The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world’s largest volunteer-based humanitarian network, reaching 150 million people each year through our 187 member National Societies. Together, 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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From Johannesburg to Addis Ababa

In acting together for action in Africa, as we pledged to do at the 7th Pan African Conference in Johannesburg in October 2008, we are guided by the needs of the vulnerable people we serve to further our collective goal of building stronger, more resilient communities across the continent.

In Johannesburg, 53 Sub-Saharan and North African National Societies committed themselves to spurring communities in action; to promoting community resilience; and to resourcing community action. In turn, your secretariat committed itself to supporting African National Societies in that endeavour.

Significant progress has been made, with 23 African National Societies having already developed strategic plans and begun reporting to stakeholders on their results in line with Strategy 2020. A further five are engaged in their strategic planning processes this year. To support them, a toolkit on strategic planning for National Societies has been developed and disseminated, more than 80 facilitators have been trained globally and 239 people affiliated to African National Societies have registered for the online course on Strategy 2020 that is available in four languages.

These commitments were reflected in Strategy 2020 – adopted at the General Assembly of the International Federation of Red Cross and Red Crescent Societies (IFRC) in Nairobi in November 2009 – where National Societies called for more durable solutions to the problems of acute and entrenched vulnerability. African National Societies have themselves been leading demands for development approaches, centred on community resilience, which can make a lasting difference to the lives of the communities they serve.

The secretariat’s commitment to the continent is reflected in consistent investment from unrestricted funding, which remain higher than for any other part of the world as indicated in figure 1.
Non-text content

Raising humanitarian standards

In recent years, the overall situation in Africa and opportunities for investment have improved considerably. Most of the longstanding armed conflicts have ended, and negative perceptions of threats and risks have given way to a more positive, balanced picture, with greater stability accompanied by improved capacities, including in management and leadership. Importantly, this has led to greater trust and improved prospects for business. These changes, coupled with favourable commodity prices, have led to sustained economic growth.

As in other parts of the world, the fruits of such growth have not been equitably shared. In response to inequalities, communities are demanding improvements and change, as witnessed during recent civil unrest in Tunisia, Egypt and Libya. These new emerging patterns of a widening gulf between rich and poor have resulted in an increasing demand for the kinds of services the 54 African National Societies can provide. Meanwhile, on the supply side, the global economic crisis has constrained traditional sources of funding, which have remained static.

African National Societies themselves have been quick to recognise the need for improved efficiency and effectiveness in this new environment and the desire to measure how well they do. They have made strides in assessing their own capacity and performance to identify the best approaches for their self-development. For example, 114 of 54 African National Societies have completed the self-assessment phase of the Organizational Capacity Assessment and Certification (OCAC) process. The design of OCAC itself draws on the lessons from previous Red Cross Red Crescent initiatives including, in particular, the Well Functioning National Society framework and NEPARC®. In addition, good practices from other voluntary organizations, donors, public sector, and the corporate world have been considered.

By taking part in this voluntary process, African National Societies are contributing to an environment of greater trust and accountability. We look upon them set an example for other National Societies to complete the follow-on stages of peer assessment and certification. Although certification is an incentive for undertaking the OCAC, we should recognize that the process is perhaps more important. Governments and donors will be interested in the process and the results. If we do this properly, OCAC and the Red Cross Red Crescent can lead the way for the whole humanitarian system.

The secretariat supports an active programme of organizational and operational audits as part of our accountability framework. In the past four years, it has also increased its commitment to monitoring and evaluating to ensure programme quality, accountability and learning. There is a new toolkit and guide in monitoring and evaluation, as well as policies and guidance on evaluation. An IFRC evaluation database is now available on our website ifrc.org, facilitating learning across continents.
The database includes six evaluations and reviews specific to operations in Africa.

In keeping with our commitment to quality assurance and continuous learning in disaster response, the secretariat has institutionalised the practice of real-time evaluations during large-scale disaster operations. The first real-time evaluation of an IFRC response was conducted during the West Africa floods in 2009, and thereafter through the North Africa civil unrest in 2011. This has helped in promoting a culture of learning by providing practitioners with real-time feedback during programme implementation to better adjust the operation to a changing environment. Taking this forward, the secretariat is in the process of conducting a meta-evaluation on recent real-time evaluations and is preparing thematic evaluations such as ARCHI 2010 to highlight key areas for organizational improvement.

The position of the IFRC as a market leader in humanitarian and development services is not a constant that can be taken for granted, but one that requires continuous investment in improving the skills for our workforce – particularly given increasing competition among humanitarian and development actors. Recognizing and supporting the improvement of knowledge and professional skills of our staff, volunteers and members in relation to our main service lines through complementary approaches is a main priority and is critical to understanding of how we can do better.

The IFRC Learning Platform hosts online training and certificate courses and has been upgraded to accommodate additional languages, more users and the ability to earn and track credits. A total of 2,032 users affiliated to 54 African National Societies have signed up for 7,884 courses since 2009, with Kenya, Tunisia and Mali representing the highest number of active participants.

By codifying accumulated International Red Cross and Red Crescent Movement experience, the Red Cross Red Crescent Learning Network provides affordable, accessible and accredited certificate courses in disaster management, health, organizational development and humanitarian diplomacy. These certificate-level courses, using our own established experience and designed specifically to be relevant to Red Cross Red Crescent business are intended to be built upon to lead to diploma and Masters qualifications.

Following the successful initial pilots, we are currently running the second sessions in each of the three certificate programmes in health (in collaboration with the University of Manchester), humanitarian diplomacy (DiploFoundation), and social and voluntary sector leadership (Thunderbird School of Global Management). To date, staff, volunteers, and members from the nine National Societies of Botswana, Cameroon, Egypt, Ethiopia, Kenya, Madagascar, Malawi, Nigeria and Sudan have taken courses.

African National Society expertise has had a positive influence on curriculum development – particularly the programme in social and voluntary sector leadership, where leaders from four African National Societies have contributed.

A fourth course under development is the certificate programme in disaster management, being developed in collaboration with Tata Institute of Social Sciences.

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6. Africa wide, Burkina Faso, Burundi, Mozambique, North Africa and Zimbabwe

7. Terms of reference are under development for an evaluation of the African Red Cross Health Initiative 2000-2010, to be completed during 2013

8. Namibia, Senegal, Sierra Leone and Uganda
With curriculum development nearly complete, the first intake for this programme is scheduled for November 2012.

In addition to these new initiatives, training and workshops are an important part of project implementation, accounting for 12 per cent of development and emergency expenditure in 2011. They remain a primary way of building capacities and reinforcing collaboration at all levels within the IFRC.

Growing Red Cross Red Crescent services for vulnerable people

The aforementioned improvements have been put to use in our core business of supporting the response to emergencies throughout the continent. Since 2008, African National Societies have collectively confronted an annual average of 123 emergencies, large and small. While the number and severity of emergencies in Africa have been variable, secretariat support to emergencies has increased since 2008. The number of emergency appeals launched through the IFRC increased from nine in 2009 to 17 already in 2012.

In recent years, emergency income in Asia and the Americas has dwarfed that of Africa. During years without large-scale emergencies elsewhere, Africa accounts for the lion’s share of such resources. In 2011, the Horn of Africa drought and civil unrest in North Africa meant that Africa accounted for half of all emergency appeal income received globally. However, it is well known that appeals in Africa often fail to meet requests - appeal coverage has averaged 33 per cent since 2008, below the coverage rate of other continents. Since 2008, African emergency appeals have targeted upwards of 21 million vulnerable people. The main types of emergencies addressed have been floods, food security, drought, population movements and civil unrest.

Africa’s frequent small-scale emergencies are particularly suited to support from the IFRC’s Disaster Response Emergency Fund (DREF) facility, and 46 different African National Societies have made use of DREF to help affected communities quickly and effectively. The number of DREF operations increased from 49 in 2008 to a peak of 66 in 2011, and DREF income grew from 8 million Swiss francs in 2008 to 12 million Swiss francs in 2011 (figure 2). Africa accounts for half of all global DREF operations by number and by amount.
During the period 2008-2011, DREF operations targeted an estimated 38 million people, or 73 per cent of the global beneficiary total for DREF operations worldwide. The main types of emergencies addressed have been floods, cholera (and other epidemics), population movements, cyclones/storms, food insecurity and civil unrest.

Regional response frameworks for recent crises in the Horn of Africa and Sahel were presented to donors. These brought in vital coordination resources and presented a regional framework to complement the individual country-level emergency appeals, without the complications of a regional emergency appeal.

Together, emergency appeal and DREF operations have mobilized 168 million Swiss francs during 2008-2011. These operations support and invest in African National Society capacities through on-the-job training, with guidance offered by Regional Disaster Response Teams (RDRT), Field Assessment and Coordination Teams (FACT), and Emergency Response Units (ERU). They also invest through replenishment of prepositioned stocks and other material improvements. African National Society response capacities are improving, but some emergencies will still overwhelm capacities and necessitate backstopping from the IFRC. Since 2008, 12 FACT teams have been deployed to assist with needs assessment and 18 ERUs have been deployed to African National Societies to shore up capacities.

To better align the secretariat response with evolving realities, the Africa zone office has recently been assessing priorities and gaps in the disaster management system across African National Societies and their supporting IFRC offices in Africa, making recommendations with a view to proposing an overall disaster management framework. Staffing for disaster management in Africa has expanded, including in the areas of shelter and food security.
Strengthening the specific Red Cross Red Crescent contribution to development

Although we are known for emergency response, the same amount of money comes in to support development programmes that help build resilience to disasters at country, community, organization and individual levels. Development income has averaged about half (56 per cent) of total appeal income over the period 2008-2011 (figure 3).

Constrained by the global financial crisis, funding from traditional donors has not kept pace with growing demands. Consequently, donor contributions to Africa IFRC development plans have decreased since the last Pan African Conference, underscoring the need to diversify funding and protect development programmes (figure 4).

Since 2008, ten African National Societies received 1,742,288 Swiss francs funding from the capacity building fund, for intensified capacity building, special organizational development support or urgent organizational development interventions. Additionally nine African National Societies have received funding amounting to 330,417 Swiss francs from the Empress Shoken Fund since 2008.

Development income averaged 48 million Swiss francs per annum over the period 2008-2011. Funds were spent primarily on programmes in health (45 per cent) and disaster risk reduction/disaster management (29 per cent). Health interventions prioritized HIV and AIDS, water and sanitation, malaria, avian and human influenza pandemic, measles and polio, tuberculosis, community-based health and first aid, and mother, newborn and child health. Disaster risk reduction expenditures have been spread evenly across four areas:

1. community-based risk reduction and disaster prevention;
2. climate change adaptation and mitigation;
3. food security and livelihoods;

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10. Benin, Burundi, Cape Verde, Comoros, Mozambique, Senegal, Sierra Leone, South Africa and Tunisia
Community-based health and first aid has involved more than 11,145 volunteers from 28 National Societies. These volunteers were engaged in long-term health community projects that reached more than 1.4 million beneficiaries in resource-poor settings.

According to the 2011 disaster risk reduction mapping, Red Cross Red Crescent investment in activities rose to 27.2 million Swiss francs since 2009 and the number of people reached increased from 13.5 million to 20.3 million, which translates into an average annual increase of 2.1 million. A total of 29 countries are engaged in food, nutrition security and livelihoods. In 2009, 14 baseline surveys were finalized in West and Central Africa, Southern Africa and East Africa. These studies helped the planning of interventions and diversification of activities in an integrated manner incorporating climate change and disaster risk reduction initiatives.

To help National Societies around the world to better understand, and benefit from their volunteer base, the secretariat commissioned the landmark study on The Value of Volunteers in 2010. The findings published the following year to commemorate the International Year of Volunteers found that Sub-Saharan Africa had the second highest ratio of volunteers to paid staff at 327, much higher than the global average of 20. The findings also revealed that there were 1.4 million active Red Cross Red Crescent volunteers in Sub-Saharan Africa, of which almost 1 million (57 per cent) were youth between the ages of 18 - 30.

By 2011, 20\textsuperscript{14} out of 28\textsuperscript{14} African National Societies reported having incorporated a national youth policy. Moreover, 65 per cent of the Governing Boards of African National Societies\textsuperscript{16} have recruited a youth representative as a full member. In addition, five\textsuperscript{17} African National Societies are currently in the process of updating their volunteering policy.

The Johannesburg commitments stressed proactive engagement in violence prevention through promotion of humanitarian values, which became one of the three strategic aims of Strategy 2020. Following broad consultations with National Societies, IFRC developed its strategy on violence prevention, mitigation and response, which was adopted by the IFRC Governing Board in 2011.

Empowering youth as agents of change is crucial in the promotion of a culture of non-violence and peace, especially in Africa, which has the highest proportion of youth in the population. The Youth as Agents of Behavioural Change initiative (YABC), launched in 2008, is the IFRC’s flagship for promotion of a culture of non-violence and peace, based on peer education and the development of interpersonal behavioural skills such as active listening, non-violent communication and mediation.

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11. Burkina Faso, Democratic Republic of Congo, Mali, Mauritania and Niger
12. Lesotho, Malawi, Namibia, Swaziland and Zambia
13. Ethiopia, Kenya, Rwanda and Uganda
14. Algeria, Cameroon, Gambia, Ghana, Côte d’Ivoire, Kenya, Lesotho, Malawi, Morocco, Namibia, Niger, Nigeria, Sierra Leone, South Africa, Swaziland, Togo, Tunisia, Uganda, Zambia and Zimbabwe
15. Algeria, Burkina Faso, Burundi, Cameroon, Cape Verde, Chad, Comoros, Democratic Republic of Congo, Gambia, Ghana, Côte d’Ivoire, Kenya, Lesotho, Malawi, Mauritania, Mauritius, Morocco, Namibia, Niger, Nigeria, Sierra Leone, South Africa, Swaziland, Togo, Tunisia, Uganda, Zambia and Zimbabwe
16. Algeria, Burundi, Cape Verde, Gambia, Ghana, Côte d’Ivoire, Kenya, Lesotho, Mauritius, Niger, Sierra Leone, South Africa, Swaziland, Togo, Uganda, Zambia and Zimbabwe
17. Burundi, Malawi, Mali, Sierra Leone and South Sudan
which enable participants to interact harmoniously together. The African continent accounts for 76 youth peer educators from 18 African National Societies, 27 advanced peer educators from four African National Societies currently being coached to become YABC trainers, and six YABC trainers from five African National Societies.

The secretariat and the YABC peer educators network have developed a manual and guidelines in Arabic and English for peer educators working in community engagement. Since 2008 hundreds of beneficiaries have been reached through YABC related follow-up activities related to capacity building of volunteers, community outreach and integration.

It is easy to see how these interventions fit together, and a cost-benefit analysis of disaster risk reduction programmes in Sudan highlighted the cost-effectiveness of community-based programmes that integrate food security, livelihoods, health, capacity building, and disaster preparedness. Unfortunately, short-term sectoral approaches may be favoured by donors, and not result in the sustainable building of resilience. Examples of integrated programmes being pursued by the IFRC in Africa include:

- The Zambezi River Basin Initiative, launched jointly in 2009 by Angola, Botswana, Malawi, Mozambique, Namibia, Zambia and Zimbabwe Red Cross societies, contributes to community resilience building through integrated programming of disaster preparedness and risk reduction, health care, HIV prevention, water and sanitation, and capacity building.

- The Lake Victoria Programme brings together Red Cross societies from Burundi, Kenya, Rwanda, Tanzania and Uganda in integrated programmes aimed at reducing poverty, vulnerability to disasters and susceptibility to health hazards. Under the Lake Victoria Programme, all National Societies have implemented activities for disaster preparedness and risk reduction, health, advocacy and capacity building. In 2011, the IFRC took over the coordination of the programme from the Swedish Red Cross.

- The Senegal River Basin Initiative targets 220 vulnerable communities in Senegal, Mauritania, Guinea Conakry and Mali in order to increase knowledge of disaster risk reduction and climate change adaptation in order to strengthen their safety and resilience.

- The Ubuntu Initiative, launched in October 2011, focuses on reducing migration-related risks and vulnerabilities in Lesotho, Mozambique, South Africa, Swaziland and Zimbabwe, introducing new approaches in community-based health, disaster preparedness, risk reduction and response as well as tracing and family links services. In addition, it facilitates and promotes social inclusion in both sending and receiving communities.
Heightening Red Cross Red Crescent influence and support for our work

The Federation-Wide Resource Mobilization Strategy was endorsed by the General Assembly in November 2011. Of the nine income streams mentioned, four have been especially relevant in Africa:

**Multilaterals** – The establishment by Africa zone office of an African Union representation in Addis Ababa led to the signing of a Cooperation Agreement in January 2012, giving the IFRC permanent observer status. So far, 2.8 million Swiss francs (3 million US dollars) have been obtained for Horn of Africa operations. More important than any funding, the relationship gives a platform to African National Societies for dialogue with all member states and to raise influence and support for our work. A similar agreement was signed with the Intergovernmental Authority on Development (IGAD), opening the possibility of long-term food security development funds for IGAD member National Societies. Negotiations have been initiated for an analogous agreement with the United Nations Economic Commission for Africa and the Interstate Committee for the control of drought in the Sahel. As part of the response to Sahel food crisis, the IFRC and the African Union Commission agreed to work together to strengthen sustainable food security and long-term programming and development to minimise hunger in Africa. To this end, the African Union and the IFRC jointly convened a high-level forum attended by representatives from the private sector, international organizations, regional economic institutions, civil society, academia and donor governments. The two institutions renewed their call for the world to support a twin-track approach to food security interventions that builds longer-term resilience of vulnerable populations in parallel with relief assistance while saving lives.

A Memorandum of Understanding (MoU) has been signed with the African Development Bank towards a grant of more than 937,250 Swiss francs (1 million US dollars) to the Comoros Red Crescent for its floods emergency appeal. The IFRC has developed its relationship with ECHO21 on recent emergency appeals. Moreover, the IFRC–European Union strategic partnership has moved from an almost exclusive Directorate General ECHO – humanitarian aid – focus to a wider relationship with the European Commission.

Recently, negotiations with the Global Fund resulted in the IFRC in Niger being designated Principle Recipient for tuberculosis treatment in Niger.

**Domestic income from government** – Although currently few African National Societies are receiving significant support from their governments, the recently established African Union platform gives the IFRC access to regional economic communities (CEMAC, ECOWAS, IGAD, IOC and SADC)22 and through these, to member...
governments, to address issues of government support to African National Societies, and recognition of their auxiliary role.

The secretariat recently produced and distributed a Guide for Parliamentarians to the International Red Cross and Red Crescent Movement, designed as a practical, easy to use guide to help National Societies build their relationships with their parliamentarians, and open doors for dialogue with future governments on the need for funding in line with National Society’s auxiliary role. This extends to multilateral funds, which normally pass through governments.

The guide advises on the role a National Society can play in helping the public authorities meet their goals and obligations, and also gives practical ideas on how parliament can support its National Society.

Following a meeting between the secretariat leadership and the Prime Minister of Senegal in April 2012, the Government of Senegal pledged to work with its National Society on including a fixed disaster preparedness funding component (e.g. 10 per cent) to emergency appeals in line with the 2011 decision of the IFRC’s General Assembly.

External income from other governments – Since 2008, several partnerships have been strengthened with Governments and their National Societies, e.g. British Red Cross and the United Kingdom’s Department for International Development; Irish Red Cross and Irish Aid; American Red Cross and Office of United States of America Foreign Disaster Assistance; and the Japanese Red Cross and Government of Japan. The Japanese Red Cross now covers 3 per cent of all IFRC appeals. Other similar arrangements are being built with Governments and National Societies in Korea and China. The first meeting was held in China in May 2012 with 21 African National Societies participating, a follow-up meeting was organised in Kenya in July 2012 with 11 African National Societies participating. These meetings looked into the existing status of humanitarian aid in Africa and served as a platform to share advanced concepts, experiences and best practices in humanitarian aid.

Corporate sector – African National Societies have recognized that the corporate sector is a growing income stream. The simplistic charity model of the past is being shed as companies today wish to make contributions that are meaningful to their staff, business skills and expertise. Large multinational corporations are looking at focusing their social corporate engagement and building long-term strategic partnerships to achieve greater impact and scale, often combining global dialogue with local service delivery.
Through our global partnership with the Coca-Cola Company, National Societies have an opportunity to engage with the Coca-Cola system in country, building local partnerships. The Kenya Red Cross Society has been working with Coca-Cola for a number of years providing water to vulnerable populations with support from the Norwegian and Finnish National Societies and Coca-Cola in all three countries. During the drought in 2011, the Kenya Red Cross Society received 1.3 million Swiss francs (1.4 million US dollars) from Coca-Cola, the largest donation the company has ever made to a slow onset disaster. Kenya Red Cross Society, American Red Cross and the IFRC also secured funding for National Societies of Ethiopia and Somalia, creating opportunities to build local partnerships with Coca-Cola in-country.

Similarly, the global partnership with Nestlé has, for the past six years, provided the Red Cross Society of Côte d’Ivoire with local support in water and sanitation, including capacity building of the National Society. The partnership has grown to 500,000 Swiss francs annually. This global-local opportunity exists in other countries where Nestlé has a presence.

British Red Cross and the IFRC have worked with Land-Rover since 2007. Earlier this year, Land Rover raised 1.5 million Swiss francs (1 million UK pounds) in support of water and sanitation for the Uganda Red Cross Society.

During the floods in South Africa in 2011, BHP Billiton donated 1.87 million Swiss francs (2 million US dollars) to the South African Red Cross Society. This highlights how contacts made with companies during emergencies can develop into long-term partnerships supporting on-going programmes, capacity building and support to National Societies.

Secretariat support to advocacy goes beyond resource mobilization, however. The international disaster response law (IDRL) programme provided in-country support to seven African National Societies to assist their government authorities on the implementation of the IDRL Guidelines and providing advice relating to new disaster management legislation. Additionally, in Rwanda, the IFRC helped the government draft its disaster management law, based on the IFRC’s model act. Some 80 African Members of Parliament participated in a presentation on the model act given by the programme through the Inter-Parliamentary Union in Kampala.
Deepening our tradition of togetherness through joint working and accountability

There is an increasing influence of African National Societies at the regional and global levels. Leaders from Botswana, Burundi, Liberia and Kenya serve on the Secretary Generals’ Panel on National Society Development, which has met four times since being established in 2011. This panel has discussed issues such as a Movement-wide framework for building strong National Societies, revitalizing our capacity building fund, and support to National Societies of Brazil, Ethiopia, Sudan and South Sudan.


Following the successful piloting of the OCAC methodology, the forthcoming OCAC training of facilitators in Africa will further enable African National Societies to extend their expertise for utilization globally.

In order to tackle the challenge of “how can we reach further?”, the digital divide initiative was launched in 2010 to enable Red Cross Red Crescent societies to make the best use of modern information and communications technology to meet their humanitarian objectives and remain at the forefront in provision of humanitarian and development assistance to vulnerable communities. One hundred and twenty National Societies responded to a baseline survey to establish the current status of information and communication technology (ICT) capacities. MoUs were signed and pilot projects completed in 2011 with five African National Societies focusing on strengthening their ICT capacities in training, branch communications, web presence and financial systems. In 2012, 16 additional African National Societies have been identified and are being supported during 2012-13.

Through the global malaria programme, the secretariat has promoted the innovative use of mobile phone technologies for low-cost, rapid field data collection. It has been used so far to carry out high-quality rapid malaria and health surveys in Kenya, Namibia and Nigeria. The technology has potential for many uses and is poised to leverage volunteer capacities in the field, while taking advantage of Africa’s broad installed base of mobile phone infrastructure, and we shall be scaling up this low-cost method for monitoring and evaluating project performance.

FedNet, the IFRC’s extranet, has been upgraded, and now counts nearly 19,000 worldwide users from among National Societies (staff and volunteers), the IFRC and the ICRC, and serves as our primary knowledge-sharing platform. The new communi-

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27. Burundi, Cape Verde, Mali, Namibia and South Sudan

ties of practice functionality launched in May 2012 has substantially increased the direct engagement of FedNet users and presents a unique and valuable opportunity for knowledge-sharing and collaboration with colleagues around the world. FedNet also provides internally focused news, tools and resources for Red Cross Red Crescent stakeholders, options for communications, information sharing, skills training, capacity building and community management. It is accessible to anyone within the Movement, including National Society volunteers and staff, the ICRC and IFRC staff. It is also accessible to identified, active external partners.

In the first half of 2012, almost 90 per cent of registered users visited the portal. The site traffic increased by approximately 68 per cent in the first six months of 2012. There are more than 2,000 self-registered users from Africa and 13,752 site visits from Africa, with the average visit lasting more than five minutes. Kenya had the fourth-highest site visits worldwide. This dramatic increase reflects a renewed uptake in knowledge sharing and availability of valuable information.

Refocusing for increased effectiveness, the Africa zone relocated its offices to Nairobi, Kenya in 2012 for increased economic and operational efficiencies. This move enables the Africa zone to further align its support to meet the needs and priorities of African National Societies.

Doing more, doing better and reaching further

As part of our on-going business modernization process, IFRC offices have each created a four-year Long-Term Planning Framework including a results matrix with proposed outputs and related financing projections for 2012-2015. Under these broad plans, IFRC offices formulate annual development operational plans which are monitored regularly and reported on twice a year. The secretariat has put in place a system to monitor progress through quarterly management reports against the approved objectives of the Secretary General.

At the last Pan African Conference, we promised an integrated monitoring and reporting framework for the Johannesburg commitments and the IFRC’s work – this has resulted in the development of the Federation-wide Databank and Reporting System (FDRS), with 39 African National Societies already contributing information. Of these societies 29, 14 are reporting on information against at least one proxy indicator. Improved analysis of emerging trends, vulnerabilities and a true measure of the collective impact of our network will be possible as the number of National Societies using the FDRS increases.
The data from the pilot phase of the FDRS is shown here, for the proxy indicators for performance agreed in Strategy 2020. With National Societies providing partial data so far, extrapolation to a regional or global Federation-wide baseline is not possible. But fuller analysis may be feasible when coverage increases as expected with the full roll out of FDRS, including better and more user-friendly access to the technology platform that underpins it, and the building of National Society capacities to collect and report the agreed data in a validated manner. When that happens, we will have a baseline with which to track trends and measure progress over the current decade of Strategy 2020 implementation. We will then be able to answer the question “how much are we doing, and what is the trend?” in a consistent manner.

31. Note: These figures refer to the latest data available. Find more information about the National Society included and the year of reporting via https://fdrs.ifrc.org
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.