the Global Service Centre in Budapest (CHF 1.5 million per year).

**Annex 4: Projection 2020-2021 – Results-Based Projection**

44. The following is the consolidated 2020-2021 Projection presented on the basis of results as set-out in the Plan and Budget.

CHF million	Budget			Projections		
	2018	2019	Total	2020	2021	Total
<b>INCOME</b>						
Statutory contributions	36.5	36.5	<b>73.0</b>	36.5	36.5	<b>73.0</b>
Voluntary contributions	410.0	410.0	<b>820.0</b>	410.0	410.0	<b>820.0</b>
Service fees	51.0	51.0	<b>102.0</b>	51.0	51.0	<b>102.0</b>
Other income	2.5	2.5	<b>5.0</b>	2.5	2.5	<b>5.0</b>
<b>Total income</b>	<b>500.0</b>	<b>500.0</b>	<b>1,000.0</b>	<b>500.0</b>	<b>500.0</b>	<b>1,000.0</b>
<b>EXPENDITURE</b>						
<b>Strategies for Implementation</b>						
1. Strengthen National Societies	50.0	50.0	<b>100.0</b>	50.0	50.0	<b>100.0</b>
2. Ensure effective international disaster response	67.0	67.0	<b>134.0</b>	67.0	67.0	<b>134.0</b>
3. Influence others as a leading strategic partners	25.0	25.0	<b>50.0</b>	25.0	25.0	<b>50.0</b>
4. Ensure a strong IFRC	58.0	58.0	<b>116.0</b>	58.0	58.0	<b>116.0</b>
Total Strategies for Implementation	<b>200.0</b>	<b>200.0</b>	<b>400.0</b>	<b>200.0</b>	<b>200.0</b>	<b>400.0</b>
<b>Areas of Focus</b>						
1. Disaster risk reduction	50.0	50.0	<b>100.0</b>	50.0	50.0	<b>100.0</b>
2. Shelter	37.0	37.0	<b>74.0</b>	37.0	37.0	<b>74.0</b>
3. Livelihoods	41.0	41.0	<b>82.0</b>	41.0	41.0	<b>82.0</b>
4. Health	92.0	92.0	<b>184.0</b>	92.0	92.0	<b>184.0</b>
5. Water, sanitation and hygiene	19.0	19.0	<b>38.0</b>	19.0	19.0	<b>38.0</b>
6. Inclusion, Gender and Protection	8.0	8.0	<b>16.0</b>	8.0	8.0	<b>16.0</b>
7. Migration	53.0	53.0	<b>106.0</b>	53.0	53.0	<b>106.0</b>
Total Areas of Focus	<b>300.0</b>	<b>300.0</b>	<b>600.0</b>	<b>300.0</b>	<b>300.0</b>	<b>600.0</b>
<b>Total expenditure</b>	<b>500.0</b>	<b>500.0</b>	<b>1,000.0</b>	<b>500.0</b>	<b>500.0</b>	<b>1,000.0</b>
<b>Surplus / (Deficit)</b>	–	–	–	–	–	–

## Annex 5: The Budget – principles and policies

45. The Budget is consistent with the policies and regulations as set out in the *Constitution* and the *Financial Regulations*.

46. Further, the Budget is subject to the Principles and Policies as set out below, which are an integral part of the Budget.

### Budget principles

47. The Regular Resources budget includes necessary investment to support the achievement of programme results in the Areas of Focus and of outcomes in the Strategies for Implementation, as set out in the Plan and Budget. As such, it includes leadership, management, internal control and support functions, as well as direct investment in strengthening the capacities of National Societies, and investment in critical countries of operation.

48. Other Resources and Supplementary Services Budgets are subject to full cost-recovery, whereby the full costs associated with project implementation or service delivery are fully funded via voluntary contributions or recovered via service fees, respectively.

### Budget policies

49. Expenditure associated with the implementation of Humanitarian Response and Thematic programmes (i.e. Other Resources budget), as well as the provision of Supplementary Services, entails direct costs, indirect costs and in some cases donor-specific costs.

50. The indirect costs and some direct costs, and some donor-specific costs are borne by the Regular Resources budget, and are recovered from the Other Resources (restricted) budget and the Supplementary Services budget through the indirect and other cost recovery mechanisms.

### Indirect cost recovery

51. The standard indirect cost recovery rate is 6.5 per cent of Other Resources budget direct costs, which is recovered from Humanitarian Response and Thematic programmes as expenditure is incurred. The standard rate is recovered on both cash and in-kind expenditures.

52. The indirect cost recovery rate does not apply to the Humanitarian Response and Thematic programme expenditure under the following circumstances:

- a. *Staff on loan*: No indirect cost recovery on the in-kind value of staff on loan, including delegates-in-kind. However, in-country costs of staff on loan (accommodation, daily allowance, etc.) are subject to the applicable indirect cost-recovery rate.
- b. *Transport in-kind*: Transport in-kind is exempted from indirect cost recovery.
- c. *Statutory meetings*: Voluntary funded components of statutory meetings (General Assembly, regional conferences) are not subject to indirect cost-recovery.

53. The standard indirect cost recovery rate is also recovered on Supplementary Services as expenditure is incurred.

54. The indirect cost recovery rate does not apply to Supplementary Services expenditure in the following circumstances:

- a. *Logistics services*: In cases of provision of logistics services to members or non-members, third party costs (for example, from external suppliers of procured goods) are not subject to indirect cost recovery.
- b. *Fleet services*: In cases of provision of fleet services to members, the capital cost of the vehicle (i.e. the depreciation of the vehicle) is not subject to indirect cost recovery.

### Indirect cost recovery capping

55. If the indirect costs recovered exceed the actual costs within a calendar year as a result of a major operation (i.e. an operation with expenditure in excess of CHF 50 million), the excess indirect costs recovered will be internally restricted and presented to the Governing Board for decision as to its reallocation.

### Logistics cost recovery

56. The costs associated with the provision of specific logistics services (i.e. procurement, mobilisation, warehousing) in support of a Humanitarian Response operation, a Thematic programme, or as a Supplementary Service, are subject to cost recovery. Rates for prescribed logistics services are reviewed annually and apply equally to Humanitarian Response operations, Thematic programmes, and Supplementary Service agreements.

**Fleet cost recovery**

57. The costs associated with the provision of vehicles, to a Humanitarian Response operation, a Thematic programme, or as a Supplementary Service are subject to cost recovery. Rates for prescribed vehicles are reviewed annually and apply equally to Humanitarian Response operations, Thematic programmes, and Supplementary Service (vehicle rental) agreements.

**Donor-specific cost recoveries**

58. Additional costs borne by the Regular Resources budget which are associated with the provision of non-standard donor-specific reporting are subject to Donor-Specific Cost Recoveries.

59. Donor-specific cost recoveries include pledge earmarking and reporting fees. These costs are separately recovered in order to ensure that donors who direct funds and/or who have specific reporting requirements are not subsidized by those donors who accept standard IFRC reports.

**Earmarked Pledge Minimum Value**

60. The minimum value of an earmarked pledge to the IFRC is CHF 100,000.

61. For the purposes of applying the Earmarked Pledge Minimum Value, a pledge is considered earmarked when it is directed by the donor and/or requires reporting at a level more detailed than the country, appeal or thematic programme.

**Pledge earmarking fee**

a. When a donor requires specific costs to be attributed to their voluntary contribution, or to be spent within a specific timeframe, or if they require pledge-based financial reporting, an earmarking fee of 1.0 per cent of pledge direct costs is incurred and charged as expenditure. This is applied in addition to the standard Indirect Cost Recovery to recover the incremental costs associated with project management and accounting.

b. The earmarking fee does not apply to contributions earmarked at the country, appeal or thematic programme level, provided there is no requirement to account and/or report on the basis of the pledge itself.

**Reporting fees**

a. When a donor requires specific financial or narrative reports on the use of their voluntary contribution, a reporting fee is applied when the report has been completed and issued. This is to recover the incremental costs associated with the preparation, validation and distribution of customised donor reports.

b. The reporting fees are as follows:

- Financial report: CHF 200 per report
- Narrative report: CHF 500 per report
- Invoice required for payment: CHF 200 per invoice

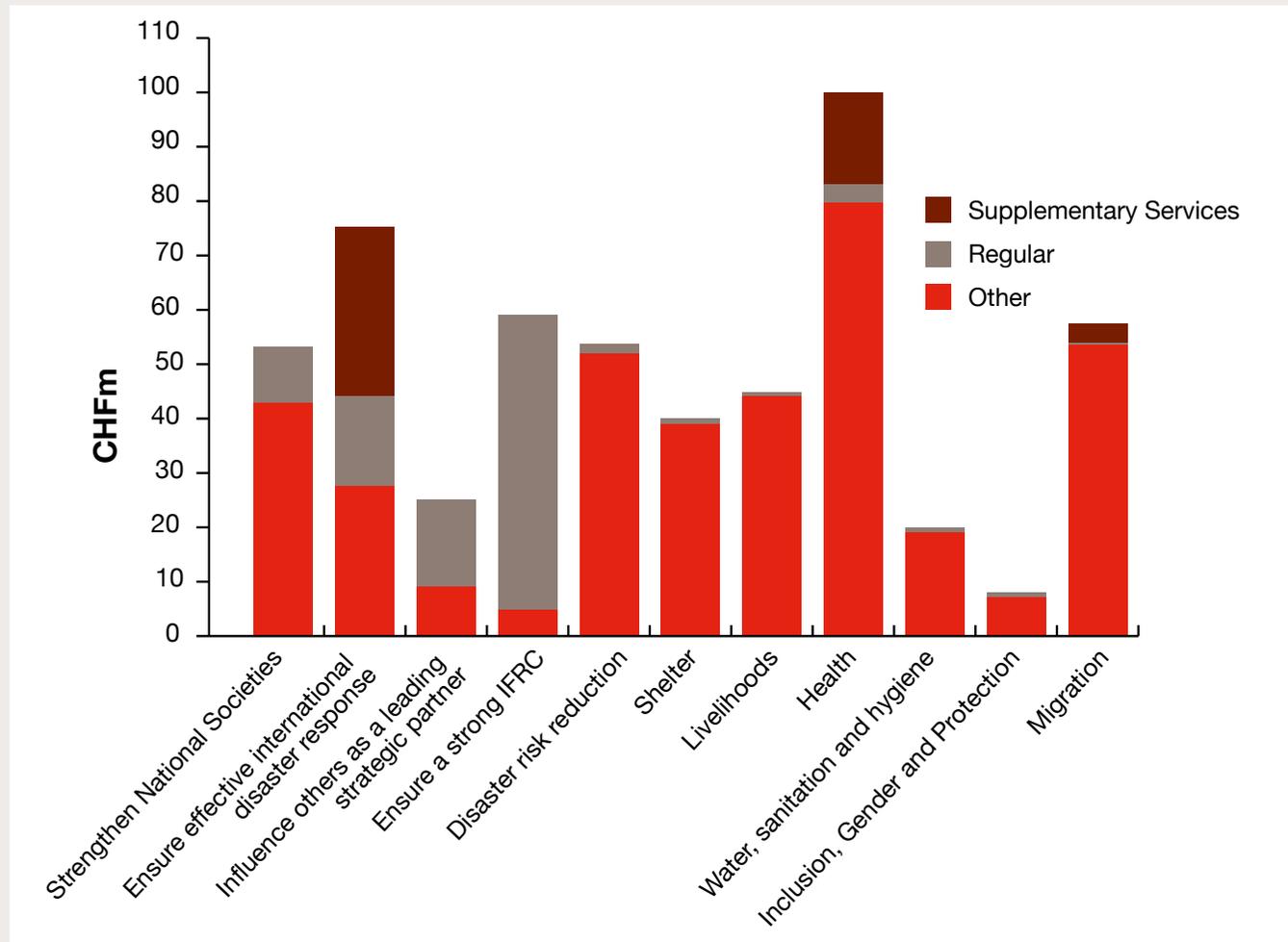
c. The reporting fee does not apply to standard programme or appeal reports published on the IFRC's websites.

# ATTACHMENT 2: IFRC RESOURCING PLAN FOR VOLUNTARY CONTRIBUTIONS

The IFRC has set a total revenue budget of CHF 500 million for 2018 which includes a projected CHF 30 million in voluntary contributions for regular resources, CHF 200 million in voluntary contributions for thematic programmes and CHF 180 million in voluntary contributions for emergency appeals to respond to humanitarian crises (based on a five-year historic average).

IFRC will work together with National Societies to partner with Governments to access funding, diversifying and strengthening relationships. The IFRC’s resource development approach is through the creation, nurturing, and management of strategic partnerships that are sustainable, multi-year and provide flexible funding in support of the work of IFRC globally, regionally, and in countries. Unrestricted regular resources, other resources across seven thematic Areas of Focus and four Strategies for Implementation, and funding for humanitarian crises form the framework of IFRC’s funding approach.

In response to increasing competition in fundraising across traditional methods of resource mobilization, IFRC will support National Societies through the co-ordination and development of innovative financing and fundraising solutions such as forecast based financing initiatives and social impact investing.



Strong multi-year planning and budgeting and a strategic approach to partnerships will lead to multi-year funding frameworks which facilitate partners' giving preferences. IFRC promotes high quality, reliable, flexible support to enable the organisation to be more effective in delivering services to those in need and to prioritize long-term strategic & predictable support over individual project based contributions. IFRC can demonstrate its impact through high-quality programme implementation within the multi-year plan and budget, and subsequent high-quality reports, instil trust between IFRC and partners that lead to longer term, strengthened relationships.

The strength of IFRC is in its network of National Societies. The aim of Partnerships & Resource Development (PRD) is therefore to co-ordinate and support National Societies in developing domestic resource mobilisation. The aim is to enable National Societies to become more effective local actors and to maximise their fundraising potential for the domestic and international work of the Red Cross and Red Crescent. IFRC will achieve this by growing the resources needed to assist National Societies in becoming strong, agile and sustainable organisations, including through the development of a "pooled fund" focused on National Society Development, alongside ICRC. Recognizing the commitment of all Movement components to work together to maximize their potential, the IFRC – together with ICRC and National Societies – is contributing to the development of a virtual fundraising hub and fundraising investment investment mechanism to ensure National Societies can contribute to and access support for their domestic resource mobilization development.\*

A network of strong fundraising National Societies will, in turn, lead to a stronger IFRC. The flow of funding through IFRC in support of local operational delivery will be well co-ordinated and sustainable, with National Societies as the interlocutor between their constituencies of support and the IFRC network. The partnerships in which IFRC engages keep National Societies, as the primary actors in support of the most vulnerable communities, at the core.

\* pending resolution of the Council of Delegates 2017

## ATTACHMENT 3: IFRC RESULTS MATRIX

Results matrix for Strategies for Implementation		
Objectives	Indicators	Comments
<b>SFI 1 – Strengthen National Society</b>		
Outcome	1.1. National Society capacity building and organisational development objectives are facilitated to ensure that National Societies have the necessary legal, ethical and financial foundations, systems and structures, competences and capacities to plan and perform	1.1.a # of National Societies providing an audited financial statement
		1.1.b # of National Societies with a self-development plan in follow up to OCAC
		1.1.c % of National Societies that are satisfied with the IFRC-facilitated capacity building and organisational development
		1.1.d # of National Societies providing data on all seven indicators in FDRS on an annual basis
		1.1.e # of National Societies who have insurance for volunteers
		1.1.f # of insured volunteers
		1.1.g % of National Societies long term programs supported by IFRC that include a community engagement and accountability component
Outcome	1.2. National Societies develop deeply shared identities and improved internal and external communication	1.2.a # of National Societies with a defined auxiliary role that is current (including relevant RCRC laws and statutes meeting minimum requirements)
		1.2.b Engagement in communication campaigns
		1.2.c Reference to other National Societies and IFRC in public communications
Outcome	1.3. National Societies programmatic and operation objectives are supported	1.3.a % of National Societies confirming that the programmatic and operational support they have received from the IFRC was adequate and timely
Outcome	1.4. The Federation network benefits from its wealth of experience and expertise, a shared culture of innovation, learning and building on best practices and analysis	1.4.c # of users on the IFRC learning platform
		1.4.d # of National Societies engaged in peer to peer support through the IFRC network
		1.4.e # of National Societies that report that they benefit from the experience/expertise/innovation/learning opportunities of the IFRC network

Results matrix for Strategies for Implementation			
Objectives		Indicators	Comments
<b>SFI 2 – Ensure effective international disaster management</b>			
Outcome	2.1. Effective and coordinated international disaster response is ensured	2.1.a # of National Societies supporting an IFRC emergency appeal and/or DREF with financial and/or human resources	
		2.1.b % of large-scale international response operations where joint coordination tools and mechanisms are in use	
		2.1.c ratio of people reached by the IFRC disaster response operations to the people affected by these emergencies	
		2.1.d # of emergency response operations where the IFRC engages in inter-agency coordination (including leading of the Shelter cluster) at the country level	
		2.1.e % of procurement spend sourced from existing Framework Agreements (FA)	
		2.1.f % of international disaster response operations developed with involvement of affected populations and including a community engagement and accountability component.	
		2.1.g % EAs and DREFs with a CTP component implemented	
		2.1.h Volume of assistance budgeted for cash transfer programming increases yearly.	
		2.1.i # crisis-affected people assisted through cash transfer programming (CTP)	
Outcome	2.2. The complementarity and strengths of the Movement are enhanced	2.2.a # of large-scale emergencies requiring a Movement response where joint coordination tools and mechanisms are in use within the Movement response	
		2.2.b # of large scale emergencies where a Movement communications plan is executed	
<b>SFI 3 – Influence others as leading strategic partner in humanitarian action and community resilience</b>			
Outcome	3.1. The IFRC secretariat, together with National Societies, uses its unique position to influence decisions at local, national and international levels that affect the most vulnerable	3.1.a # of relevant policy documents (such as laws, policies and strategies) adopted by governments at the domestic level that include provisions influenced by National Societies with support from the IFRC	
		3.1.b # of institutional partners formally registered with the One Billion Coalition for Resilience	
		3.1.c Perception of IFRC and National Societies by key partners	
Outcome	3.2. The programmatic reach of the National Societies and the IFRC is expanded	3.2.b amount of funding mobilised by the IFRC together with National Societies	

Results matrix for Strategies for Implementation		
Objectives	Indicators	Comments
<b>SFI 4 – Ensure a strong IFRC that is effective, credible and accountable</b>		
Outcome	4.1. The IFRC enhances its effectiveness, credibility and accountability	4.1.a % of large-scale IFRC emergency appeals for which audits of financial statements are conducted in compliance with International Financial Reporting Standards
		4.1.b % appeal financial statement audits issued for which the IFRC has received an unqualified opinion
		4.1.c Value (CHF) of IFRC supplementary services provided on a full cost recovery basis
		4.1.d Diversity of staff (gender, age, nationality)
		4.1.e Employee Engagement Index (measured through Staff Survey)
		4.1.f Increased talent management and retention through the implementation of the global mobility and rotation system supported by updated staff regulations
		4.1.g Geneva headquarters building construction is completed on-time and on budget
		4.1.h Productivity enhancement and/or cost effectiveness through implementation of a unified global information technology system.
		4.1.i Customer satisfaction with the services provided by the Global Service Centre.
		4.1.j Value-for-money of the services provided by the Global Service Centre.
Outcome	4.2. The IFRC governance bodies are provided with the relevant information, systems, and facilities necessary to ensure the successful fulfilment of their responsibilities	4.2.a % of governance members satisfied with the documentation, support, and organization of Governance meetings and activities
		4.2.b # of National Societies engaged in participatory governance processes
		4.2.c # of National Societies responding positively to governance related compliance monitoring and reporting
		4.2.d # of National Societies participating in information gathering efforts for IFRC governance use
Outcome	4.3. A strategy and a plan of action, are developed to mitigate the risk of fraud and corruption within the IFRC Secretariat and National Societies.	4.3a # of National Societies who have developed their own Fraud and Corruption Prevention Policy.
		4.3b Global Policy on Fraud and Corruption Prevention is developed, agreed by National Societies and approved during the 2019 General Assembly.
		4.3c # of National Societies staff and volunteers who completed the 101 and 102 e-learning courses on Fraud and Corruption Prevention.
		4.3d # of National Societies staff who are certified as fraud examiners.
		4.3e Federation-wide Whistle-Blower reporting system is introduced.

Results matrix for Areas of Focus			
Objectives		Indicators	Comments
<b>AOF 1 – Disaster Risk reduction</b>			
Impact	1. Disaster risk reduction	1a. Number of deaths, missing persons and persons affected by disaster per 100,000 people	SDG Indicator 11.5.1
		1b. Direct disaster economic loss in relation to global GDP, including disaster damage to critical infrastructure and disruption of basic services	SDG Indicator 11.5.2
Outcome	1.1. Communities in high risk areas are prepared for and able to respond to disasters	1.1.a # of countries that have multi-hazard early warning systems	See Sendai technical review p.101
		1.1.b # of countries with national and local disaster risk reduction strategies	SDG Indicator 1.5.3
		1.1.c % of resources allocated by IFRC for National Societies disaster preparedness activities using a Forecast based Financing approach	
	1.2. Communities in disaster and crisis affected areas adopt climate risk informed and environmentally responsible values and practices.	1.2.a # of National Societies supporting communities to develop longer term risk reduction plans that address long-term adaptation needs and unexpected climate related risks	
<b>AOF 2 – Shelter</b>			
Impact	2. Shelter	2.b Proportion of urban population living in slums, informal settlements or inadequate housing.	SDG Indicator 11.1.1.
Outcome	2.1. Communities in disaster and crisis affected areas restore and strengthen their safety, well-being and longer term recovery through shelter and settlement solutions.	2.1.a # of people targeted/reached with safe, appropriate and adequate shelter and settlements assistance	
<b>AOF 3 – Livelihoods and basic needs</b>			
Impact	3. Livelihoods and basic needs	3.a Prevalence of undernourishment	SDG Indicator 2.1.1
Outcome	3.1. Communities, especially in disaster and crisis affected areas, restore and strengthen their livelihoods	3.1.a #/% of targeted population whose livelihoods are restored to or improved from the pre-disaster level	
		3.1.b #/% of targeted population that <stabilize, improve> their net income through <skills building, improved assets, micro-finance support, job creation, etc>	
		3.1.c #/% of targeted households that have enough <food, cash, incomes> to meet their survival threshold	
<b>AOF 4 – Health</b>			
Impact	4. Health	4.a Neonatal and under-5 mortality rates	SDG Indicator 3.2.1. and 3.2.2
		4.b Maternal mortality ratio	SDG Indicator 3.1.1.
		4.c Disease-specific incidence and mortality rates	SDG Indicator 3.3.1. to 3.3.4.
		4.d Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease	SDG Indicator 3.4.1
		4.e Prevalence of stunting (height for age <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age	SDG Indicator 2.2.1
		4.f Death rate due to road traffic injuries	SDG Indicator 3.6.1.
Outcome	4.1. Vulnerable people's health and dignity are improved through increased access to appropriate health services.	4.1. a # of people reached by National Societies health and water, sanitation and hygiene programmes and services	
		4.1. b # of people reached through National Societies emergency health management programmes	
		4.1. c # of Red Cross Red Crescent volunteers mobilised by National Societies for health activities	

Results matrix for Areas of Focus			
Objectives	Indicators	Comments	
<b>AOF 5 – Water, sanitation and hygiene</b>			
Impact	5. Water, sanitation and hygiene	5.a Proportion of population using safely managed drinking water services	SDG Indicator 6.1.1
		5.b Proportion of population using safely managed sanitation services, including a hand-washing facility with soap and water	SDG Indicator 6.2.1
Outcome	5.1 Vulnerable people have increased access to appropriate and sustainable water, sanitation and hygiene services	5.1.a % of population in target communities using appropriate and sustainable water, sanitation and hygiene services in humanitarian, recovery or development context	
<b>AOF 6 – Protection, gender and inclusion</b>			
Impact	6. Protection, Gender and Inclusion	6.a Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law	SDG Indicators 10.3.1 and 16.b.1
Outcome	6.1. Communities become more peaceful, safe and inclusive through meeting the needs and rights of the most vulnerable.	6.1. % of National Societies whose FDRS data on people reached is disaggregated by sex and age (proxy indicator)	
<b>AOF 7 – Migration</b>			
Impact	7. Migration	7.a SDG indicator yet to be developed	
Outcome	7.1. Communities support the needs of migrants and their families and those assisting migrants at all stages of migration (origin, transit and destination).	7.1.a # of migrants that access (throughout their journey) culturally sensitive social services, disaggregated by migration or residence status, age, gender, sex, ethnic origin, nationality, nationality of parents, place of residence and length of residence (disaggregated by type of service)	

# 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 among 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 continue 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.

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