Dear Friends,

As I travel around the world to support the work of the Federation and of our National Societies, I see devastation, often at a grand scale. It would be easy to feel overwhelmed. But I see also hope, symbolized by a red cross or a red crescent—an understanding that these symbols represent acceptance and support, without judgment or question. Hope that lives will be saved and that a solution is possible.

When you look at humanitarian needs across the globe, the situation can seem dire. Whether it is a tsunami in Indonesia or an Ebola outbreak in the Democratic Republic of the Congo or wildfires in California, disasters seem to be at every turn. And we know that the needs in 2019 will continue to be staggering—not only in situations of conflict or disaster, but also as a result of climate change and the effects of large-scale migration.

What is worse is that we know that, despite our best efforts, millions of people are being left behind. People who are out of sight and out of mind, not being reached by aid organizations, their governments or their communities. We need to do more to ensure that none are left in the shadows.

The first and most important step is human dignity. Dignity is as essential to human life as water, food and oxygen. How many times, in how many crisis situations, have I seen the restorative power of treating people with dignity? It is the place where healing begins, and the foundation of resilience.

Resilience is the goal of everything we do. We help individuals, families, communities and nations—in that order—build their capacity to prepare for, respond to and recover from crisis. This is the work that our National Societies carry out every day, with vulnerable communities in some of the most challenging contexts in the world, where conditions are difficult, and resources may be scarce.
One of IFRC’s strengths has always been its global reach and its global network. If we are to build a chain of compassion that reaches all, it will be through local action. National Societies, made up of people from local communities, will be our best means of reaching out to all those who need assistance, and bringing out of the shadows those who have, until now, been left behind.

Let us empower them by providing the support and tools to become strong, reliable partners in their communities. Investing in the organizational capacity of National Societies may not immediately seem to be relevant to disaster relief, but it is essential to building strong organizations that can act in the present and build resilience in their communities for the long-term.

I see such strength and commitment on the part of our National Societies and volunteers—a true dedication to saving lives, a profound desire to change minds and support the most vulnerable, and a commitment to building the resilience of their communities. I see hope.

Let us continue to raise our voice on behalf of the vulnerable globally, while supporting communities to build a strong and secure future. This plan shows how the IFRC will do this in 2019 and beyond—accelerating progress to deliver on the objectives of its 2016–2020 plan and budget. The IFRC will continue to learn from its past, build on its present and work at its future.

Yes, we live in a world where the Red Cross and Red Crescent Movement is needed more than ever. But everywhere I see hope. I remain an optimist. With your support, we can build on that hope and renew our commitment to saving lives and changing minds.
INTRODUCTION

For nearly one hundred years, the International Federation of Red Cross and Red Crescent Societies (IFRC) has been there, uniting 190 National Societies and around 12 million volunteers in the world’s largest humanitarian network and delivering emergency relief, disaster preparedness and response, and humanitarian services to more than 160 million people per year. Whether the needs stem from disaster, disease or climate change, the IFRC is there to assist and to support National Societies in planning, preparing for and delivering services.

IFRC is a recognized leader in international humanitarian response. Our unique combination of community-level capacity, national know-how and a global network of solidarity, expertise and resources means that we can go faster, we can go further, and reach people and communities that others are unable to. We bring hope and relief to the last mile and do our part to ensure that no one is left behind.

But we do more than this. In everything we do, our goal is to build resilience. Disasters and emergencies can wipe out decades of hard-fought poverty reduction and development gains. But not every shock or stress needs become a disaster—increasing resilience means that individuals, communities and countries are supported and enabled to better prepare for, respond to and to recover from shocks when they do arise.

We build resilience by supporting the work of our National Societies across seven areas of focus—these are outlined below. However, we also build resilience by building strong National Societies. Effective local responders are key components to resilient communities.

Our goal is always to do more, do better, and reach further. We believe that everyone deserves to live a safe, healthy and dignified life.

ACT FAST.
BUILD RESILIENCE FOR THE LONG TERM.

National Societies are a crucial part of the domestic response to humanitarian challenges. As their coordinating body, IFRC’s approach is based on trust, respect, long-term engagement and partnership. We provide assistance in the short-term, but our goal is to build for the long-term, as outlined in our four strategies for implementation:

STRATEGY FOR IMPLEMENTATION

STRENGTHEN NATIONAL SOCIETIES

69.6 MILLION SWISS FRANCS FUNDING REQUIREMENT

National Societies are an integral part of the communities they serve, and are there before, during and after emergencies. Their work is key to realizing the goals of the Grand Bargain to increase
localization of humanitarian assistance. Effective localization is not just about giving financial support to local groups – it is about removing barriers to self-sufficiency, helping to develop organizations that are strong, efficient, effective and accountable. Many National Societies are strong and sustainable, but others have yet to achieve their potential. IFRC’s role is to build a network able to engage with future humanitarian challenges by enabling and supporting the development and the capacity-building efforts of our National Societies.

A century of providing support to the most vulnerable has taught us that principled humanitarian action should be as local as possible and as international as necessary. Humanitarian solutions ultimately start and end with communities, and that is why it is crucial that responses be driven locally, including by affected communities and National Societies.

Developing and supporting National Societies to be able to deliver relevant countrywide services to vulnerable people, sustained for as long as needed, is the most essential part of IFRC’s work—ensuring that National Societies have the necessary financial, legal and managerial systems; that they can communicate effectively; that they have robust systems for accountability; and that they are able to learn from a shared culture of innovation and best practice.

There are three global initiatives which provide tailored support to National Societies as they become 21st century organizations fit for purpose.

The first is the National Society Development Compact, which is a set of guidelines to ensure coherence in everything we do. The second is a portfolio of opportunities to invest on National Society Development. This includes the National Society Investment Alliance, a pooled fund created in conjunction with the International Committee of the Red Cross (ICRC) which will provide flexible, multiyear financing for organizational development, and for which up to 3 million Swiss francs will be awarded in early 2019 for the first set of projects; and the Capacity Building Fund, recently being reengineered to better match the priorities of a changing membership, and for which we are asking renewed support by partners in 2019.

The third initiative is a renewed focus on volunteers, increasing diversity and providing volunteers with increased opportunities for participation that are better suited to their needs and wants. This includes work being undertaken by the Volunteering Alliance, which 64 National Societies have joined to date.

Looking to the long term, there are some National Societies, particularly in emerging economies, that are evolving significantly and expanding their skill sets. IFRC will assist them to better position themselves domestically and learn how to build stronger partnerships for more coordinated humanitarian action.

In 2019, in Libya, IFRC will sponsor opportunities for volunteers to share expertise around subjects like impartiality and neutrality in conflict settings and media management in emergencies. In Armenia support will include implementing a volunteer management system and in other National Societies there will be assessments of financial systems. IFRC will support the Nigerian Red Cross and other National Societies with leadership training.
As auxiliaries to public authorities, National Red Cross and Red Crescent societies have developed disaster management structures in almost every country in the world. Experience has shown that preparedness is not a single activity but takes into account a range of hazards, including natural, technological, biological and man-made. To this end, IFRC has developed the Preparedness for Effective Response framework, which National Societies are using to develop actions along five axes: policy, strategy and standards; analysis and planning; operational capacity; coordination; and operational support.

However, no matter how developed or prepared a country may be, disasters or crises that exceed local capacity can occur. Thanks to our local-to-global network, IFRC can coordinate additional support from partners all over the world to provide assistance where needed.

Some of that assistance will be in the form of goods, such as field hospitals, water purification plants, or base camps which are maintained by a National Society in one country and which, upon request from IFRC, are made available to another National Society. IFRC also assists with global procurement and supply management; promoting the use of shared needs assessments; or operational planning and monitoring.

In many cases, financial assistance is the most immediate need. In partnership with a National Society, IFRC will launch an emergency appeal, which opens the doors for partners to provide financing, in-kind goods or personnel, coordinated by IFRC. Nineteen such emergency appeals were launched in 2017, raising 81 million Swiss francs and providing support to 4.3 million people.

The Disaster Emergency Relief Fund (DREF) provides start-up funding to enable National Societies to begin relief operations immediately, without waiting for an emergency appeal to be launched, or, to respond quickly to small- or medium-scale disasters for which no emergency appeal will be launched. With an annual turnover of 25 million Swiss francs, more than 70 National Societies receive benefit from the DREF every year.

While the immediate goal of the emergency response operation is to save lives and respond to basic humanitarian needs, it is also important to build for the long term through preparedness and community resilience. Effective disaster management involves ensuring that preparedness, response, and recovery efforts are coordinated among all partners, including National Societies, governments, civil society and the private sector.

Making sure that communities can participate in humanitarian response and development work is important; providing opportunities for them to lead is crucial. Community engagement is one of the cornerstones of our efforts to build resilience, and IFRC is putting people and communities at the center of its efforts. In Italy, Red Cross surveys of migrants showed that they had only a limited understanding of the country’s asylum procedures. These findings led the Italian Red Cross to change the way they provided information to fill this gap.
IFRC continues to raise its voice on climate change, migration and other pressing global challenges with significant humanitarian implications. IFRC is a central actor in a number of international efforts, such as the newly convened Global Commission for Adaptation, which focuses on supporting countries to adapt to climate change. We will also continue to reaffirm the importance of youth engagement on these issues.

We are keenly aware that no one organization can solve problems alone, and so we use our unique place on the humanitarian landscape to convene partners—whether they be governments, non-governmental actors, private sector companies or foundations—to collaborate on both short-term and long-term solutions.

IFRC is leading the “One Billion Coalition for Resilience,” an initiative designed to scale-up community and civic action on resilience and engage at least one billion people—in active steps towards strengthening their resilience. Partners forming local and national coalitions are shaping the initiative to suit their local circumstances. Under the One Billion Coalition for Resilience, they will be connected to a global coalition driving greater access to tools and expertise.

IFRC co-leads the Global Shelter Cluster with UNHCR since 2012, working with governments to improve the quality and efficiency of emergency shelter. In 2019 a new five-year strategy will be put into practice.

Our role is to enable vulnerable communities to voice their concerns. With the mindset of “nothing about us without us”, IFRC advocates for leaving no one behind and for bringing the experience of National Societies and vulnerable communities to global discussions.

To be effective, we need efficient systems, sound financial footing, and empowered and capable staff and leadership.

Transparency and accountability continue to be our watchwords, backed by a strengthened and independent internal audit and investigation team. IFRC has a zero-tolerance policy on fraud, corruption, exploitation, abuse or misconduct. We have also instituted a new policy on protection against sexual abuse and exploitation, and we are assisting National Societies to develop their own policies on this important subject. In Central Asia, for example, IFRC’s regional office will focus on efforts to ensure that National Societies are implementing the accountability framework with financial and administrative support. Another example is Niger, where IFRC will work with
the National Society to ensure that both staff and volunteers are trained on operational finance policy and that audits are carried out regularly.

Another area where IFRC has made strong progress is gender equality, in that we have achieved near gender parity both in terms of total number of employees and at the senior management level.

MOBILIZING INVESTMENT FOR 2019

In order to face both new and ongoing challenges, IFRC is seeking to raise 447 million Swiss francs in funding for 2019.

With this financial support, IFRC will be able to:

- Support more effective domestic responses led by strong National Societies
- Ensure effective, timely and coordinated disaster response around the world
- Provide vulnerable communities and people at risk with long-term solutions for building resilience
- Scale up investment in preparedness measures
- Stand as a leading strategic partner to advocate on behalf of National Societies and the vulnerable populations that they serve
- Ensure a strong Federation that is fit for the future

<table>
<thead>
<tr>
<th>2019 Funding requirement by strategy for implementation (CHF million)</th>
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<tbody>
<tr>
<td>Strengthen National Societies</td>
<td>69.6</td>
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<tr>
<td>Effective disaster management</td>
<td>40.7</td>
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<tr>
<td>A leading strategic partner</td>
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<tr>
<td>Ensure a strong IFRC</td>
<td>69</td>
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<th>2019 Funding requirement by area of focus (CHF million)</th>
<th>Number of people to be reached globally (million)</th>
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<tr>
<td>Disaster risk reduction</td>
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<td>Shelter</td>
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<tr>
<td>Livelihoods and basic needs</td>
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</tr>
<tr>
<td>Health</td>
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<td>Water, sanitation and hygiene</td>
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<tr>
<td>Protection, gender and inclusion</td>
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<tr>
<td>Migration</td>
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<tr>
<td>Funds*</td>
<td>32.4</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>447.4</strong></td>
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*Disaster Relief Emergency Fund (DREF), Forecast Based Action fund (FBA), Capacity Building Fund (CBF), National Society Investment Alliance (NSIA)
The context in which National Societies work can be volatile, with needs and conditions changing rapidly. To remain relevant and serve those most in need, IFRC and its National Societies must be agile. Flexible funding—referred to by IFRC as regular resources—allows IFRC to address challenges in a systematic way that reduces administrative burden.

Regular resources provide the flexibility to ensure that funds are used where they are needed most. As well as filling gaps, regular resources serve as catalysts. They allow IFRC to be more strategic about how it allocates its funding, and to spur innovation, which helps transform the way IFRC works today and tomorrow.

In 2017, regular resources enabled IFRC to increase its field presence in critical humanitarian situations such as Syria and Democratic People’s Republic of Korea. The flexibility to allocate money as needed also served as a catalyst for the development of cash transfer programming, which is anticipated to increase from 30 million to 100 million Swiss francs by 2021. Regular resources also helped us strengthen our compliance functions and improve cost effectiveness by launching a new Global Service Centre in Budapest for IT and logistics, paving the way for savings of up to 1 million Swiss francs a year.
Even in our role as a membership organization, IFRC’s focus is always on delivering results for people in need. The Strategies for Implementation outlined above are necessary steps toward increasing the efficiency and effectiveness of Red Cross and Red Crescent humanitarian work on the ground, including in areas that are hard to reach.

IFRC works with National Societies to deliver results in seven areas of focus.
Area of Focus

Disaster Risk Reduction

31.0 Million Swiss Francs Funding Requirement

There is nothing natural about a disaster. Shocks and hazards do not inevitably lead to catastrophe. Analysis and planning can help communities predict, prepare for and manage their disaster risks. This helps facilitate humanitarian action when responding to disasters, builds local capacity, and reduces chronic vulnerabilities and risks. This risk-informed approach is outlined in IFRC’s Framework for Community Resilience and IFRC guides National Societies in how to create a roadmap for action at the community level based on this framework.

Early warning and early action in the face of disaster are critical, and many National Societies are focusing their efforts on aiding communities to develop their early warning systems. These must include clear action plans, establishing response capacity, and developing the ability to share detailed data through clear and timely communications.

It is also important for communities to understand their vulnerabilities, and IFRC is helping National Societies to carry out vulnerability and capability assessments. Technological innovation has led to a revision of the tool and an improved approach to evaluating risk.

It is clear that early action can alleviate the impact of disasters. The ability to move swiftly, however, is dependent on having plans in place. One tool which IFRC has been working with National Societies to implement is our Forecast-Based Financing tool. This is an approach which allows communities to use known meteorological triggers to prepare pre-approved action plans backed by pre-agreed and predictable financing. Early indications from places like Togo and Bangladesh are that this approach could be transformational for humanitarian action.
As predicted by meteorologists, extensive rainfall at the end of July 2017 caused severe flooding in areas along the Brahmaputra River in Bangladesh, and many were forced to flee. Four communities, however, experienced less devastation than they had during similar floods in the past. Several days before the flooding peaked, the early warning system was activated and cash was distributed to over 1,000 households across the four communities. The cash payments allowed families to get themselves to safety and buy what they needed to survive without having to sell their property or go into debt.

This programme was the outcome of the Forecast-Based Financing plan which was developed by the Bangladesh Red Crescent Society with the assistance of the German Red Cross, the Red Cross Red Crescent Climate Centre and the national meteorological authorities. Analysis of past extreme weather events, available forecasts, and extensive community consultations enabled the community to devise an early warning and response plan tailored to their needs—which included making financial resources available before disaster struck.

An evaluation of the plan showed that the number of households who took on loans or who lost livestock during the flood was significantly lower in these communities than in the surrounding area, meaning that they will have the ability to recover more quickly and be more resilient in the face of future crises.
When disaster strikes, shelter and settlement assistance is critical to helping people rebuild and recover. At the country level, IFRC supports National Societies to ensure that emergency shelter items are pre-positioned at the location of a disaster, ready for immediate distribution. IFRC’s shelter teams support National Societies in the development and distribution of technical guidance and the principle of “build back safer”.

In addition to direct assistance to affected families, we look at overarching shelter and settlement issues such as housing land and property rights, adaptation to climate change, sustainability and urbanization. This also includes building surge capacity for disasters, providing technical assistance to countries to help them devise shelter plans, providing leadership in urban programming, as well as carrying out research and development in shelter products.

The experience, capacity and mandate of National Societies in shelter and settlements programming varies widely. Some National Societies focus solely on meeting emergency shelter relief needs. Others have activities that span the continuum, from awareness raising on the issues of shelter risks and vulnerabilities as a component of preparedness to longer-term reconstruction programming. In 2019, IFRC’s work will involve addressing and reducing the risks in built environment (homes and communities) through participatory approaches, providing technical support to national societies in shelter and settlements programming, capacity building of volunteers and staff and improving the modalities through which we deliver shelter and settlements support to affected people (cash and in-kind).
Hurricane Maria hit Dominica in 2017, damaging or destroying almost 50,000 homes. A joint assessment by the Dominican Red Cross Society and IFRC determined that repairing roofs was particularly urgent to ensure that the most vulnerable could go back home. The assessment also showed that houses belonging to the most vulnerable were generally not built in compliance with building codes and often require extensive structural repair before they could be fitted with roofs, to ensure safety.

The extent of the needs extended well beyond the emergency and the families needed longer-term support to put them on their chosen path towards recovery. 3,000 families in 23 communities are receiving assistance from the national society with the support of IFRC to rebuild their homes through a combination of construction materials, cash support to pay for skilled labour, guidance on safe building techniques and support on land issues.

By placing as much focus on knowledge (“software”) as on the materials (“hardware”), shelter and settlements programs strive to go beyond building back houses, to real change towards recovery and resilience building in vulnerable communities. Accompanying all types of shelter assistance (emergency to recovery) with the appropriate technical guidance is a key guiding principle in all shelter and settlements programs IFRC supports or implements.
AREA OF FOCUS
LIVELIHOODS AND BASIC NEEDS

26.3 MILLION SWISS FRANCS FUNDING REQUIREMENT

Damages and losses in agriculture (crops, livestock and fisheries) caused by disasters exceeds US$10 billion annually, and as more frequent and intense climate events accelerate, this number is expected to grow. Among those most affected, households that are already vulnerable both socially and economically find it most difficult to withstand shocks or to recover from them, and they are too frequently drawn into a cycle of poverty.

Understanding people’s livelihoods and the context that influences their vulnerability in both rural and urban settings is the starting point for IFRC’s activities in this area. It is important to understand the complexity of the ways of making a living in environments where people have limited access to human, social, natural, physical and financial resources.

Programmes to support livelihoods can take various forms. They can, for example, seek to protect the means of production, or replace assets which have been lost or damaged. They can include provisioning for losses to ensure that basic household needs are met, and some programmes focus on activities which promote access to low-cost, locally adapted technologies and easily replicable skills and knowledge. Market-driven approaches will ensure that the skills and services provided are those needed in the local market and that the market has the capacity to absorb these skills and services, which contribute to local economic development.
For example, in Myanmar, IFRC will provide food assistance (either in kind or in cash) to more than 8,000 households in the three states of Kachin, Shan and Rakhine. In addition, more than 15,000 vulnerable households who have been affected by crisis will receive cash grants and training to assist them in establishing new livelihoods, supervised by a “village resilience committee” to ensure that these micro-projects are successful and effective.

In Sudan, more than 25,000 households will receive basic food support through IFRC programming and 600 households in rural areas will receive skills development assistance which will include training on farming techniques, seeds, and animal health and husbandry support.

In Syria, an integrated food security and livelihoods programme has provided food assistance to more than 500,000 people in Deir-ez-Zor, and rural Damascus governorates, Damascus, Ar-Raqqa and Homs. Beyond immediate food needs 8,300 households have received seeds, fertilizer and irrigation kits to help them establish their own vegetable gardens as a means of ensuring their own nutrition and food security. Another project to insure food security involves restocking livestock in five rural areas across the country.

In rural Damascus and Homs, three community centres provided vocational training to 126 people who learned skills including mobile phone maintenance, electricity, embroidery, sewing and tailoring, creation of handbags, and candle manufacturing, among others. The goal of the programme is to increase the employability of the participants and/or foster entrepreneurial vocations.

The Syrian Arab Red Crescent’s initiative also included land rehabilitation in Homs, carpet manufacturing in Hama and rural Damascus, and handicraft production which aims to safeguard the cultural heritage of Damascus.
Health is a fundamental component of strong, resilient communities. Aside from the devastating effects of health emergencies such as an Ebola outbreak, lack of access to quality health care can limit people’s potential and opportunities for economic development.

IFRC supports National Societies in delivering integrated community health care services and in strengthening national health systems both in emergency situations and in the context of economic development. IFRC provides technical and financial support to National Societies, particularly in fragile settings, and delivers critical programs for the most vulnerable populations. Priorities include communicable and non-communicable diseases; maternal, newborn and child health programs; and psychosocial support. Migrants, drug users, and older people are among the key beneficiaries of IFRC work.

IFRC is a first responder during emergencies, quickly addressing health issues after natural disasters and meeting the needs of people relocated due to conflict or poverty: throughout 2018, in Bangladesh, in the Latin America and other regions Red Cross and Red Crescent volunteers have been providing quality health services to thousands of migrants.
IFRC also invests heavily in epidemic/pandemic preparedness, strengthening National Societies’ readiness to respond to disease outbreaks. Uganda, for example, is seeking to scale up their epidemic-readiness interventions for the long term, and IFRC will support the Ugandan Red Cross’ efforts to work with communities across the country to develop preparedness plans and carry out district-level simulations. The Dominican Republic faces a different challenge, where the majority of disease handled by the National Society is either food-borne or water-borne, including such illnesses as bacterial diarrhea, typhoid fever and dengue. Efforts in this country will begin with an epidemiological assessment, followed by a national healthy lifestyle campaign and community workshops.

We consider the right to health as a fundamental element of inclusion, and therefore look at key determinants of access to health care such as poverty, stigma, lack of education, and neglect. We work with National Societies to design, implement and evaluate the systems required to respond to community health issues and to ensure that everyone—even the most vulnerable and the most marginalized—has access to health care.

The Central African Republic is an extremely challenging environment for humanitarian work, the result of decades of instability and recent outbreaks of extreme violence. In this context, IFRC is working with partners to strengthen the health system and to provide lifesaving HIV, TB and malaria treatments.

Malaria is the leading cause of illness and death in CAR, accounting for 40 per cent of hospital cases and deaths in the country. HIV/AIDS and TB are also major public health concerns; 4.9 per cent of the population is living with HIV and there are an estimated 520 cases of TB per 100,000 population.

In the last two years, IFRC has distributed most of the 2.1 million long-lasting insecticidal nets which have been provided to protect some 60 per cent of the population from malaria. Even during the worst of the fighting, Red Cross volunteers ensured an uninterrupted distribution. In addition, more than 25,000 people living with HIV received antiretroviral medication, far exceeding the original goal of providing treatment to 18,000 people.
WASH (water, sanitation, and hygiene) is crucial to human dignity, is a vital element of preventive and public health and can contribute significantly to poverty reduction. The IFRC addresses the need for WASH in both the acute and chronic context.

Lack of access to water and sanitation combined with poor hygiene are among the principal causes of preventable death and disease globally. It also leads to loss of productivity and forms a major barrier to development efforts and sustainable growth. Although great strides were made globally within the framework of the MDG’s, many countries fell short of targets and significant gaps exist both thematically and geographically. Enabling environments for increased sustainable and equitable WASH access gains are still a challenge across the globe. WASH needs also continue to arise in sudden or slow onset disasters. It is in both the emergency and sustainable development scenarios that the RC/RC membership is targeting those in need and will continue to do so in years to come.

IFRC through its multiyear One WASH initiative promotes a common yet adaptable approach among Red Cross Red Crescent National Societies to build response capacity and establish large-scale, long-term sustainable water and sanitation programmes. One WASH also promotes broadening the scope of these programme to prioritize, in both rural and urban settings, cholera elimination, nutrition and strengthened delivery of improved hygiene. The integrated approach of One WASH combines WASH, health, and nutrition in cholera high-risk areas, an approach which is seen as a more sustainable solution to the holistic needs of vulnerable populations. This is in addition and parallel to the Global Water and Sanitation Initiative (GWSI).
The Bangladesh Population Movement Operation, exemplifies the need for flexibility and new approaches in our response to crises. This was particularly critical in sanitation. It was clear early on that traditional models for excreta disposal would not be appropriate in the Bangladesh context due to extreme congestion and the size of the population.

To support the Bangladesh Red Crescent Society a British led team, which also included delegates from Austrian, Netherlands, and Swedish Red Cross Societies, was deployed throughout the first half of 2018 succeeded in establishing a full chain of faecal sludge management from containment to transport to treatment for the first time in IFRC’s history. A remarkable achievement given the context and complexity of FSM. The second half of 2019 saw the inception of a pilot of new FSM technology which, if successful, has the potential to revolutionize how the humanitarian sector responds to sanitation in acute emergencies, especially in urban contexts. The need for FSM will arise more frequently in future and we must be able to respond and become operational faster.
AREA OF FOCUS

PROTECTION, GENDER AND INCLUSION

10.2 MILLION SWISS FRANCS FUNDING REQUIREMENT

Respect for and the preservation of human dignity is at the very heart of IFRC’s mandate. Only by addressing the needs of all—especially of the most marginalized and the most vulnerable—can a society build for the long term.

IFRC will assist National Societies in ensuring access to services and fostering change in mindsets—saving lives and changing minds, one at a time, particularly among youth, as the attitudes and values that are shaped now will be the foundation of lasting change for the future.

In the Democratic Republic of the Congo (DRC) gender-based violence is a major concern and IFRC will support a campaign to sensitize the public on the issues of women’s and children’s rights. Sexual violence is also an issue in Bolivia, Ecuador and Peru, where IFRC will support training and advocacy with local, national and regional organizations.

An IFRC study on the prevention of sexual and gender-based violence during disasters found that women and girls may face early marriage, domestic violence and sexual harassment in camps after disasters. In Cox’s Bazaar in Bangladesh, IFRC runs a “dignity, access, participation and safety” community centre, where women, girls, men and boys meet in separate peer support circles, to connect with each other and build resilience and safety within the camp community. The centre offers access to psychosocial and protection services and information. To supplement this programme, IFRC is training Bangladesh Red Crescent Society and camp volunteers to go shelter to shelter to reach out to reach teenage girls and anyone else who may be limited in their movements.
IFRC sees migration as a natural phenomenon and a journey which needs to be accompanied. IFRC focuses on vulnerability and need, working with people who may fall into the gaps between the organizational mandates of other actors engaged in this field of work.

The presence of National Societies in virtually every country of the world means that we are easily identifiable to migrants and displaced persons and this allows us to assist them at all stages of their journeys. The sharp rise in recent years in the number of international migrants has made migration an immediate and pressing concern on a global scale, with enormous humanitarian, political, economic and social implications. In 2017 alone, we provided assistance to some 9.2 million people, including migrants, refugees, internally displaced people and host communities. Migrants face a variety of risks, from discrimination, abuse, exploitation and trafficking to integration into society—whether it be a new society or a return to their society of origin.

In Nicaragua, IFRC is working with the National Society on the roll-out of this Global Strategy on Migration. IFRC is also supporting the Nicaraguan Red Cross’ efforts to connect family members who have been separated as a result of the crisis.

IFRC has piloted a financing mechanism called the Migration Fund which supported six projects targeting communities in countries of origin and migrants in transit across North, West and East Africa. This experience led to the development of the Global Portfolio of Migration-Related Projects, which presents initiatives proposed by National Societies around the world covering a broad range of activities such as health, psychosocial support, restoring family links and social inclusion, ensuring coherence globally.

Virtualvolunteer.org is a web-based solution which helps National Societies put reliable information in the hands of migrants whenever they need it and wherever they are. Information is vital so that people, no matter their status, can make informed decisions, stay safe and healthy, and find help. Accurate, up-to-date information helps migrants avoid falling prey to exploitation.

Virtualvolunteer.org allows users to contact the Red Cross or Red Crescent Society in their country in a safe and anonymous way. Because it can be easily tailored to the local context, it can offer solutions within the contexts of origin, transit and destination.
OUR WORK, BY REGION

IFRC supports and partners with 190 National Societies around the world through five regional offices:

- Africa
- Americas
- Asia Pacific
- Europe
- Middle East and North Africa

Each region faces its own challenges and opportunities. The activities highlighted for each region and country example represent only a small portion of IFRC’s support but are illustrative of the kinds of programmes on which we work with National Societies.

AFRICA

Ten out of the world’s 15 most fragile states, are in Africa, with South Sudan and Somalia topping the list. Aid disbursements and delivery of services in fragile states are especially challenging due to uncertainty and changing contexts.

Although the scale of disasters on the African continent is generally smaller than on other continents, many countries are experiencing increasing social, economic and environmental vulnerability even to moderate events. The continent is also seeing a trend towards more protracted crises.

IFRC’s Africa 2017–2020 Roadmap prioritizes its support in the areas of chronic food and health needs, migration and population movement, acute crises, and National Society development.

In Sudan 7 million people are considered to be vulnerable, not only because of ongoing conflict but also as a result of droughts, floods and frequent cholera outbreaks.

IFRC will support the Sudanese Red Crescent Society in organizational development and to coordinate the work of partners on the ground.

AMERICAS

Large and complex population movement across Latin America and the Caribbean is causing rising tensions and increased vulnerability, putting growing pressure on host communities, infrastructure and the provision of health treatment. Lack of access to even the most basic social and health services continues to increase.

IFRC will work to improve institutional preparedness by mapping capacities, carrying out simulations, and establishing procedures for internal coordination of Movement partners. Secondly, IFRC will redouble its efforts to increase the number of specialized personnel available
for rapid deployment. And lastly, IFRC will refocus its disaster recovery strategy to more closely link emergency and recovery processes.

The current influx of people into Colombia has put a severe strain on infrastructure and government services, particularly near the Colombia-Venezuela border. IFRC will support the National Society in providing essential information on how to stay safe, basic health services, protection, and psychosocial support. On the Venezuelan side of the border, there is need to increase psychosocial support and to strengthen resilience and IFRC will support resilience programming through increased home food production and training for new livelihoods.

**ASIA PACIFIC**

Asia Pacific accounts for half of global disaster impact in terms of frequency, mortality and affected people. IFRC focuses on linking humanitarian response to long term through preparedness for disasters, diseases and displacement and risk reduction.

IFRC supports 38 national societies in the region, focusing on attaining greater access to people in need or at risk and proactive identification and alleviation of situations or causes of vulnerability. This will be done by fostering stronger community engagement, communication and coordination with other humanitarian actors and increased participation and engagement of women in leadership at both institutional and community levels.

IFRC works to improve evidence-based knowledge and transforming that knowledge into strategies that include peer-to-peer learning, support mechanisms for organizational and programmatic enhancement of National Societies, and fostering a vibrant innovation and research culture.

**EUROPE**

Recent years have seen an unprecedented surge in migration towards and within Europe. IFRC will support National Societies in their work on protection, healthcare, psychosocial support, social inclusion, as well as meeting basic needs.

Different parts of Europe are prone to floods, landslides, extreme weather conditions and occasionally earthquakes. A major priority for Europe will be disaster risk reduction and improving resilience through reduced exposure to multiple hazards, with a focus on cash transfer programming.

Responding to an increase in older population and rising inequality are priorities. IFRC will focus its support on promoting healthy and active ageing, implementing a community-based approach to health such as TB and HIV, and advocating for universal access to healthcare.

In Ukraine, IFRC will provide training and information on psychosocial support activities, provide support to volunteers, ensure that “safe spaces” are renovated and made available, and facilitate the provision of vocational training so that those affected can begin to rebuild their lives on a sound economic footing.
The Turkish Red Crescent is providing integrated services and support to some 1.8 million displaced people. The National Society is providing a range of services, but the protracted nature and the scale of the crisis calls for a more comprehensive approach towards long-term resilience, including protection assistance; social inclusion; psychosocial, health, and livelihood support.

MIDDLE EAST AND NORTH AFRICA

IFRC supports 17 National Societies in the MENA region, providing technical assistance and coordination of partners in crisis response efforts. Over the coming two years, IFRC will prioritize Syria, Yemen, Iran and Egypt, with an overall approach that focuses on climate-smart, integrated programming. Programming will also include mainstreaming protection, gender and inclusion programming, as well as community engagement and accountability.

Conflict in the region is shattering lives and livelihoods, driving large-scale displacement and migration that has left millions in precarious situations and in need of safe water, sanitation, nutrition and health care. In Syria, Iraq, Yemen, Occupied Palestinian Territories and Libya, Red Crescent National Societies are among the only actors with access to the most vulnerable populations. Likewise, Red Cross Red Crescent actors in neighbouring countries are the first to provide services to the huge migrant populations and their host communities and camps that stretch host-country services to their limits.

In Yemen, seventy-five per cent of the population is in need of humanitarian assistance, and an estimated 2 million people have been displaced internally. IFRC’s support to the Yemen Red Crescent Society will involve improving operational preparedness for emergency response, including supporting the procurement and distribution of non-food items such as blankets, kitchen sets and family hygiene kits.

BUILDING FOR THE FUTURE: INNOVATION AND TRANSFORMATION

In recent years, the scope and nature of the emergencies have evolved, with a number of disasters becoming prolonged crises. Donors are demanding—and rightly so—that aid agencies become ever more accountable for the ways in which funding is spent. Technology has also had a staggering impact on everything from supply chain management to providing information to refugees. Access to vast amounts of meteorological data and robust risk analysis means that humanitarian actors are increasingly able to predict crises. As the environment in which we operate evolves, so do we.

For example, we will continue to strengthen cash transfer programming, which has the potential to transform the way we think about aid. People affected by crises can feel that they are bystanders, without control over any aspect of their lives. Cash assistance is about much more than money—it is about dignity, it is about the ability to make decisions about one’s own priorities, and it allows people to play an active part in their own recovery.
Cash transfer programming provides flexibility and can often be more efficient to implement. It also strengthens local economies when this cash is used to buy locally available goods and services, providing support to the local community. As a Movement, we have used cash in responses for many years and we are now the biggest provider of cash-based assistance globally. We have set ourselves the ambitious target to deliver 1 billion Swiss francs in cash to communities in need by 2020.

Strong and secure data management and information systems for registration data management are critical to the ability to deliver cash at scale. In 2018, IFRC signed an agreement for the use of a data management system that will enable more effective and accountable programme implementation.

The use of data for decision-making is another area where IFRC is driving innovation. The GO platform, launched in 2018, provides our network with new and innovative ways to create, analyze, and share relevant data. The GO platform part of a suite of solutions that will make disaster information universally available.

The Forecast-Based Financing approach outlined above is another area of innovation for IFRC. It addresses the tremendous window of opportunity between a forecast and a disaster to use scientific indicators and in-depth risk analysis to systematically trigger the release of funds for pre-agreed early actions. This forward-looking anticipatory humanitarian assistance allows for better-targeted resources to be mobilized based on known risks ahead of impact and enables communities to act earlier and to minimize or potentially even avoid the impact of a natural hazard.

**CONCLUSION**

Much progress has been made to improve the lives of the world’s most vulnerable and with that progress, there is reason for hope. At the same time, we know that there are still people in need of help that remain in the shadows. IFRC will continue to do more and reach further to reach all those in need, bringing help and hope. Help in the short term, by providing life-saving assistance; hope for the long-term, by supporting communities to become more resilient.
Contact information of the IFRC, for partners who wish to find out more

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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.