

ANNUAL REPORT

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ANNUAL REPORT **2018**

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MESSAGE FROM THE SECRETARY GENERAL

One hundred years since the outbreak of the Spanish Flu killed 5 percent of the world's population, the tragedy of 2018 was again the sheer scale of humanitarian crises.

We saw the largest number of extreme climate-related events in one year, and protracted humanitarian crises such as those in Syria, Yemen, and Afghanistan continued unabated.

More people needed humanitarian support, and more people than ever were displaced from their homes.

We live in a world of aching humanitarian need. And behind every statistic, there is a human being and his or her story.

This Annual Report details our advocacy in 2018, from our efforts to protect the dignity and right to essential services of migrants on the move, to the very worrying

findings of our World Disasters Report that millions of people who need humanitarian aid are not getting it. The report then sets out our prescriptions and best practice on how better to reach them. We meet these people at their point of need, and our work is needed more than ever.

So, the report charts how the IFRC, its 190-member National Red Cross and Red Crescent Societies and nearly 14 million volunteers, rose to meet these challenges by bringing hope and help to vulnerable people all over the world.

They helped build resilience, and provided care, support and protection.

National Societies are embedded in local communities: they are there before, during and after crises; they have a stake in a joint future; they are trusted to help. They are local actors *par excellence*.

The wider network therefore plays a critical global and local role. That is why we were asked to champion the cause of bringing more support and more funding to local actors within the Grand Bargain process which came out of the World Humanitarian Summit in 2016.

The Report tells how, in 2018, we were able to deliver critical funding through 14 new Emergency Appeals and 31 ongoing ones worth a collective CHF 730 million and targeting 21 million people.

We allocated a near-record CHF 23.8 million from the Disaster Relief Emergency Fund to almost 100 different operations and invested more than CHF 250 million in Disaster Risk Reduction projects across the IFRC network.



The chapters to follow paint a picture of our work in the face of individual disasters like the Ebola outbreak in the DRC, and the triple tragedies of earthquake and tsunami in Indonesia. They look at our four overarching strategies, and at our work by both area of focus and region.

Together, we reached millions of people with vital services, including 48 million people with health services and more than 8 million with disaster risk reduction activities.

We continued to help to equip and empower National Societies to respond more effectively. We helped to shape and influence policy with partners across all sectors, while building a Federation fit for the future.

Thanks to the continued strong support of our donors, especially through the contribution of unearmarked funding, we have made significant progress in responding to the increasing scale and the evolution of humanitarian crises.

Thank you to all who have contributed not just to this publication, but to a global debate of profound importance. Let's never lose sight of the people whom it is our privilege to serve.



SITUATIONAL ANALYSIS

In 2018, the IFRC Network—190 National Red Cross and Red Crescent Societies and their secretariat—was called on to respond to many new crises and record levels of humanitarian needs. More extreme climate-related events occurred than ever before and the consequences of complex protracted humanitarian crises were felt in all regions.

In response to several natural disasters in Indonesia, the IFRC Network aligned its support to the local National Society, Palang Merah Indonesia (PMI), playing a crucial role in response to the crises in line with international assistance restrictions imposed by the Government of Indonesia. The IFRC Network demonstrated its commitment towards greater localization which is becoming a model for other countries.

Meanwhile, The IFRC Network continued to respond to large scale protracted humanitarian crises such as those in Syria, Yemen and Afghanistan and the increasing number of people in Bangladesh in Cox's Bazar. The IFRC Network also responded to the Ebola outbreak in the Equateur and North Kivu Provinces of the Democratic Republic of Congo and provided support to neighbouring countries to limit the danger of the disease spreading across borders.

Such extremes in an age of technological advancement, rising resources and increasing efforts highlight the contradictions and complexities faced by the humanitarian community. Since 2017, the world has been facing one of the largest food crises in decades. Meanwhile, 1.9 billion people, more than a quarter of the world's population, are considered overweight or obese.

The identification, analysis, and monitoring of people affected by crises may be faster and more effective as a result of the so-called Fourth Industrial Revolution. However, people in dire need are still being left behind, as reported in IFRC's 2018 World Disasters Report. Despite an increase in resources, the gap between humanitarian needs and available resources continues to grow. Greater recognition for the value of disaster risk reduction, preventative action and preparedness have led to substantial dividends but these activities continue to be difficult to fund.



As negotiations took place on a Global Compact for Safe, Orderly and Regular Migration and a Global Compact for Refugees, and the international community re-emphasised the importance of finding durable solutions, millions of people displaced by conflict and natural disasters faced increasing hostility. In addition, the patterns of human mobility, displacement, and migration are changing and pose their own challenges.

Social and demographic changes across the world are placing severe pressure on already stretched and fragile health systems as they react to the cost of aging populations, the persistence of disease epidemics such as malaria and the increasing prevalence of non-communicable diseases. The world continues to grapple with systematic gaps in the universal coverage of healthcare and basic services and a shortage of qualified medical staff. There is also still poor access to formal health systems, inadequate coverage of safe water and sanitation, and a limited capacity of many governments to prepare for, detect and respond to pandemics.

While the transformation of the humanitarian community is taking time, National Societies have demonstrated unparalleled access when assisting the most isolated and vulnerable people through their networks of volunteers and with the support of the IFRC on the ground. As auxiliaries to their public authorities and with the ability to draw on a global experience through the IFRC, National Societies have been in a unique position to provide life-saving assistance, strengthen individual and community resilience, and influence domestic policy and practice. Many National Societies are strong and stable, but in 2018 others required the support of the rest of the Network and the dedicated long-term support of the IFRC to reach their full potential.



The Grand Bargain has brought new opportunities and raised expectations, such as the commitment to “make principled humanitarian action as local as possible and as international as necessary”, through increasing support and investment to local and national responders. The IFRC is co-convening the Grand Bargain’s Localization Work-stream, to support donors, agencies and local actors to put the commitments into action. The IFRC is also at the core of the inter-agency push towards the more effective participation of people affected by crises in humanitarian decisions. Ensuring community engagement and accountability is both an operational imperative and an ethical responsibility, which is key to sustainability.

These are just a few examples of local and global challenges that the IFRC Network faced in 2018. New strategies and partnerships are needed to adapt and evolve quickly and effectively so that people who most need support receive it in the right way and at the right time. The IFRC is well-positioned, building on the strengths of its global network, with the dedication of millions of volunteers and the commitment of staff working with National Societies, to represent their voices and, in turn influence global and local policy. With the continued support of its partners, the IFRC will continue to support this transformation with the collective power and influence of the network.



ABOUT THE IFRC

With our 190 member National Red Cross and Red Crescent Societies worldwide, our network is the epitome of localization in humanitarian assistance.

The Unique IFRC Value

The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest volunteer-based humanitarian network with reach that is truly local and global.

We work to support vulnerable communities in a way that is effective, consistent and relevant.

Our strength lies in our volunteer network, our community-based expertise, the collective impact of a global network, and our independence and neutrality.

It is rooted in communities and supported globally and provides life-saving assistance to even the most remote communities.

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. Our collective strategy to tackle the major humanitarian and development challenges demonstrates our commitment to saving lives and changing minds.

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.

The IFRC's Strategies for Implementation and Areas of Focus

The IFRC's programme priorities in 2018 were driven by the Plan and Budget 2016–2020 adopted by the IFRC General Assembly in 2015. This determines how the IFRC works in support of its members through four distinct Strategies for Implementation and seven Areas of Focus.

The Strategies for Implementation are the critical functions of the IFRC that are designed to support National Societies to implement their effective programmes. The Areas of Focus are the areas where IFRC works with National Societies to deliver results for vulnerable communities.

Supporting vulnerable communities before, during, and after disasters

Before

Risk reduction, resilience and healthy communities

During

Lifesaving assistance

After

Recovery

Influencing global decision making

Humanitarian standards

Policies

Local voices in global discussions

13.7 million volunteers

190 National Societies

IFRC

ROOTED IN COMMUNITIES



STRATEGIES FOR IMPLEMENTATION

Strengthen National Societies

The IFRC has long been recognized as an advocate for localization because of its efforts to strengthen National Societies, and it is a co-leader of the Grand Bargain Workstream on localization. National Societies are critical local actors. Many are strong, accountable organizations, but others require support in their development. The IFRC supports these National Societies to evolve into more effective organizations and to be better able to prepare for the future and support vulnerable communities.

The IFRC also facilitates access and provides National Societies with technical expertise and resources. It supports them with innovation, such as trialling new financing methods, provides training and helps them to evaluate and learn from their work and that of the network.

Ensure Effective International Disaster Management

Coordination among the members of the IFRC Network is a central function of the IFRC. It collaborates closely within the Movement and wider humanitarian community on emergency preparedness, disaster response and recovery.

The IFRC sets humanitarian standards and guidelines, and mobilizes and coordinates humanitarian relief assistance funds and expertise for National Societies. When needed, it provides procurement and supply chain management support and, to enhance efficiency and transparency in large-scale operations, encourages the sharing of needs assessments, situation analyses, and operational planning and monitoring. When needs surpass local capacity, the IFRC can mobilize the network. The IFRC's regional, country, and country-cluster officers also advise and assist National Societies with relief operations, development programmes and regional cooperation.



Influence Others as Leading Strategic Partners

The IFRC network is recognized as a critical strategic partner within the humanitarian community. It has the ability to shape and influence global humanitarian debates and to mobilize greater and more diverse resources. The IFRC represents National Societies in global discussions to promote resilience, and develops guidance and tools for use at the local, national and international levels, to give a global voice to the concerns of its membership, and, through them, to the needs and concerns of the world's most vulnerable people.

Ensure a Strong IFRC that is Effective, Credible and Accountable

Implementing its priorities requires the IFRC to perform to the highest standards, to be relevant and credible, to represent and work towards the collective interests of the membership, as well as provide its members with relevant and valued services. The IFRC therefore works to ensure that its management structure and matrix management are effective and unified within a "One Secretariat" approach improving transparency and accountability, mitigating risks of fraud and corruption, and enhancing quality of service and value for money for itself and its members.

A silhouette of a person bending over in a field at sunset. The person is in the center, facing right, with their head down. The background is a bright orange and yellow sky with silhouettes of trees and plants. The overall mood is contemplative and focused.

AREAS OF FOCUS

Disaster Risk Reduction

The IFRC provides support for disaster risk reduction activities designed to strengthen the capacity of National Societies and to increase the ability of local communities, especially through the One Billion Coalition (IBC), to prepare for and respond to disasters. The work addresses a variety of threats ranging from natural hazards, such as floods and droughts, to technological hazards and especially extreme weather events due to climate change.

Shelter

The shelter-related work of the IFRC Network is a continuous process that extends from preparedness, through the period immediately after disasters, to longer-term recovery and development. It addresses broad and longer-term shelter and settlement issues such as shelter-related risks-reduction, housing, land and property rights, sustainability, local building practices, and the urban context. As well as supporting National Societies to strengthen capacity and deliver their activities, the IFRC represents the Network through its leadership of the IASC Shelter Cluster and promotes research to build knowledge and share best practices to ensure safe, sustainable and appropriate shelter solutions.



Livelihoods and Basic Needs

The IFRC Network supports communities affected by crises and disasters to restore and strengthen the livelihoods of survivors and to develop their assets. It enables communities to enhance their capabilities, and to develop new skills that diversify income and increase financial resources. The IFRC does this by promoting resilience and partnering and through its support to National Societies. It provides them with tools and training and builds evidence of good practice through the collection and analysis of data.



AREAS OF FOCUS

Health

The strategy “Achieving Change 2017–2020”, describes the IFRC Network’s approach to addressing the health needs, risks and inequalities faced by the most vulnerable communities. The IFRC supports National Societies to be present, relevant and trusted health partners for communities. It is supporting National Societies by improving the Community Based Health and First Aid platform, expanding health emergency surge capacity and helping them to support hard-to-reach populations. The IFRC is also introducing a Quality Assurance Framework aimed at improving standards of emergency care and is promoting healthy and active ageing.

Water, Sanitation and Hygiene (WASH)

The IFRC is facilitating the exchange of knowledge among 105 National Societies that are implementing 500 WASH projects in 80 countries to adapt technical and programme support for public health crises, epidemics and complex emergencies. It helps them adapt and implement the global IFRC WASH strategy, and to build capacity and consolidate emergency preparedness. The IFRC is also launching an urban WASH Red Cross and Red Crescent consortium for the whole network and rolling out a “Halt Cholera” strategy in Africa.



Protection, Gender and Inclusion

The IFRC supports National Societies to build inclusive communities and a culture of non-violence and peace across all other Areas of Focus to ensure assistance to the most vulnerable people. The IFRC also supports members to, through words and actions, to break down barriers of exclusion and marginalization. The IFRC attempts to ensure that operations “do no harm” and encourages National Societies to take full account of and engage with gender considerations, as well as the specific needs of vulnerable groups such as youths, those with disabilities and migrants.

Migration

The IFRC helps National Societies support migrants and host communities, with humanitarian assistance, protection, advocacy and awareness raising. It coordinates all matters related to migration within the Network through the Migration Task Force. It has created the Migration Fund which has made it possible to run pilot projects in countries of origin and transit. The IFRC also represents the network in global fora such as the Global Compact on safe, orderly and regular migration, and the Global Refugee Compact. It also develops tools to enable National Societies to engage more effectively on migration, such as the “Virtual Volunteer”, which provides migrants with access to life-saving information, and “Smart Practices” a resource of resilience-building practices developed by National Societies.

THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

The Movement Structure

What is the International Red Cross and Red Crescent Movement?

The Movement is made up of all National Societies, the International Federation of Red Cross and Red Crescent Societies (IFRC), and the International Committee of the Red Cross (ICRC). The Movement is neutral and impartial and provides protection and assistance to people affected by disasters and conflicts.

The strength of the Movement is its network. National Societies are present before crises and remain long after, and their volunteers come from the very communities they support. Together, the components of the Movement support one another to deliver vital services for local to global impact. The Movement works with governments, donors and other humanitarian and aid organizations to assist vulnerable people around the world.

What are National Societies?

There are 190 National Red Cross and Red Crescent Societies with 160,000 local branches and 13.7 million volunteers. Each National Society is an independent, impartial and neutral organization, that carries out humanitarian and development activities and programmes. Rooted in local communities, and as auxiliaries to the public authorities in the humanitarian field, they have a status and access that most other organizations do not.

190

Red Cross and Red Crescent National Societies

Auxiliary to their public authorities in the humanitarian field
dedicated to the Fundamental Principles of



Humanity



Neutrality



Impartiality



Independence



Voluntary
Service



Unity



Universality

**Based in
communities
and supported
by 13.7 million
volunteers**

International Federation of Red Cross and Red Crescent Societies

All National Societies and their Secretariat

**Presence in
5 regional
offices and over
50 country
offices**

To inspire, encourage, facilitate
and promote at all times all
forms of humanitarian activities
by National Societies, with a view
to preventing and alleviating
human suffering, and thereby
contributing to the maintenance
and promotion of human dignity
and peace in the world.



International Committee of the Red Cross



Created under the
Geneva Conventions.

Protecting
the lives
and dignity
of victims
of war and
internal
violence.



During situations of
conflict, ICRC
coordinates the
Movement's
international relief
activities.
It also promotes
international
humanitarian law and
universal humanitarian
principles.



What is the IFRC?

National Societies come together to form the IFRC—the world's largest humanitarian network. The IFRC is a membership organization established by and comprised of National Societies.

The IFRC works to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the upholding and promotion of human dignity and peace in the world.

The IFRC, headquartered in Geneva, has five regional offices and more than 50 country offices around the world that coordinate and provide support to individual or to clusters of National Societies towards their emergency and development work. IFRC ensures coordination within the network during international emergencies, promotes cooperation and represents National Societies in the international field.

The IFRC supports National Societies to strengthen their capacities to respond to crises and to provide effective services to the most vulnerable.

In 2015 the IFRC General Assembly adopted the Plan and Budget 2016–2020 which drives the IFRC programme priorities.

The decisions on IFRC direction and policy are made by its governing bodies. These bodies define a framework of purpose, policies, goals and programmes, and provide a mechanism for accountability and compliance. The General Assembly is the highest decision-making body of the IFRC. It meets every two years and comprises representatives from all member National Societies.

The Governing Board acts between general assemblies with the authority to make certain decisions. The Board comprises the IFRC's President and Vice Presidents, representatives from elected member Societies, the Chair of the Finance Commission and the Chair of the Youth Commission. The IFRC has four constitutional commissions/committees: Finance Commission, Youth Commission, Compliance and Mediation Committee and Election Committee.



What is the role of the ICRC?

The ICRC is an impartial, neutral and independent organization with the exclusive humanitarian mission to protect the lives and dignity of victims of war and internal violence and to provide them with assistance. During situations of conflict, the ICRC is responsible for directing and coordinating the Movement's international relief activities. It also promotes the importance of international humanitarian law and draws attention to universal humanitarian principles.

SPOTLIGHT ON: LOCALIZATION

National NGOs and National Societies now represent 42% of humanitarian cluster members globally and there is an increasingly positive approach towards partnership among some agencies.

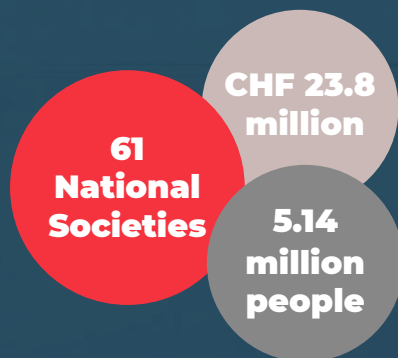
On the occasion of the World Humanitarian Summit In 2016, major donors and humanitarian agencies adopted the “Grand Bargain”, which included commitments to channel more international humanitarian funds directly to local actors, increase investment in their long-term sustainability, improve the quality of partnerships between international and local actors and strengthen the integration of local and international coordination.

Together with the Government of Switzerland, the IFRC has served as co-convenor of the Grand Bargain’s Localization Workstream, through which Grand Bargain signatories and invited local actors have worked together to share good practice and overcome obstacles to achieving the commitments, including by organizing joint exploratory missions to countries affected by crises.

In its independent evaluation of progress on the Grand Bargain in 2018, ODI reported that the proportion of international humanitarian funds channelled “as directly as possible” to local actors increased from 2.9 per cent in 2017 to 8.74 per cent in 2018 and that there is “a growing normative shift towards more support and more funding for local and national responders.” It also pointed to progress in the integration of local actors in international coordination mechanisms. National NGOs and National Societies now represent 42 per cent of humanitarian cluster members globally and there is an increasingly positive approach towards partnership among some agencies. However, there is still a significant amount of progress required to achieve the Grand Bargain’s ambitious goals, especially for 25 per cent of humanitarian funding to be channelled as directly as possible to local actors.

Support for local action has been central to the IFRC’s mission since its beginning, so it is unsurprising that in 2018, it is one of only a few organizations that are able to exceed the Grand Bargain’s 25 per cent financing goal and that more than 70 per cent of its partnership agreements with National Societies included support for strengthening capacity.

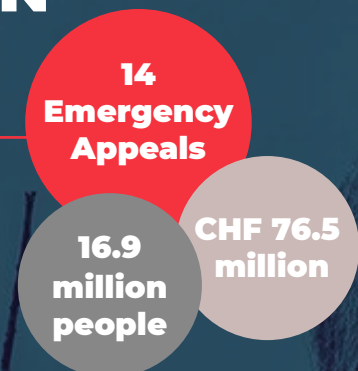
Both the IFRC and its members continue to actively strengthen their localization efforts. In 2018, this included:



Allocation by the Disaster Relief Emergency Fund (DREF) CHF 23.57 million to 61 National Societies to provide support to 5.14 million people. The DREF also launched its new Forecast Based Action Window, with an expected turnover of CHF2.5 million in 2019 for early action.

STRENGTHEN LOCALIZATION EFFORTS IN EMERGENCIES

Launch of 14 Emergency Appeals in support of National Society response operations, for a total funding requirement of CHF 128.6 million (CHF 76.5 million received) to support 16.9 million people.



Collaborating

with the ICRC to develop the National Society Investment Alliance (NSIA) to provide multi-year capacity financing and support to National Societies to strengthen their long-term ability to deliver relevant and effective humanitarian services.

Drafting

of a new National Society Development Compact (slated for adoption in the 2019 IFRC General Assembly) designed to harmonize development support within the IFRC network and ensure that it is aimed at locally-developed goals.

Completion

of more than 250 Branch-level Organizational Capacity Assessments (BOCA) by local branches of National Societies to assess strengths and weaknesses, bringing the accumulated total to over 1,000.

Stock taking

exercise with both UNICEF and WFP on recent pilot initiatives for capacity strengthening of National Societies in line with their commitment to the Grand Bargain.



Carrying out the IFRC's work to support vulnerable communities is largely dependent on financial support from partners. The IFRC seeks to secure income that is as predictable and as flexible as possible to ensure that it can best serve its network of National Societies and vulnerable communities. It seeks to strengthen existing partnerships and engage with new partners.

The IFRC receives funds through:

1 Statutory Contributions

Each National Society provides an annual contribution to the IFRC determined by a formula approved by the General Assembly. The contribution of each National Society varies, depending on its income and the UN quota for that country. In 2018, a total of CHF 35 million were contributed in Statutory Contributions by 136 National Societies.

2 Voluntary Contributions and Donations

Voluntary Contributions and Donations represent the largest source of income to the IFRC, although the amount varies annually. In 2018, CHF 260 million was received from 168 donors, of which 50 are National Societies and 118 others, including 30 governments, 5 multilateral agencies and 36 corporations. Of this CHF 29 million was unrestricted, which allows the IFRC the greatest flexibility to pursue its objectives. The remaining CHF 231 million went to finance Thematic programmes and Humanitarian Response operations.

3 Supplementary Service Fees

The IFRC provides services to some National Societies and other partners, such as procurement and logistics support, the provision of fleet vehicles and rental of shared office space. Income from Supplementary Service Fees was CHF 30 million in 2018.

4 Cost Recoveries:

Some donors have specific reporting requirements that incur additional administrative expenses. The IFRC recovers those costs in three ways:

- Indirect expenses, such as administrative and other costs are recovered at a rate of 6.5 per cent. This programme and service support recovery rate is lower than the average 7 per cent for United Nations and other international development agencies and is frequently capped to actual costs to ensure no profit is made.
- The rates of cost recovery for the provision of fleet vehicles and other logistics services are reviewed annually and apply equally to humanitarian response operations, thematic programmes and Supplementary Service agreements.
- Non-standard donor-specific reporting is subject to a fee of 1 per cent of that donor's contribution to cover additional administrative overheads and range from CHF 200 to CHF 500 per report.

In 2018, 56 per cent of the IFRC's funding was tightly earmarked, 19 per cent was earmarked and 7 per cent was softly earmarked.

Why is Flexible Funding so Vital?

The environment in which the IFRC works can be volatile, with rapidly changing needs and conditions. National Societies and the IFRC therefore need to be agile.

Flexible funding, referred to in the IFRC as regular resources, is crucial to this agility.

Regular resources are funds that are contributed to the IFRC without restrictions on their use. These types of funds allow the IFRC to deliver critical humanitarian support where and when it is needed most, including in situations that receive less media attention and funding coverage like protracted or smaller sized crises. They include voluntary contributions from partners, and statutory contributions from member National Societies.

Regular Resources are an investment in the ability of the organization to respond to the needs of the most vulnerable.

Without them, the IFRC would not be able to deliver on its mandate to support the most vulnerable people. They reflect the trust and confidence of partners in the IFRC to deliver on its mandate and to report on how those funds have been used.

Regular resources allow the IFRC to ensure a presence around the world which enables rapid response to crises.

As well as filling gaps that other sources of funding may leave, regular resources also serve as a catalyst. They help to spur innovation, which helps transform and improve the way IFRC works.

Regular resources have a multiplier effect. Strengthening the IFRC allows it to better support National Societies. Strong local actors are a necessity for delivering relevant and effective assistance. Regular resources enable the IFRC to provide National Societies with support, for example in the form of emergency funds, but mainly to develop their capacity through the provision of training and technical expertise that is vital to their success. This support has a direct impact on the ability of National Societies to deliver life-saving assistance in their local communities.

The IFRC also uses regular resources to help National Societies ensure their organizational building blocks, such as statutes and governance structures, financial management, resource mobilization, and volunteers, are in place and that they are effective. It uses regular resources to provide them with training in e.g. disaster and epidemic preparedness, logistics and surge support, community resilience, shelter awareness, as well as engagement with and accountability to local communities.

Regular resources provide critical support for the IFRC's core functions.

Regular resources enable the IFRC to have a field presence which means it can provide urgently needed field support quickly and effectively in critical humanitarian contexts. They enable the IFRC to provide the effective reporting and accountability required by its donors, and to conduct the monitoring and evaluations needed to track organizational impact and strengthen its activities.

Detailed information on how the IFRC used regular resources and their impact in 2018 will be found in the regular resources section.

PARTNERSHIP

Working in Partnership

Partnerships are essential for the delivery of effective support to vulnerable communities. IFRC works with partners to mobilize resources, to develop joint initiatives and to ensure greater coordination and complementarity across the humanitarian and development sectors. Engagement with partners supports both the work of the IFRC and facilitates opportunities for National Societies in support of their own work and to strengthen the network.

Partnering with the IFRC provides the opportunity to engage with a global network with experience in some of the most challenging contexts in the world. The IFRC works closely with partners to ensure alignment between the needs and objectives of the IFRC Network and those of partners. The IFRC privileges long-term strategic and sustainable partnerships that are aligned with our principles and thematic areas of focus. The IFRC seeks partnerships that have the potential to have a positive impact on the lives, resilience and dignity of vulnerable communities.

The IFRC is grateful to our partners for providing crucial assistance towards increasing the resilience of the world's most vulnerable communities.



National Societies

The IFRC engages in variety of partnerships with member National Societies. Support is provided through National Society Statutory contributions, which is part of the regular resources budget of the IFRC. Financial contributions that support the IFRC's plan and budget and emergency appeals may also be provided. The secondment of staff by National Societies to the IFRC or to support international operations is also highly valuable.

Governments

The IFRC engages with governments in strategic dialogue and partnership to exchange expertise and secure support for the work of the IFRC and National Societies. This is always done in partnership with the National Society in that country. National Societies and the IFRC ensure that governments are well informed on how the network is responding to challenges around the world and how governments can collaborate in responding.

Multilateral and international financial institutions

The IFRC engages with these organizations to ensure effective coordination, to secure support for its work and to provide National Societies with access to funds. By engaging together, National Societies can benefit from the IFRC's status as an international organization. The IFRC is able to access funds that National Societies are sometimes not eligible for. The IFRC can also provide support to National Societies to access funds from institutions where processes can be highly complex.

Private sector

The IFRC's engagement with the private sector has become more sophisticated as the nature of private sector interest in supporting humanitarian and development work has evolved. While the IFRC continues to receive monetary or in-kind support from some private sector partners, others are providing knowledge or technology-based support, engaging in advocacy campaigns or developing joint projects. The IFRC leverages global relationships that can benefit National Societies who can engage with companies at the local level.

Donor Advisory Group

The IFRC has convened a Donor Advisory Group which is composed of representatives of donor governments, member National Societies of those same countries, and the European Union. Group members are organizations that contribute multilaterally to the IFRC more than CHF 10 million annually for at least two consecutive years. There are currently eight members and three observers.

The goal of the group is to:

- Provide a forum for high-level strategic and policy dialogue on global issues that include both humanitarian and development assistance, and donor trends.
- Contribute to strengthening our partnerships, for the benefit of all members of the Donor Advisory Group, and ultimately for the benefit of all member National Societies of the IFRC.
- Provide high-level strategic inputs to the IFRC as to how it can strengthen partnership opportunities.

In 2018, members of the DAG accompanied the IFRC on a field visit to Bangladesh to the operation in Cox's Bazar, meeting with the Bangladesh Red Crescent, government officials and other agencies working on the ground. These visits encourage a better understanding of the work of the Red Cross and Red Crescent in challenging contexts.

DAG MEMBER CONTRIBUTIONS

DONOR COUNTRY

TOTAL VALUE OF VOLUNTARY CONTRIBUTIONS 2018

(includes regular resources and funds for emergencies and thematic programming (CHFm))

European Commission	36.0
USA	28.0
UK	26.7
Sweden	23.5
Netherlands	15.1
Japan	7.5
Norway	15.0
Canada	4.9
TOTAL DAG MEMBERS	156.7

Types of engagement with partners

Monetary

Partners work with the IFRC to support National Societies. This may be by providing funding for an emergency appeal, non-emergency specific thematic programming, or support for programming in a specific country or region. More importantly, partners also provide unearmarked funding that the IFRC directs where it is most needed, including to protracted crises and silent emergencies that attract no media coverage.

Programming

The IFRC engages with partners in the humanitarian and development sectors in creation and implementation of programming. Different partners have different specializations and skills and the IFRC works with partners directly in programming whenever possible and appropriate to ensure coordinated and efficient programming.

Non-monetary

- In-kind: partners may support the IFRC through the provision of either goods or services. Goods would include items needed to carry out programming that would otherwise need to be purchased.
- Learning: IFRC also engages partners to develop and share learning and best practices. For example, the IFRC may engage with technology partners in mapping exercises that provide better analysis and therefore improve programming. We are implementing an international digital literacy programme to support our National Societies to improve their governance and management. Thanks to the pro-bono consultancy received by companies' leaders in IT and digital strategy, we have developed new digital platforms to better monitor and evaluate our operations in the field.
- Advocacy and diplomacy: The IFRC engages with partners to promote humanitarian values and priorities, to influence global discussions and policies.

Every partnership is extremely important both to the IFRC and to vulnerable communities. The following provides only a few examples of the many partnerships that the IFRC engages in globally.



Zurich Flood Resilience Alliance

The IFRC partnered with the Zurich Insurance Group, Concern Worldwide, Mercy Corps, Plan International, Practical Action, the International Institute for Applied Systems and Analysis, the London School of Economics, and the Institute for Social and Environmental Transition-International in the [Zurich Flood Resilience Alliance](#). The purpose of the partnership is to find practical ways to help communities in developed and developing countries strengthen their resilience to flood risk.

Islamic Development Bank—IsDB

In April 2018 IFRC signed a global Memorandum of Understanding with the Islamic Development Bank (IsDB). The MOU allowed IFRC to sign the first ever grant with IsDB (8.5 million US dollars in support of IFRC/Bangladesh Red Crescent operations in assistance of people who have fled Myanmar); the MOU also allowed to start partnership discussions with IsDB on a multi-million innovative financing programme on water, sanitation and hygiene.

The OPEC Fund for International Development (OFID)

IFRC's long partnership with OFID was strengthened further in 2018 with the appointment of a dedicated officer. OFID increased its support to IFRC emergency operations that reached the level of 2.8 million US dollars in 2018 (up from 0.6 million in 2017 and 0.4 in 2016).

European Commission 2018

The Directorate-General for European Civil Protection and Humanitarian Aid Operations (ECHO) in the European Commission is an important long-term partner of the IFRC. In 2018, IFRC and ECHO signed nine Agreements worth a total of 8.4 million euro for its work, including vital annual financial support of 3.5 million euro to IFRC's Disaster Relief Emergency Fund (DREF). Additional financial support from ECHO is now also provided directly to European National Societies.

In January 2018, the European Commission's Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL) awarded the IFRC a first ever service agreement of 3.0 million euro for the project on Employability and Social Integration of Refugees and Asylum Seekers on European soil, without a call for proposals. The IFRC was identified by DG EMPL for its direct access to the specific competence of EU National Societies.

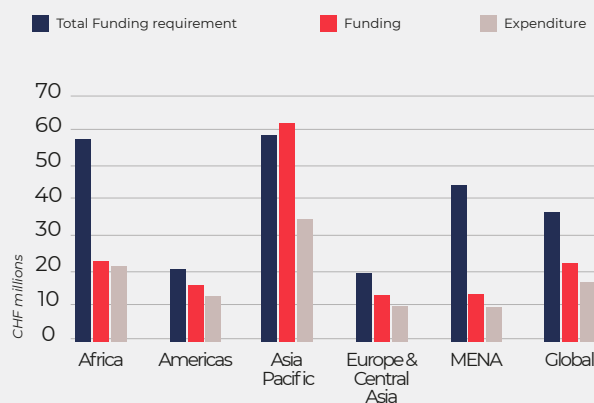
Also, in 2018, IFRC co-signed (with Danish Red Cross as a coordinator and several other National Societies) the MADAD project funded by DG NEAR to assist Syrian refugees in neighbouring countries; out of MADAD's 50 million euro budget, IFRC will implement about 30 million in two countries over three years.

For information about partners who provide unearmarked funding, please refer to the section on regular resources.

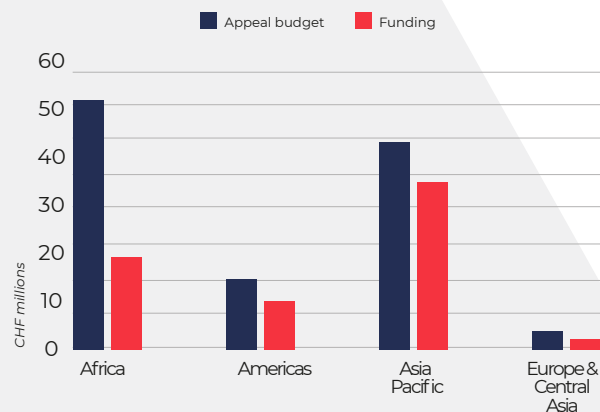
2018 Progress

2018 INCOME

Geographical funding requirements, funding and expenditure

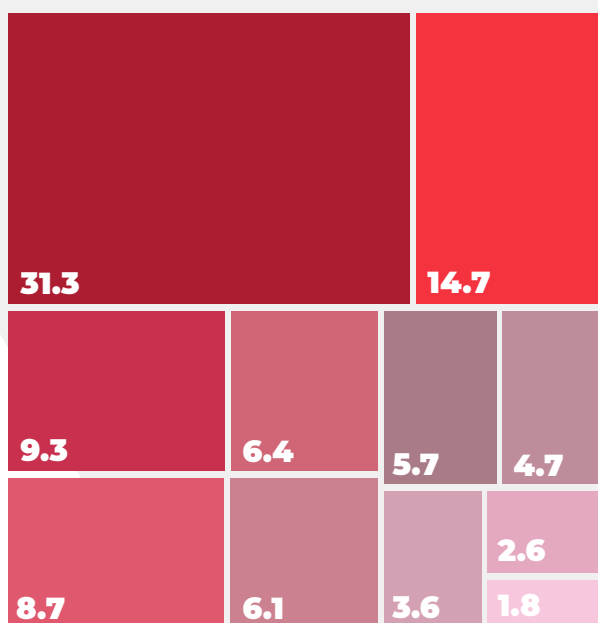


Emergency appeals launched in 2018 budget and funding coverage

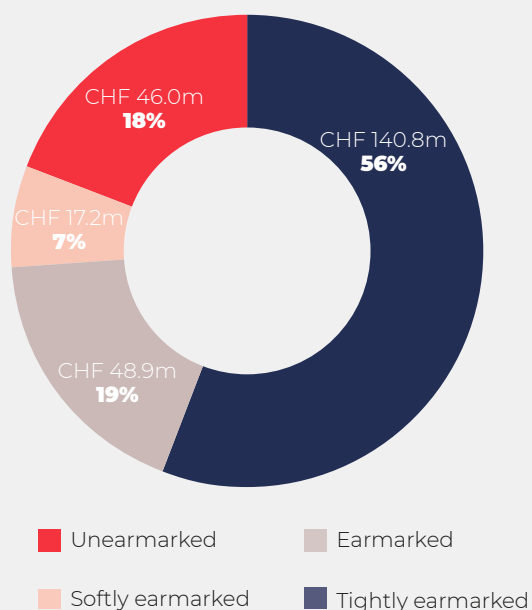


Voluntary income 2018 by thematic

- Health
- Strengthen National Societies
- Effective international disaster management
- Migration
- Water, sanitation and hygiene
- Influence others as leading strategic partners
- Livelihoods and basic needs
- Ensure a strong IFRC
- Disaster risk reduction
- Shelter
- Protection, gender and inclusion



Pledge earmarking 2018



REGULAR RESOURCES

(unearmarked funding)

Unearmarked funding is essential to the IFRC's ability to provide sustainable support to its member National Societies. As a membership organization, this is the primary goal of the IFRC and drives its use of unearmarked funding. It also provides flexibility to put money where it is needed for more effective programming. For the IFRC, it ensures the necessary investment to support achievements in Areas of Focus and Strategies for Implementation. 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. In the IFRC, unearmarked funding is referred to as regular resources.

There is often a mix of unearmarked funding ensuring essential functions, sustainability and targeted investment; completed by earmarked resources that are raised for specific areas of work or projects. Therefore, regular resources make a valuable contribution to all our work. They help to ensure stability, continuity and innovation that would not be possible without them.

Priorities

As a membership organization, IFRC makes use of regular resources to ensure that National Societies are strong, capable and accountable organizations that can deliver effective services to the most vulnerable communities and individuals. As such, priorities for the use of regular resources include:

- investment in field presence and infrastructure, including for country and cluster offices, who provide direct support to National Societies and have a capacity strengthening role for the country (cluster) they support.
- compliance, Internal Control and support functions both at HQ and Regional level: such as Legal; Office of Internal Audit and Investigations; Finance; IT; Human Resources; Planning, Monitoring, Evaluation and Reporting; Partnerships and Resource Development; and Security. These are all essential functions to ensure accountability both to our partners and the communities we serve.
- direct investment in National Society capacity strengthening including a strong focus on organizational development
- effective programme and operational delivery support to National Societies while ensuring accountability
- seed money in each Area of Focus and Strategy for Implementation, serving as a catalyst to leverage additional funding.
- leadership and Governance
- policy setting, leadership and capacity in Strategies for Implementations at HQ and Regional Level.

Income

For the past three years, the IFRC has made significant progress in growing unearmarked funding for its work in support of National Societies. In 2018, the IFRC received CHF 93.2 million in regular resources out of a target of CHF 105 million. This was an increase of CHF 4 million from 2017, thanks to donations from partners. This increase allowed the IFRC to invest an additional CHF 2 million in its regional and country/cluster offices.

Regular resources consist of statutory contributions from member National Societies, contributions from partners, cost recoveries and other income.

REGULAR RESOURCE INCOME

CHF million

2018

Statutory contributions	34.1
Voluntary contributions (from National Societies)	0.2
Donations (from other donors)	27.6
Cost recoveries	26.3
Other income	5.0
INCOME	93.2

The total amount of regular resources received in 2018, including statutory contributions, accounted for approximately 20 per cent of the total IFRC budget. Of that, unearmarked funding from other donors contributed to approximately 5.9 per cent of IFRC's budget.

REGULAR RESOURCE DONORS

NAME OF DONOR	VALUE OF CONTRIBUTION (CHF M)
British Government	11.3
Swedish Government	7.8
Swiss Government	3.0
Private estate	2.5
Hungarian Government	1.4
The United Arab Emirates Government	0.7
Irish Government	0.6
Other donors	0.5
TOTAL	27.8

2018 saw no new multiyear unearmarked donations, although there were funds for use in 2018 from previous multiyear unearmarked donations.

Expenditure and impact

REGULAR RESOURCE EXPENDITURE

EXPENDITURE BY RESULT	2018	2017
AOF 1 / Disaster Risk Reduction	0.9	1.3
AOF 2 / Shelter	0.9	0.9
AOF 3 / Livelihoods	0.4	0.1
AOF 4 / Health	2.7	2.5
AOF 5 / Water, sanitation and hygiene	0.8	0.7
AOF 6 / Social inclusion	1.0	1.0
AOF 7 / Migration	0.5	0.5
SFI 1 / Strengthen National Society capacities	5.2	5.6
SFI 2 / Ensure effective international disaster management	14.7	13.9
SFI 3 / Influence others as leading strategic partner	14.0	13.8
SFI 4 / Ensure a strong IFRC	53.4	51.6
TOTAL	94.4	92.0

Note: The financial information contained here is consistent with the IFRC audited financial statements for the year ended 31 December 2018. Any differences consist of adjustments related to meeting specific IFRS requirements. <https://media.ifrc.org/ifrc/document/independent-auditors-report-president-international-federation-red-cross-red-crescent-societies-consolidated-financial-statements-2018/>

The below contains information on how regular resources were spent and highlights of progress and impact that have been made.

Country offices

In Africa, increased investment meant that clinics in Sudan could be renovated, a country office could be opened in Madagascar in support of Indian Ocean Island National Societies, and increased investment to country offices in the Democratic Republic of Congo and the Central African Republic. These country offices provide direct, real-time support to National Societies during emergencies such as the ongoing Ebola epidemic.

AOF 2: Shelter

In 2018 regular resources supported the shelter team's PASSA initiative (Participatory Approach for Safe Shelter and Settlements Awareness), which is a participatory method of disaster risk reduction related to shelter and settlements safety. This project received the inaugural Facebook community award. Regular resources also allowed the IFRC to provide direct support to National Societies who want to develop their capacities in shelter programming.

AOF 3: Livelihoods and basic needs

IFRC increased its commitment to becoming a leader in the use of cash by ensuring that a role was embedded in the IFRC to lead on the strategic vision and implementation of IFRC use of cash programming. This supports a consistent and integrated approach to ensuring that National Societies are cash ready and able to implement cash programming.

AOF 5: Water, sanitation and hygiene

Additional investment in WASH, for example, allowed the IFRC to expand its work to ensure better integration between WASH and public health including through hygiene promotion, nutrition and menstrual hygiene management.

SFI 1: Strengthen National Societies

Supporting National Societies to develop their capacities is one of the main mandates of the IFRC. This directly contributes to the localization workstream of the Grand Bargain by ensuring strong and effective local actors. Strong local actors are also essential to ensuring progress on Sustainable Development Goals.

However, this work can be difficult to fund, which makes the availability of unearmarked funding crucial. In 2018, regular resources enabled the IFRC to invest in:

- Organizational Capacity Assessment and Certification (OCAC): the process was facilitated for several National Societies who would otherwise not have had the resources to do so. Regular resources also supported the availability of staff to execute the OCAC process. OCAC is an essential tool that supports National Societies to assess their development needs and make a clear plan to achieve progress.
- The development of the National Society Development Compact, which will ensure a coordinated and systematic approach to National Society development; co-leading with UNFPA of the Compact for Young People in Humanitarian Action.
- The funding of country offices mentioned above also support National Society development as these offices are on the front line of providing support to National Societies.
- Regional coordinators for National Society capacity development in Asia Pacific, Europe and Middle East North Africa. However, due to lack of funding there are no regional coordination roles in Africa and the Americas. These roles are essential to providing support to both country/cluster offices and National Societies. They play an important role in ensuring the link between global strategies and National Society needs on the ground.

It is important to note, that IFRC's support to National Societies in their development is not limited to Strategy for Implementation 1. While Strategy for implementation 1 focuses mainly on organizational development, the IFRC provides supports National Society development across all its areas of focus. Work to ensure that National Societies are 'cash ready', and able to effectively implement cash programming, is one example of how IFRC is supporting National Society development through its thematic areas of work.

IFRC used regular resources as a catalyst for its innovation work. By contributing the manager of the Innovation team, IFRC was able to leverage support from several National Societies who have also contributed staff members (Global Innovative Finance Team is co-funded). The team's initial focus on research and strategy has quickly turned around to experimenting

with and carrying out models. The innovative finance team is built on a two-year model and the income secured by the team has already far surpassed the initial financial investment. The team was, for example, instrumental in developing a Sukuk Bond model with the Islamic Development Bank to support our water, sanitation and hygiene work. The IFRC's work with blockchain technology also received a Global Islamic Fintech award.

SFI 2: Ensure effective international disaster management

- In 2018 the IFRC increased investment in supply chain (logistics) with the addition of a unit in the IFRC's Global Service Centre in Budapest. Not only will this unit have positive cost benefits for the IFRC, but it will also enable increased logistics support during operations.
- Coordination among the components of the International Red Cross and Red Crescent Movement is also supported through unearmarked funding. The IFRC's work in Strengthening Movement Coordination and Cooperation (SMCC) has helped to ensure progress on the three SMCC resolutions of the Council of Delegates, including the development of a plan of action. The goal is to achieve efficiency and effectiveness in operations throughout the IFRC Membership and the Movement by 1) strengthening coordination and integration of operational interventions, platforms and mechanisms; 2) overseeing effective implementation on the ground building on mutual and multilateral complementarity; and 3) achieving economies of scale.
- The IFRC has also advanced a shared leadership model with the support of regular resources. Practical guidelines have been developed to support components of the Movement in working together more effectively. This includes guidelines specifically developed and used for Movement components working in Bangladesh.
- The IFRC offers benefit, through its legal status, to National Societies who provide in-country bilateral support to their sister societies through the provision of integration services. This enables partner National Societies to work in another country by legally integrating with the IFRC and thus supports greater coordination and support across the IFRC Network.

SFI 4: Ensure a strong IFRC that is effective, credible and accountable

The IFRC has invested heavily in its internal audit and investigation capacity, which is an independent function that oversees the effectiveness of the organization's risk management and internal control systems. This investment has been directly supported by regular resources. For more detailed information on our internal audit and investigations work please refer to Annex 1.

Governance is another important function that the IFRC carries out for its network and is supported by regular resources. The IFRC coordinates and supports the meetings of the IFRC's governing bodies such as the General Assembly (the IFRC's highest governing body), the Governing Board (meets twice a year and has the authority to make certain decisions in between sessions of the General Assembly) and the Council of Delegates (which includes all National Societies, the IFRC and the ICRC). The Governance function at the IFRC also contributes to the organization of the International Conference of the Red Cross and Red Crescent which brings together all the components of the Movement as well as States Parties to the Geneva Conventions. These groups are essential for setting priorities and ensuring a coordinated effort toward shared humanitarian goals.

Finance and Administration is committed to ensure good stewardship of IFRC assets and resources, to provide high quality support services in the most efficient and cost-effective manner, and to support National Societies. In 2018, supported by regular resources, Finance and Administration continued to lead an organization-wide process to improve the way IFRC works with its project partners through enhanced financial modalities and risk mitigation measures. The Finance and Administration is also engaged in the strengthening of National Society capacities, particularly as it relates to:

- enhancing financial and accountability systems
- development of policies, standards and tools
- provision of technical assistance
- facilitating sharing of knowledge and expertise, and
- fostering partnerships with administration groups, financial institutions, financial and professional services networks and firms.

Construction of the new IFRC *Building Project* was finalized in 2018. This project, which started in late 2010, addressed recurrent and long-standing problems such as land issues and increasing obsolescence of the IFRC's annex buildings. A series of consultations together with the Swiss/Geneva local authorities during 2012 and 2013 addressed the two main issues of the land legal base and the funding options in our capacity as an international organization based in Switzerland. The building project focused on how the office environment can support individuals and departments to work together as one seamless organization to create a new type of globally influential institution. The Swiss authorities have provided 59.4 million to the project in an interest free loan.

In its continuous drive to ensure that the IFRC is an efficient and effective organization that is prepared for the future, an *Enterprise Resource Planning* exercise began in 2017. ERP allows an organization to use a system of integrated software of across an organization. For the IFRC, this will integrate current systems like human resources, Finance, Logistics and partnerships as well as give IFRC new functionality for planning, monitoring, evaluation and reporting. The

implementation of an ERP system will facilitate better planning, implementation of programming, reporting and accountability. In 2018 regular resources contributed to this project as an assessment was carried out to determine organizational requirements and define the scope of the project. Following a request for proposals process, Microsoft Dynamics 365 was chosen. At the same time, Microsoft has created a Tech for Social Impact Unit, whose main purpose is to develop a vertical solution for the humanitarian sector, called "non-profit Accelerator", within the Dynamics 365 environment. IFRC will have the opportunity to input into this process. The above initiative was officially announced at the NetHope Summit in November 2018. Following the selection of the ERP product, an request for proposals was held for an implementation partner which will be selected in 2019.

As the examples above illustrate, flexible funding is vital for the IFRC to be able to carry out its role in support of its network of National Societies and in service of the world's most vulnerable communities. IFRC is grateful to its partners for their generous unearmarked donations in 2018.



FUNDS

National Society Investment Alliance (NSIA)

In 2018, the IFRC and the ICRC jointly launched the NSIA pooled fund for long-term (maximum five years) and short-term (maximum one year) activities in medium, high and very high-risk countries.

The fund provides flexible multi-year funding for National Societies to scale-up in times of emergency and to deliver essential services to vulnerable people. It also helps them to develop as sustainable, independent humanitarian organizations that are recognized and credible in their communities, and to be trusted partners for the delivery of principled and effective humanitarian action.

Grants are made according to strict selection and eligibility criteria. They range from 12-month Bridge Grants of up to CHF 50,000 to a maximum of 1 million Swiss franc Accelerator funding over a five-year period.

At the close of 2018, CHF 1.1 million had been received from Swiss Humanitarian Aid, and CHF 600,000 from the United States Department of State Bureau of Population Refugees and Migration for the management and administration of the fund.

2018 saw the fund finalize the design of its systems and processes and launch its first call for proposals for which it received 48 applications from National Societies in all regions. The NSIA then conducted an independent and objective process of consultation and review and agreed funding to the National Societies of Armenia, Colombia, Comoros, Lebanon, Malawi, Namibia, Nigeria, Uganda, Ukraine and Zambia.

The IFRC envisages the NSIA as one option in a range of funding support from across the Movement.

Disaster Relief Emergency Fund (DREF)

DREF was established in 1985 by the IFRC to provide immediate financial assistance to National Societies so they can effectively carry out their role as first responders after a disaster. It is recognized in the Grand Bargain localization workstream as providing funding 'as direct as possible' to local and national actors.

It is able to provide rapid emergency funding within 24 hours for small or large-scale relief operations. Funding may be in the form start-up loans for immediate emergency response, as grants to provide funding to National Societies so that they can carry out relief operations, or for the preparation of response in the case of imminent crisis.

The total amount allocated in 2018 is similar to the amount allocated in 2017 and exceeds the five-year average of CHF 20.6 million. The 2018 figures are in line with the IFRC's projections and strategy to increase the average annual turnover from CHF 20 to 30 million by 2021. The DREF promoted the use of its funds for medium-scale responses in low-profile emergencies for which Emergency Appeal funding is difficult to secure and introduced the Forecast Based Action by the DREF.

In 2018, the DREF allocated CHF 23.8 million to 92 different emergency operations. This included CHF 17.7 million to fully fund 78 small operations and start-up loans of CHF 6.1 million for 14 larger operations.

DREF ALLOCATIONS

61

Countries with DREF operations

Estimated

5.14 M

people are direct and indirect beneficiaries

Approximately

3.9 M

people reached with awareness raising/social mobilization activities in response to disease outbreaks and epidemics



Asia Pacific
CHF 9 million
26 operations



Africa
CHF 8.9 million
35 operations



Americas
CHF 3.7 million
18 operations



Europe and Central Asia
CHF 2.2 million
11 operations



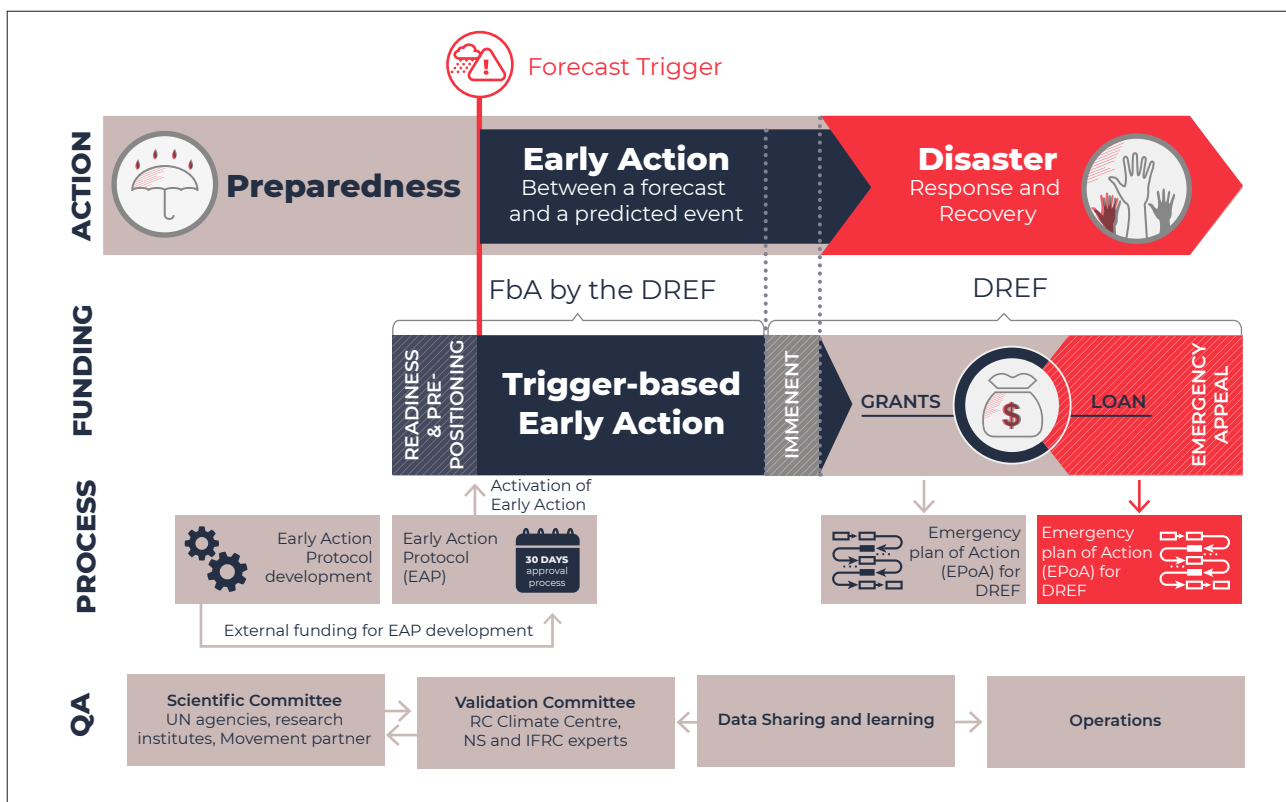
Middle East and Northern Africa
CHF 0.6 million
2 operations

Forecast-Based Action by the DREF

The FbA by the DREF is a fund set up with financial support from the Government of Germany and the German Red Cross. It was launched by the IFRC in May 2018 to provide National Societies with access to immediate, reliable and sustainable funding for anticipatory humanitarian action. It has been established as a separate financial fund for an initial three-year period, after which the IFRC will determine whether the mechanism can be fully integrated in the DREF. By the end of the year additional contributions had been received from the Governments of The Netherlands, Canada, and the Ball Foundation. Additionally, other DREF donors confirmed their agreement for the use a certain amount of their contributions to the DREF to be used for FbA by the DREF.

The FbA by the DREF provides a predictable supply of funding for the implementation of Early Action Protocols (EAPs) and helps to overcome budget constraints on project scale, flexibility and accessibility.

Although no fund allocations were made during 2018, systems were put in place to help the fund become operational, such as the creation of advisory groups, the development of quality criteria to evaluate the EAPs, the development of templates, the recruitment of a fund coordinator, the signature of the procedures and the diversification of the donor base. Four EAPs were submitted in 2018, two of which were approved. The other two submissions were still under revision at the end of the year.



Capacity Building Fund (CBF)

The IFRC's CBF was established in 2000 as a multi-lateral multi-year fund to help National Societies strengthen their capacities and services so they can make a significant difference to the lives of vulnerable people. Since 2007, the CBF has allocated half of its resources to National Societies in Africa.

From the beginning of 2016 to the end of 2018 disbursements of more than CHF 2 million were made to more than 60 National Societies. These were financed by funds raised in previous years from National Societies and the Governments of Canada, Finland, Sweden, Switzerland and the United Kingdom.

In 2018, the CBF supported activities in 19 National Societies, an ongoing programme of small seed grants to National Societies in Africa, and provided new grants to Togo, Madagascar and DRC. Total expenditure over the year amounted to CHF 999,000.

The IFRC is currently reviewing how the CBF can be developed and financed so that it continues to be relevant to National Society development priorities and complements other sources of funding support such as the NSIA.

Examples of funded projects

Africa

Small Seed Grants in 35 countries supported capacity building initiatives including strategic planning and leadership development workshops, the revision of National Society statutes, branch development, enhancing accountability standards, promoting entrepreneurship, innovative fundraising, and strengthening youth and volunteer management systems.

El Salvador

To strengthen the National Society's fundraising, youth engagement, branch development, the revision of its statutes and the improvement of its accountability.

Armenia

To strengthen the National Society's fundraising strategy and activities.

Urgent funding was provided to Togo, Madagascar and the DRC National Societies to hold General Assemblies, for the induction of Board members, and to support new Secretaries General.



Empress Shôken Fund

The Japanese Empress Shôken contributed to the creation and supported the work of the Japanese Red Cross Society of which she was patron. The National Society was initially focused on wartime relief, but in 1912, Empress Shôken created an international fund for all National Societies to continue their work during peacetime. The Japanese Red Cross Society representative at the 11th International Red Cross Conference in Washington announced a donation by the Empress of 100,000 gold yen to encourage relief work in peacetime.

Only revenue generated by the interest and capital may be used for allocations to meet all or part of the activities. It is administered by the Joint Commission of the ICRC and the IFRC, which bears the main cost of administering the fund, as the fund's contribution to its own administrative costs is limited to CHF 50,000.

For the past 100 years, the Empress Shôken Fund has helped National Societies improve the quality of life and resilience of vulnerable people through disaster response operations, and long-term development programmes such as disaster risk reduction, disaster preparedness, health and other community-based activities.

The grants are announced every year on 11 April, the anniversary of the death of Her Majesty the Empress Shôken. They support a wide range of initiatives, including tuberculosis programmes, first-aid training, blood banks and community projects. Since its inception, more than 150 National Societies worldwide have benefited from the fund, which now has a total value of more than CHF 15 million.

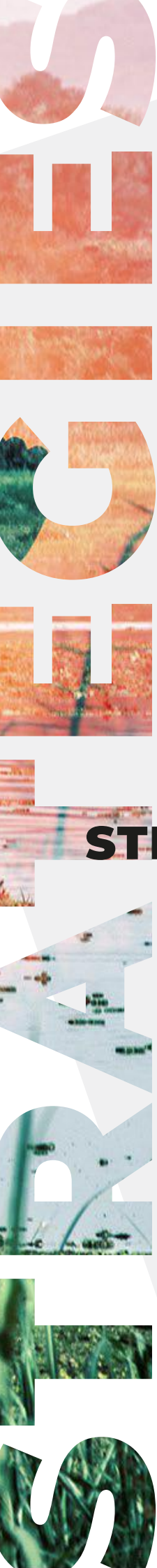


- | | | |
|---|---|---|
| <p>1 CHF 26,926
Cote d'Ivoire
Blood product supplies</p> | <p>6 CHF 26,097
Honduras
Child education promoting peace, non-violence and social inclusion</p> | <p>11 CHF 28,734
Belarus
Training on the First Aid, information campaign and mobile application "Assistance is close"</p> |
| <p>2 CHF 31,012
Lesotho
HIV prevention and blood donations</p> | <p>7 CHF 30,000
Uruguay
Empowerment and participation of Uruguay Red Cross volunteers</p> | <p>12 CHF 28,900
Latvia
Latvia Red Cross volunteers recruitment and registration</p> |
| <p>3 CHF 30,000
Liberia
Health care delivery systems</p> | <p>8 CHF 22,701
Maldives
Migrant health and volunteering opportunities</p> | <p>13 CHF 26,625
Macedonia
Local Roma community solutions</p> |
| <p>4 CHF 30,000
Somalia
National Society leadership and management capacities</p> | <p>9 CHF 28,805
Palau
Caregivers for homebound individuals</p> | <p>14 CHF 27,400
Romania
Social change mechanisms to engage Roma communities</p> |
| <p>5 CHF 24,605
El Salvador
Application of Fundamental Principles of the Red Cross and Red Crescent</p> | <p>10 CHF 28,255
Pakistan
Blood Donors' Management System</p> | <p>15 CHF 30,000
Egypt
Protection from sexual and gender-based violence</p> |

2018 Grant allocations

In 2018, more than 50 National Societies applied for grants—the largest number of applications in its history. The Joint Commission also selected more recipients than ever before, and increased its own support by 29 per cent—to CHF 423,060. It gave priority to projects that were especially innovative. It also sought to ensure geographical diversity and breadth of activity. National Societies that may have been under-represented in the past were also given special consideration.





STRATEGIES FOR IMPLEMENTATION







STRENGTHENING NATIONAL SOCIETIES

Strong National Societies are essential as a key part of local response. The core of the IFRC's approach to strengthening National Societies lies in accompanying them on their own journeys of institutional development and strengthening.

Strengthen Local Capacity

One of the IFRC's main priorities in 2018 was supporting National Societies and their approximately 12 million volunteers to strengthen and become more relevant within their local communities.

These efforts are closely aligned with the IFRC co-leadership of the Grand Bargain Workstream on localization, alongside the Government of Switzerland, and forms the basis of the first of the IFRC's Strategies for Implementation: Strengthen National Society capacities and ensure sustained and relevant Red Cross and Red Crescent presence in communities.

As part of its co-leadership with UNFPA of the Compact for Young People in Humanitarian Action, the IFRC coordinated the work of 60 members globally from across the humanitarian sector. It also took steps to mainstream its Youth Policy and IFRC Youth Engagement Strategy across the IFRC's Plan and Budget with a view to future continuity and growth.

The IFRC supports National Societies in this important work by improving access to technical expertise and resources. It supports them with innovation and training, helping them to evaluate and learn from their work, as well as that of the wider network. It also supports National Societies to nurture effective and motivated volunteers, giving particular priority to engaging with young people.





What is Preparedness for Effective Response?

PER is a disaster preparedness framework developed by the IFRC in consultation and in collaboration with National Societies and partners. It supports National Societies to construct a workplan that strengthens coordination of preparedness activities and to deliver disaster response services in timely, efficient and effective manner. Through PER, National Societies systematically assess, measure and analyse the strengths and gaps in their response systems. Consequently, this results in a better ability to address the needs of communities and provide them with vital services in times of disasters and crises.

The PER is not a new approach, as it draws on two decades of learning from Well-Prepared National Societies, Disaster Response Capacity Enhancement tools and National Disaster Preparedness and Response Mechanisms. It operationalises IFRC Principles and Rules of Red Cross and Red Crescent Humanitarian Assistance, and Disaster Preparedness Policy; and it complements the IFRC National Societies' Development Framework and the ICRC's Safer Access Framework.

The IFRC has been working with partners, IFRC offices, and departments within the IFRC to mainstream the PER to ensure a common National Society preparedness approach. Collaboration on the PER with the Health; Surge; Cash; Logistics; Chemical, biological, radiological and/or nuclear teams and others are ongoing. The IFRC Health team is using the PER framework in their Community Pandemic Preparedness Programme to ensure that National Society response systems are ready to respond to disease epidemics.

“Empowering local actors to provide assistance is at the core of the PER.”

Hellenic Red Cross Samaritans looking for survivors in the town of Mati after the devastating wildfires that claimed over 90 lives.






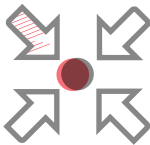

In 2018, the IFRC organized the second annual PER technical working group meeting to encourage peer-to-peer learning among National Societies on implementation of the PER process, incorporate collective learning to the wider PER process, and to introduce other stakeholders to the PER. Two complete training packages were developed:

1 PER facilitators' training and

2 PER induction course.

The purpose of the PER facilitators' training is for champions and facilitators to accompany and implement PER processes alongside National Societies, whereas, the PER induction course helps sensitise and promote the PER approach with different stakeholders from technical areas and working groups. So far, 75 PER facilitators were trained and 74 undertook the PER induction course.

COMPONENTS OF PER

				
Policy, Strategy and Standards	Analysis and Planning	Operational Capacity	Coordination	Operations Support
<ul style="list-style-type: none"> RC Auxillary Role, Mandate and Law DRM Policy DRM Strategy Disaster Law Awareness and Management Quality and Accountability 	<ul style="list-style-type: none"> Hazard, Context and Risk Analysis, Monitoring and Early Warning Scenario Planning Risk Management Preparedness, Plans and Budgets Business Continuity Emergency Response Procedures (SOPs) Response and Recovery Planning Pre-Disaster Meetings and Agreements 	<ul style="list-style-type: none"> NS Specific Areas of Intervention Mapping of NS Capacities Early Action Mechanisms Cash Transfer Programming (CTP) Emergency Needs Assessment Beneficiary Selection Emergency Operations Centre (EOC) Information Management (IM) Testing and Learning Activation of Regional and International Support 	<ul style="list-style-type: none"> Coordination with Movement Coordination with Authorities Coordination with External Agencies and NGOs Civil Military Relations Coordination with Local Community Level Responders Cooperation with Private Sector 	<ul style="list-style-type: none"> Safety and Security Management Operations Monitoring, Evaluation, Reporting and Learning Finance and Administration Policy and Emergency Procedures Information and Communication Technology (ICT) Logistics, Procurement and Supply Chain Staff and Volunteer Management Communication in Emergencies Resource Mobilization

How Local is the IFRC?

National Societies are sometimes the only organizations able to continue operating locally in challenging contexts. They are well placed to make a positive and sustainable difference to the lives of people affected by disasters, protracted crises and conflicts.

The IFRC supports National Societies to become stronger actors in local, national, regional and global networks and to reinforce their programmes. It has the consolidated know-how to support change processes, organizational development, and to strengthen capacity.

The IFRC works with National Societies to increase the quality of their preparedness and response to disasters and crises. It also supports National Societies to become powerful actors in strengthening civil society and to leverage the full potential of their volunteer networks to capture and respond to the needs of their communities during times of crisis by providing relevant services.



“Strengthening National Societies is one of the core mandates of the IFRC.

Investing in Volunteers

The success of the IFRC is founded upon the staff and the millions of local volunteers who work with 190 National Societies, 60 delegations and around 165,000 local Red Cross and Red Crescent chapters, branches and units all over the world. Volunteers are sources of inspiration and innovation. They bring their unique perspective, knowledge, skills and connection to the humanitarian needs and socio-cultural context of their own communities. And they have a real stake in finding practical solutions to overcome challenges.

The IFRC worked with Spanish Red Cross Society leadership to support volunteers through a Global Volunteering Alliance that reflects on current trends and imagines the future potential of volunteering. It helps them to coordinate and deliver assistance to those affected by disasters and crises in a sustained, appropriate, independent and timely way. It also promotes the Fundamental Principles, fosters a harmonised approach to preparedness across National Societies and Movement Partners, and encourages evidence-based identification of challenges and strengths.

However, analysis of recent trends has revealed some emerging challenges. People appear to be volunteering for shorter periods, they are facing increasing threats to their lives and well-being, and there are indications that, at local and national levels, the cadre of volunteers may not be sufficiently diverse to truly represent the communities they are supporting. In 2018, technical experts from National Societies and the IFRC came together in Geneva to reflect on these trends and challenges and the implications for the future of volunteering within the Movement. National Societies are learning from each other and designing and testing new volunteering approaches. Teams have been formed to motivate and increase the engagement of volunteers as well as improve their safety and wellbeing. Given the IFRC's unparalleled experience with volunteerism, and its approach to innovation, it is well positioned to lead a global transformation in re-framing and re-imagining the role of volunteers and voluntary action and how change can be initiated through grassroots action.

Since the launch of the Global Volunteering Alliance by the IFRC in 2017, 65 National Societies have joined its coordinated efforts.



**The spirit of
volunteerism
has been at the
heart of the Red
Cross and Red
Crescent ethos for
more than 150 years.**

The Youth of Today and Tomorrow

More than half of IFRC volunteers are under 30 years of age. Children, adolescents, and young adults play an important role in building community resilience. They are a powerful and courageous constituency, capable of leadership, mobilizing their peers and communities to drive local solutions to humanitarian crises. However, their true potential is often overlooked.

Engaging young people with the work of IFRC contributes to humanitarian excellence, extends the reach of activities and builds community resilience. It creates enabling environments for young people to identify community engagement opportunities and gives voice and leadership to young people. The IFRC works with National Societies to accompany and empower children and young people to shape and participate fully in humanitarian aid and development.

The IFRC proudly champions the Compact for Young People in Humanitarian Action which identifies meaningful youth engagement as a key strategic vehicle to reshape humanitarian aid and strengthen community resilience.

Young people as members of affected communities

The IFRC delivers age- and gender-responsive inclusive programmes and services that contribute to the protection, health, and development of children, adolescents, and young adults (both boys and girls) within humanitarian settings.

Young people as volunteers

The IFRC encourages investments and opportunities for children, adolescents, and young adults to strengthen their capacities and capabilities to:

- become effective humanitarian actors in prevention, preparedness, response and recovery
- create enabling environments for local humanitarian initiatives.

Young people as Leaders

The IFRC systematically engages young people in all phases of humanitarian action and in decision-making at all levels, including budget allocations for programmes and services targeting young people.

2018 Achievements

- Delivered Youth Engagement Self-Assessment Tool pilots in the National Societies in Bangladesh, Honduras and Kenya.
- Guided the Kyrgyzstan Red Crescent to establish a strategy for systematically engaging young people in emergency and rescue response teams.
- Facilitated participation of the Bangladesh National Society in the High-level UN roundtable convened by the UN Envoy for Youth in Cox's Bazar. Strategies for strengthening collective effort in addressing needs and rights of children, adolescents, and young adults caught in the Population Movement Crisis were discussed.
- Tested and validated the Leadership Identity Development Theory and Relational Leadership Framework during the Leadership Training Course for Young People, designed with and for the Slovakia National Society.
- Completed a pilot of the “StrengthFinder Self-Assessment Tool” with young people across all levels, offices and regions and confirmed its value to leadership identity development.
- Established a partnership with Project Syndicate to elevate the voice of young people on the IFRC humanitarian mission and to become influencers on global issues relevant to their local communities. Published articles will form part of the Youth Voice contribution to the 10th anniversary in 2019.
- Collaborated with UNFPA and the Governments of Denmark and Qatar to deliver the Igniting Hope Side event, the only event to focus on children, adolescents, and young adults at the UN ECOSOC Humanitarian Affairs Segment in June.
- Launched the “Igniting Hope Report” that featured examples of innovative programming from 53 organizations, including National Societies, that put the rights and needs of young people front and centre of humanitarian action.
- Co-organized the 3rd Annual membership meeting of the Compact for young people in humanitarian action with the overall theme “Localizing the Compact—transforming humanitarian action with and for young people.”
- Supported Regional Offices with their contribution to the governance of the IFRC Youth Commission.

Transforming National Society Development Activities

After several years of 'business as usual', the IFRC strategic objectives for National Society Development (NSD) in 2018 focused on:

- linking NSD to the challenges of the next decade and IFRC's planned Strategy 2030
- setting ground rules for NSD support among National Societies drafting a NSD Compact
- defining the IFRC role as a facilitator and an enabler for NSD support
- improving support to help National Societies identify their priorities
- making NSD support more predictable, structured, coherent and efficient
- ensuring proper learning is shared within the network
- expanding the number of National Societies that have undertaken an Organizational Capacity Assessment and Certification (OCAC) process
- supporting National Societies to roll out Branch Organizational Capacity Assessments (BOCA)
- strengthening cooperation with the ICRC on NSD in the full respect of each organization's mandates
- strengthening NSD funding.



Achievements in Transforming National Society Development

- A first draft of the National Society Compact was tabled at the IFRC Governing Board.
- The revised Guidance for National Society Statutes was approved by the IFRC Governing Board.
- The National Society Investment Alliance was successfully launched, together with the call for proposals for the first round of applications.
- Resources were successfully allocated to National Societies through the Capacity Building Fund.
- Productive relations on National Society Development were established between the leaders of the ICRC and IFRC to explore how to best leverage each other's' competences.
- Ten National Societies completed OCAC Phase 1 in 2018, bringing the total to 117 who have completed this phase.
- Nine National Societies initiated Branch Organizational Capacity Assessment in the Asia Pacific region, and 149 branches conducted BOCA assessments. Three National Societies initiated BOCA in the Africa region, and 30 branches conducted BOCA assessments.
- The Organizational Development in Emergencies initiative, supported by the Norwegian and Swedish National Societies, developed the first part of its framework to support National Societies decision making during emergencies that contribute to long term development goals, and shape and inform the response operation.
- Pilot initiatives with UNICEF and WFP prepared for stock-taking exercises that will inform the future cooperation around strengthening National Societies as local actors.
- PER induction and facilitators training package finalized, and tools and communication materials revised.
- More than 74 people from National Societies, IFRC regions and sub-regions and Partners were trained to support National Societies on the implementation of the PER process.
- Support provided to 16 National Societies on PER orientation, assessments, analysis, and development of work plans.
- Coordination of technical and thematic areas was provided to ensure a common approach to the strengthening of National Society response capacities.
- Age- and gender-responsive and inclusive programmes and services created that contribute to the protection, health, and development of children, adolescents, and young adults within humanitarian settings.
- Ensuring a common approach by National Societies was taken within preparedness projects and programmes, including Health Community Preparedness to epidemics and pandemics, NLRC Response Preparedness Programme II, Office of U.S. Foreign Disaster Assistance Caribbean National Society Capacity Strengthening programme and others.

A Reflection Study conducted by the IFRC and the British Red Cross analysed the support provided by the IFRC to the Myanmar Red Cross during its response to the crisis in Rakhine State, Myanmar. The study concluded that the National Society Development programme had enabled the Myanmar Red Cross to develop a clear identity and strategic vision, allowing it to become a relevant and effective national and local actor delivering a principled response.

Capacity Building in Emergency Response in Americas, a five-year project to strengthen emergency response capacities, provided significant support to the Honduras Red Cross and four others during local, regional and national crises. An extensive assessment and analysis of response capacities helped the Honduras Red Cross to identify areas to address. The Canadian Red Cross and IFRC Disaster Preparedness Reference Centre then provided targeted training, equipment and technical assistance to support the National Society workplan. By restoring family links, logistics and psychosocial support training, the Honduras Red Cross branch was able to provide localized response during the socio-political unrest and was able to quickly mobilize resources from strategically located regional warehouses to support 70 families affected by floods.



ENSURE EFFECTIVE INTERNATIONAL DISASTER MANAGEMENT

Coordination in international disaster response ensures more effective and efficient support to the most vulnerable. One of the central functions of the IFRC is to ensure effective coordination along the continuum of our work.





The IFRC provides essential support when the local capacity of National Societies is exceeded during and after humanitarian emergencies. In 2018, localizing emergency response was one of the IFRC's primary priorities.

2018 Emergency Operations

14 Emergency Appeals launched in 2018

- **16.9 Million** people targeted
- **CHF 128.6 million** funding required
- **CHF 76.5 million** received
- **59% Funded**

All Emergency Operations in 2018

- **CHF 123 Million** funding received

In 2018, the IFRC supported the capacity development of National Societies and worked in collaboration with the ICRC and other Movement Partners to respond to the consequences of natural disasters, large population movements, food insecurity, disease outbreaks and epidemics and other crises. It mobilized people and provided financial support, technical assistance, training, tools and helped with evaluations to make the work of National Societies more effective and locally sustainable. It also conducted coordination and intense advocacy at the global level. It collaborated with partners to reduce the risk of disasters and has led efforts to prepare for technological, chemical, biological, radiological and nuclear hazards.

The IFRC Disaster Relief Emergency Fund (DREF) launched the *Forecast-based Action by the DREF*, an innovative funding facility designed to provide anticipatory funding to National Societies. This facility automatically allocates funding for early action based on scientific triggers and forecasts. It is part of the IFRC effort to increase the use of the DREF by National Societies to CHF 30 million by 2020.

Population movement

Disease outbreaks

In 2018, the IFRC helped mobilize more than 130 people through regional and global surge systems to support National Societies responding to the Ebola virus disease outbreaks in the Democratic Republic of Congo provinces of Equateur, North Kivu and Ituri. Local resistance to outbreak response and assistance efforts together with challenging access restrictions in conflict areas required close collaboration with Movement partners at all levels. The IFRC also provided financial assistance and technical support through the DREF for Ebola preparedness activities by National Societies in the neighbouring countries of South Sudan, Uganda, Burundi and Rwanda, identified by the World Health Organization as being at high-risk.



Rainfall and drought

Rainfall patterns continued to be responsible for the highest number of new emergencies responded to by the IFRC Network, especially in Southeast and East Asia. Meanwhile, serious drought conditions required IFRC financial support in Afghanistan, Pakistan, Eastern and Southern Africa, and Central America.



In 2018, the IFRC provided humanitarian assistance and protection to 5.7 million people who were either migrants, displaced people, or receiving people on the move within host communities and conducted advocacy and awareness raising activities. The IFRC provided technical support to cash transfer programmes in areas affected by the Syria crises, and funding support via Emergency Appeals to National Societies responding to the needs of people arriving from Venezuela in nine neighbouring countries.

In support of the people driven to Cox's Bazaar by extreme violence in Rakhine State in Myanmar, the IFRC participated in a joint needs-assessment. This resulted in a "One Window" Framework for IFRC activities under which National Societies coordinate their activities with the Bangladesh Red Crescent Society and the IFRC under a single plan. The Bangladesh Red Crescent Society is at the centre, while different partner National Societies lead or co-lead on different sectors of the response. This includes sectoral representation to different internal and external stakeholders. Other National Societies may support the lead or co-lead with direct financial contributions (earmarked or un-earmarked) to the co-leading entity, human resources, specific technical support, support on a specific task, etc. The partners work under one overarching operational plan and one joined-up reporting mechanism.

Cash

Food insecurity

The IFRC responded with financial and technical support to the needs of people affected by the food insecurity crises in South Sudan, Yemen, and northeast Nigeria and worked closely with and contributed to the Integrated Food Security Phase Classification/Cadre Harmonisé to identify needs. It also launched an Emergency Appeal in Mauritania to address immediate needs and support recovery.



The IFRC conducted a review of National Societies' cash preparedness to increase effectiveness and has provided them with support to help strengthen and increase the scale and speed of their programmes. It also conducted three Regional Cash Workshops for National Societies and recruited four Regional Cash Coordinators.

Since May 2018, the IFRC has been co-chairing a working group that aims to strengthen the links between social protection and humanitarian cash as a means of supporting vulnerable populations before during and after crises. It is drawing on the experiences of several National Societies that are already channelling the delivery of humanitarian cash through existing social welfare systems to improve efficiency.

As a result of securing the global framework agreement for the use of the Red Rose data management platform, two National Societies have been able to sign supplementary agreements that allow them access at greatly reduced rates. The first distribution of in-kind goods, bed nets, took place in August 2018 using the Red Rose system. This successfully demonstrated the flexibility of the Red Rose system to be used for other resources in addition to cash.



Green Response

Green Response is a way in which the Movement approaches its work that emphasizes stronger accountability towards affected populations by actively promoting alternative, more environmentally beneficial solutions in addressing needs. During disasters, the immediate imperative for the Movement is to save lives and reduce suffering. While life-saving interventions must always remain the priority aim of any emergency response operation, the Movement recognizes that it must act to minimize its adverse impacts on the surrounding environment and ecosystems.

Recognizing that one of the primary factors for environmental impact in humanitarian operations is supply chain, in 2018 IFRC finalized a **case study** on the impact of its own supply chain with recommendations for how to diminish environmental impact.

An Environmental Field Advisor was deployed to the Population Movement Operation in response to the massive influx of people into Cox's Bazar district from Rakhine State, Myanmar. A limited Environmental Impact Assessment was conducted to identify issues of significant concern both for immediate action or for future institutional improvement. Simultaneously, work is done to identify areas of significant environmental impact or where improvements can be made.

Global Shelter Cluster coordination

The Global Shelter Cluster, co-led by the IFRC, launched its new strategy in June 2018 after an intensive consultation process. The Strategy builds on recommendations from an independent evaluation of the previous Strategy and changes in the humanitarian landscape. It also continued to coordinate the Global Shelter Cluster for natural disasters, and deployed 16 people to support coordination teams in Vanuatu, Tonga, The Philippines, Indonesia, Nigeria, Nepal and the Americas, and another 16 people for preparedness and contingency planning in Bangladesh, Nepal, Indonesia, The Philippines and to the Pacific Regional Preparedness Cluster.



Adapting to climate change

Following years of advocacy by IFRC to promote urgent adaptation to climate change, the Secretary-General of the IFRC, Elhadj As Sy was appointed a commissioner on the new Global Commission on Adaptation led by former UN Secretary-General Ban Ki Moon. The IFRC also convened the climate science and humanitarian communities in Geneva together in the first **Climate Science and Humanitarian Dialogue** event in October 2018, exploring the humanitarian related findings of the Intergovernmental Panel on Climate Change (IPCC) new report on the impacts of a 1.5 degree temperature rise.



Reducing risks of disasters

In 2018, the IFRC conducted a global mapping of disaster risk reduction projects implemented by the IFRC and National Societies in 2017. Together they had invested a total of CHF 253.5 million into disaster risk reduction projects, of which CHF 207 million was invested in 2018. The IFRC convened experts from National Societies and network members at a meeting of the Disaster Preparedness and Risk Reduction Working Group in Berlin in June to encourage closer collaboration. It also represented and promoted the work of the network and advocated for appropriate preparedness and risk reduction measures in the second edition of Public Awareness and Public Education for disaster risk reduction in collaboration with Save the Children, and in several international fora including:

- Regional Refugee Resilience Plan Meeting, Cairo, 7–8 October
- Africa-Arab Platform on Disaster Risk Reduction, Tunis, 9–12 October
- Strengthening the role of national and local governments in reducing economic losses and building DRR capacity, Geneva, 19 October
- German DRR Conference, Berlin, 23 October
- Making Cities Resilient Steering Committee, Barcelona, 11 November
- Resilience Week, Barcelona 12–13 November
- UNISDR Stakeholder Advisory Group, 3–5 December

The Global Disaster Preparedness Centre, hosted by American Red Cross, enhances the disaster preparedness capacities of Red Cross and Red Crescent National Societies and the wider humanitarian community. GDPC initiatives such as the Universal App Program (UAP) create web-based, scalable approaches to disaster preparedness and resilience that are cost effective and easy to customize.

Information management

The IFRC launched the new emergency operations digital platform GO (<http://go.ifrc.org>), in September 2018 and increased its efforts to strengthen IFRC and National Society use of mobile technology for collecting data. Under the coordination of a mobile data collection working group, it has been possible to offer data hosting services to National Societies, coordinate training, standardise technology solutions across the IFRC Network, provide support to end-users and operations and ensure data protection policies and security.

A wide range of Information Management tools and training programmes were developed by the IFRC in 2018. The Leading Emergency Needs Assessment and Planning group, made up of around 30 National Societies and IFRC Network staff, has developed a common IFRC Analytical Framework and materials to improve shared understanding of needs and planning priorities. It has developed a new methodology for context analysis for awareness planning and decision making using secondary data processed through the DEEP platform, which has been used in operations in Afghanistan, Venezuela, Cameroon and the DRC. New processes for scenario planning and assessing needs were used to support response to the population movements from Venezuela. As part of the Surge Optimization, a training package for the Humanitarian Information Analysis Course was also successfully developed and piloted.



Emergency funds

Disaster Relief Emergency Fund (DREF)

In 2018 a total of CHF 23.8 million was disbursed to National Societies for 92 operations (78 DREF grants and 14 loans to Emergency Appeals). The overall amount allocated in the form of loans to Emergency Appeals was CHF 6 million.

The DREF facilitated and funded training of National Societies and IFRC offices in the planning and use of DREF funds, including development of new training materials. The use of DREF was included in most IFRC Disaster Management training and was also delivered as dedicated training to National Societies and Regional Offices on request.

NATIONAL SOCIETIES SUPPORTED WITH PREPAREDNESS FOR EFFECTIVE RESPONSE

to conduct assessments	10
for orientation	6
PER facilitators trained	74

DREF 2018

92
DREF
Operations
launched

5.1M
People
targeted

23.8M
Allocated
CHF

61
Countries
with
DREF
Operations

33

Floods Operations
in 2018

8.9M
CHF allocated
in 2018

15

Population Movement
Operations in 2018

3.1M
CHF allocated
in 2018

15

Epidemic Operations
in 2018

2.9M
CHF allocated
in 2018

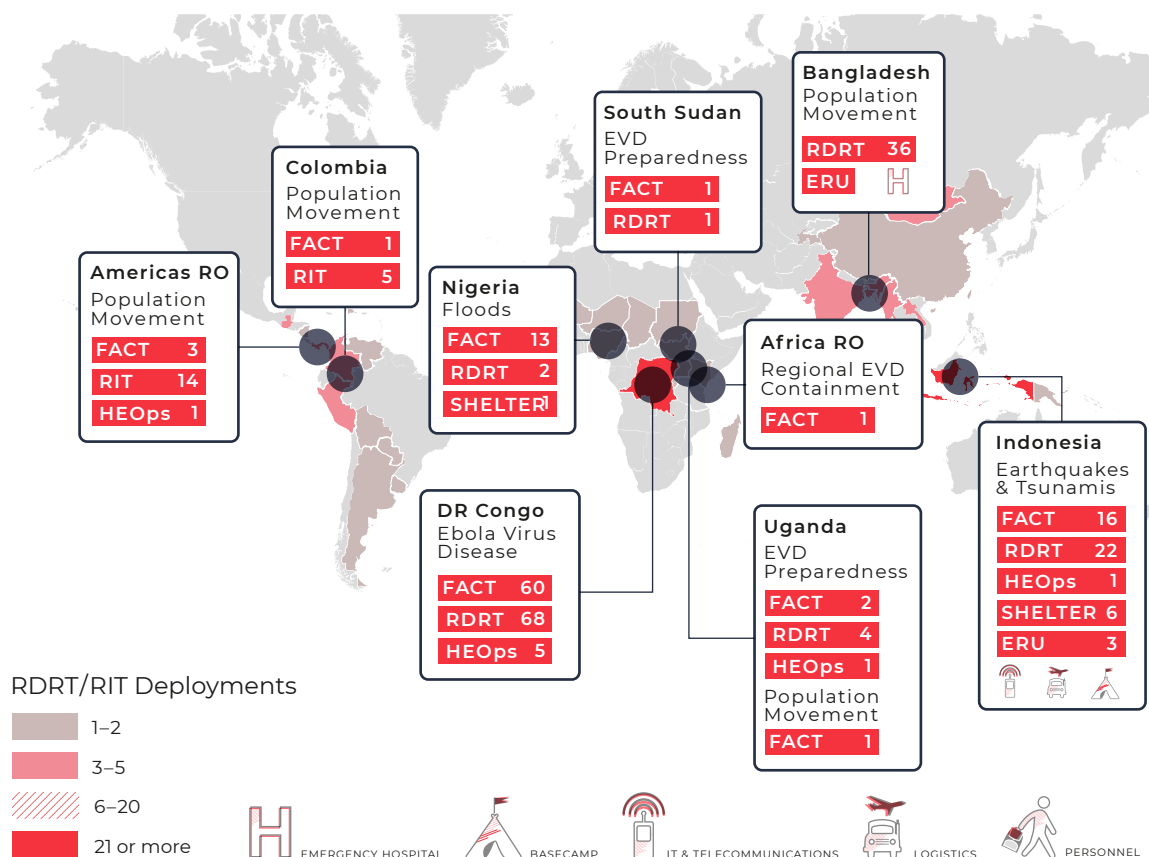
EMERGENCY OPERATIONS LAUNCHED IN 2018



Emergency deployments

The deployment of staff to increase capacity in emergencies from the IFRC and its network was a major aspect of the IFRC work in 2018. It has been implementing recommendations from the Heads of Operations (HEOPS) and Developing Heads of Operations (DHEOPS) 2017 review such as increasing the focus on Emergency Team Leader (ETL) roles. The IFRC has continued to increase its capacities and those of National Societies to provide senior emergency leadership in large scale operations. The DHEOPS certified eight new personnel from the 2nd cohort and eight new participants were selected for the 3rd cohort. By the end of 2018 92 people had received ETL training and 227 people had received surge training, organized by the global surge team. In response to increased demand, a Disaster Response Training team was established, in October 2018, hosted by the IFRC Global Services Centre in Budapest.

2018 SURGE DEPLOYMENTS



Key:
 HEOPS = Head of Emergency Operations | RIT = Regional Intervention Team | FACT = Field Assessment Coordination Team | RDRT = Regional Disaster Response Team
 ERU = Emergency Response Units | RO = Regional Office | EVD = Ebola Virus Disease

IFRC Surge Optimization

The IFRC is transforming its surge capacity to foster a localized, competency-based system for deployment of international personnel. The process follows the recommendations of an extensive review of the current state of surge, and based on the following principles:

- 1 The Surge mechanism is part of a wider response system. It is accountable, fit for purpose, able to deploy the right people and services to the right place at the right time, as local as possible, as global as necessary.
- 2 Roles, responsibilities and procedures are clear, transparent, known, held in common and adhered to.
- 3 The Surge mechanism contributes to capacity building and support existing disaster preparedness initiatives
- 4 Stakeholders commit to working together towards operational excellence where not achieved. The Surge mechanism will monitor quality, learn and optimise
- 5 Staff and volunteers have equal access to joining Surge networks. Members of Surge networks have equal access to deployment based on competences and availability. There are equitable opportunities for progression within the Surge mechanism, based on merit.

2018 Surge Optimization highlights

- New Leading Emergency Assessment and Planning Approach launched with supporting training
- Standard Operating Procedures for deployment of Surge personnel, integrating regional and global pools and rosters, have been drafted
- DREF Surge deployment funding mechanism supported the Ebola response in DRC and the population movement assessments in the Americas.
- Interoperability of surge capacities and alignment and harmonization of surge training courses with ICRC increased.
- Core Competency Framework for training, selection, and appraisals of surge personnel was finalized.

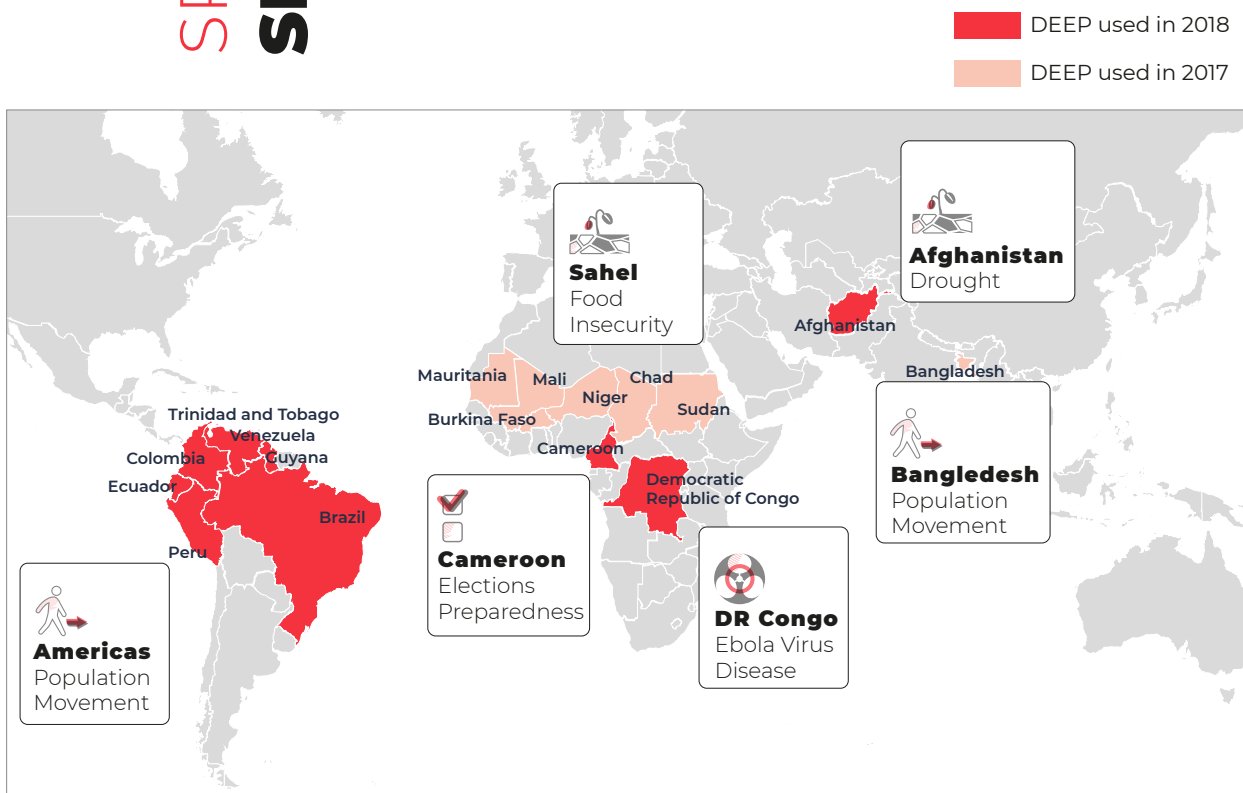
SPOTLIGHT ON: SECONDARY DATA ANALYSIS

The Data Entry & Exploration Platform (DEEP)

The DEEP was developed to help humanitarians understand emergency contexts, analyse drivers of need and support the improved use of secondary data. By helping us to make use of the increasing flood of data in emergencies, the DEEP helps the IFRC network make better choices over what it can do to help those in most need. The DEEP was built through the joint efforts of IFRC, the UN, Private Sector and NGOs; one of its main features is the way it enables analysts to collaborate across organisations, thereby potentially improving a common situational understanding.

The DEEP integrates severity rankings, information reliability scoring, analytical frameworks and humanitarian profiling approaches. It does not however replace the essential analysis required by humans. The IFRC, through increasing use of the platform to collect, organise, rank, retrieve, and query crucial quantitative and qualitative information, aims to strengthen the evidence underpinning operational decision-making.

2017 & 2018 IFRC SECONDARY DATA ANALYSIS USING DEEP



GO Platform

The IFRC's GO platform was launched in September 2018 to connect information on the needs of disaster-affected people with the right response. The GO platform helps users to understand how the IFRC Network is responding to emergencies and serving the most vulnerable. GO shares alerts for emerging crises and field reports from National Societies preparing for and responding to emergencies. It collates important information for large scale IFRC-supported emergency operations, ensuring data is both accurate and accessible. GO aims to make disaster information useful to Red Cross/Red Crescent responders for better decision making.

The GO platform automates previously manual processes for calculating appeal data and makes this data easily accessible. The platform replaces many of the functions of the Disaster Management Information System (DMIS), applying new open source technologies to improve analysis and the presentation of the data.

Each emergency is different so IFRC GO has been built to be flexible and adaptable. Emergency pages can show rumour tracking for a response to an epidemic outbreak, items distributed for a response to a tropical cyclone or litres of water distributed in response to the risk of cholera. The platform shows who and what has been deployed for IFRC-supported emergencies as well as, crucially, what is still needed in terms of funding and people.

In 2019, IFRC GO will incorporate a Preparedness for Effective Response module. This will allow data specific to the needs of National Societies to be uploaded and presented. This data will help understand the strengths and weaknesses of the IFRC Network in order to ensure more evidence-based allocation of resources.

GO has received dedicated personnel and funding support from the American Red Cross, British Red Cross, Japanese Red Cross, Canadian Red Cross, Netherlands Red Cross, Spanish Red Cross, Australian Red Cross, and Ericsson.



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.



In 2018, the IFRC was able to advocate for, advise on, or support National Societies with a number of global, regional and country policies.

Protecting Vulnerable Migrants and Refugees

- The Movement successfully advocated for guarantees in the Global Compact for Safe, Regular and Orderly Migration that all migrants should have access to basic services and humanitarian assistance, that humanitarian assistance to migrants, whatever their status, should not be considered unlawful, that specific attention should be devoted to those most vulnerable, particularly children, and that detention should be used only as a last resort
- successfully achieved recognition of the role of National Societies and other local actors in the Global Compact on Refugees
- developed the Humanitarian Service Points programming concept to help National Societies and States collaborate on the implementation of access to assistance provisions of the Migration Compact.



Addressing the Humanitarian Consequences of Climate Change

- encouraged greater understanding by diplomats and humanitarian organizations of the humanitarian impacts of climate change and the IPCC report on the impact of global warming by bringing them together with climate scientists during the first Climate Science Humanitarian Dialogue in Geneva
- highlighted the urgency of climate change and investment in disaster risk reduction during the 24th Conference of the Parties of the UN Framework Convention on Climate Change in collaboration with the Red Cross Red Crescent Climate Centre. The Climate Centre, hosted by Netherlands Red Cross, applies scientific weather and climate forecasts to predict potential disaster and long-term change. It supports National Societies to access information, provides technical assistance, conducts research into climate science and humanitarian action and advocates on climate policy.
- promoted action to prevent extreme weather events from becoming disasters through the IFRC Secretary General's membership of the High-level Global Adaptation Commission
- influenced the Ulaanbaatar Declaration as the key outcome of the 2018 Asian Ministerial Conference on Disaster Risk Reduction. The delegation of 19 National Societies promoted collective commitments and actions that Asian National Societies will deliver in support of the priority areas of the Sendai Framework.



Promoting Humanitarian Reforms

- co-convened the Grand Bargain Localization Workstream and organized multi-agency missions to Bangladesh and Iraq to learn from local practices and promote action on the Grand Bargain localization commitments
- helped develop the Inter-Agency Scheme for the Disclosure of Safeguarding-related Misconduct for application within humanitarian and development sector recruitment processes, in cooperation with members of the Steering Committee on Humanitarian Response.

2018 World Disasters Report

Humanitarian action has never been able to end all suffering caused by conflicts, disasters and other crises. The World Disasters Report nevertheless argued that the humanitarian sector can—and must—make a stronger effort to meet the most urgent needs. It challenges all those engaged in humanitarian action—the donors, the multilateral, international, national and local service providers—to constantly seek to identify the people most in need and hardest to reach, to identify people who may be excluded, and to make these people the top priority.

It made recommendations in six areas, and identifies action in each for governments, international humanitarian organizations and donors.



The World Disasters Report (WDR) is one of the IFRC's most important advocacy tools. In 2018, the focus was on "Leave No One Behind".



1 Getting the incentives right

Donors: define ‘value for money’ in light of the goal of leaving no one behind and reaching the people most in need— even if doing so is more expensive.

Humanitarian organizations: systematically integrate steps to support the people hardest to reach into their appeals and response plans, including, where necessary, prioritizing mitigation of security risks (both for themselves and their local partners).

2 Recognizing and supporting the role of local humanitarian action

Donors: invest in local responders, in particular their long-term institutional capacities.

Governments: invest resources in local response capacities, including those of civil society, at the domestic level, to reduce their reliance on international funding.

Humanitarian organizations: strengthen partnerships with local responders, with a conscious goal of devolving decision-making and nurturing long-term capacity, and find ways to better integrate local knowledge (in particular about cultural issues, hidden vulnerability and local capacities) into needs assessments,

3 Adopting a community-centred, participatory approach

Humanitarian organizations: prioritize the integration of community participation in all areas of programming, ideally before, but at least from the very beginning of a crisis – and share feedback more effectively across aid organizations.

Donors: prioritize resources for community engagement activities and ensure flexibility in how funds are allocated to programmes throughout a crisis so that course correction based on feedback from communities can occur.

4 Taking up our shared responsibility for resilience

Governments (including donors) and humanitarian organizations: invest much more heavily in community resilience and local response capacities before disasters and other crises. Donors: ensure that funding structures for development, climate and humanitarian assistance promote resilience, local capacity and preparedness.

Humanitarian organizations: systematically include resilience strengthening in their interventions, unless they lack the relevant competence or capacity, or such activity would undermine their compliance with humanitarian principles.

5 Improving appropriate use of data and technology

Governments (including donors) and humanitarian organizations: invest in stronger data gathering and analysis capacities across the humanitarian sector and at the national level. Ensure that there is agreement on basic data standards and methodology to ensure comparability and interoperability, as well as adherence to a strong ‘do-no-harm’ approach to data protection and sharing.

6 Addressing the critical cases

Governments (including donors) and humanitarian organizations: address gaps in the provision of assistance to and the protection of persons with disabilities, older persons and migrants, guard against blind spots in the provision of assistance to people lacking government-issued identification, without formal title to their homes, whose communities are not mapped, and who silently endure hidden crises, such as sexual and gender-based violence.



Myanmar Coalition for Resilience

Senior IFRC representatives gathered with the Ministries of Social Welfare and Health and leaders from the Myanmar corporate and NGO sectors, ICRC regional director and Movement partners. With a target of ensuring that 5 million people will be more resilient by 2025, the Coalition envisioned sectoral targets in line with Myanmar Red Cross strategic plan. This took place in the context of ongoing discussion with the ASEAN Secretariat to launch the ASEAN Coalition for Resilience as a common platform to implement the IFRC-ASEAN MoU that is expected to be signed in 2019. The Myanmar Red Cross will seek to operationalise the coalition.

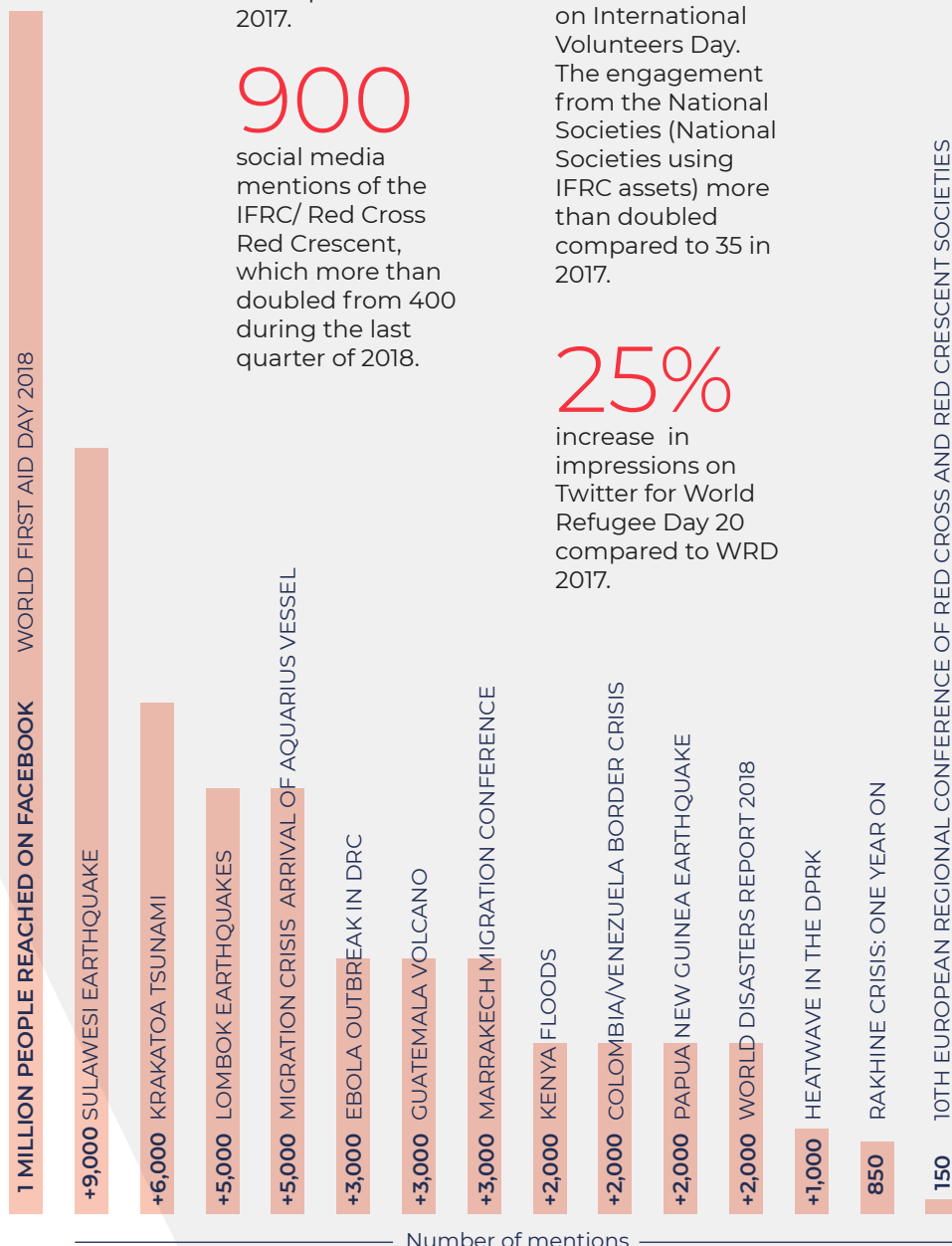
The IFRC gathered 361 participants representing almost 50 National Societies from the Asia Pacific region and Middle East at the 10th Asia Pacific Regional Conference in Manila from 11–14 November. The event resulted in the adoption of the Manila Call for Action which articulates common priorities shaping the Red Cross Red Crescent Agenda for the Asia Pacific region in the next four years. The declaration made strong commitments to women's leadership, diverse representation of volunteers and adopting a community centred approach.



Influence Through Communication

IFRC communication channels reached a wider audience than ever before.

MEDIA & SOCIAL MEDIA REACH



MEDIA

50%

rise in pick-up of media releases (how many news media outlets or social media channels used/relayed IFRC media statements) from January to June 2018 compared to the same period in 2017.

900

social media mentions of the IFRC/ Red Cross Red Crescent, which more than doubled from 400 during the last quarter of 2018.

3.5%

average engagement rate in 2018 for World Red Cross Red Crescent day, almost tripling versus 1.5% in 2017.

80

National Societies used IFRC assets on International Volunteers Day. The engagement from the National Societies (National Societies using IFRC assets) more than doubled compared to 35 in 2017.

25%

increase in impressions on Twitter for World Refugee Day 20 compared to WRD 2017.

SOCIAL MEDIA

The number of followers across all platforms by the end of 2018 was **799k**



40%

increase in number of impressions in 2018 compared to 2017



posts shared

35k times



14%

increase in engagement rate



45%

increase in number of impressions for posts and stories

Disaster Law

The Sendai Framework for Disaster Risk Reduction highlighted the importance of national and local frameworks of laws, regulations and public policies to strengthening disaster risk governance.

The IFRC Disaster Law Programme (DLP) promotes legal preparedness for disasters to governments, the IFRC Network and partners. It helps National Societies and governments increase their capacity to work on disaster law issues by providing technical advice based on high-quality research, support and tools. It also works closely with National Societies to influence the outcomes of inter-governmental, inter-agency and academic fora.

“Laws and regulations are essential to reducing and managing risks posed by natural and man-made hazards, preventing new risks, and for making people safer.”

2018 Activities

- 20 National Societies engaged in legislative advocacy activities on disaster law.
- Trained more than 3,000 people in disaster law and legislative advocacy.
- Convened more than 25 inter-governmental, inter-agency and academic fora actively engaged on legislative advocacy, including at regional conferences on 'Legislating for Climate Smart Disaster Risk Management' in the Pacific and in Latin America.
- Produced a new advocacy training and dissemination material on advocacy, auxiliary role and disaster law including a new Legislative Advocacy Training and Strategy Development Tool Kit for National Societies.
- Launched a new research project with the School of Law, University College Cork, Ireland called 'Linking natural hazard vulnerabilities and poor sustainable development outcomes—a comprehensive analysis of disaster risk management frameworks and practices in Africa and their impact on the realisation of sustainable development'.
- Provided continued support for disaster law processes with 11 regional organizations.
- Completed ten country case studies (Belize, Dominica, Honduras, El Salvador, Samoa, Sudan, Timor Leste, Vanuatu, Legal Mapping on DRR and CCA in Central America, and on Disaster Displacement Research in the Asia Pacific region).
- Supported the legal aspects of disaster response operations in DRC, Niger, the Caribbean, Ecuador, Indonesia and Bangladesh.

2018 Achievements

- Adoption of new policy instruments drawing on recommendations of the National Societies and IFRC in five countries (Costa Rica, Honduras, Indonesia, Panama, Samoa).
- Involvement in 18 legal drafting procedures (Bhutan, Costa Rica, Dominica, Fiji, Lao, Malawi, Mongolia, Nepal, Panama, Peru, South Sudan, Sudan, Tokelau, Tonga, Tuvalu, Uganda, Vanuatu and the Andean Community CAPRADE Guidelines) the adoption of which is expected to occur in 2019–2020.
- 13 National Societies with better defined auxiliary roles in draft or new national laws and policies (Argentina, Bhutan, Indonesia, Kiribati, Lao, Malawi, Mongolia, Nepal, Samoa, South Sudan, Tonga, Uganda, Vanuatu).

ENSURE A STRONG IFRC THAT IS EFFECTIVE, CREDIBLE AND ACCOUNTABLE

Delivering on the IFRC's 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.



The IFRC made significant efforts to ensure its own governance and systems were of the highest standards and that they were fit for the future.

In other sections of this 2018 report you will read about IFRC efforts to strengthen operations in support of vulnerable people. The IFRC also supports National Societies to become stronger and prepare for the future. To do this, the IFRC must ensure that it is itself a strong, accountable organization with the resources and technical skills to support National Societies, not only in their operations, but in their organizational development journey. The IFRC must ensure essential services and presence to better serve the needs of its member National Societies, in order to fulfil its mandate.





Revising the IFRC Constitution

The IFRC Constitution is being revised to reinforce the Role of Women in the Red Cross and Red Crescent and strengthen the Compliance and Mediation Committee's role and its effectiveness. The revised IFRC Constitution will be submitted for approval to the 2019 General Assembly.

On behalf of the IFRC Secretary General, the IFRC Governance and Board Support Department, continued to provide support to the Compliance and Mediation Committee (CMC) as part of its efforts to ensure an effective, accountable and credible organization. That included delivering an induction session during the CMC's September meeting for newly appointed members to clarify their responsibilities and the mandate of the CMC and its activities. It also provided support for members of the CMC to discuss changes to the Integrity Policy and related revisions to the Constitution to make its work more efficient. CMC panels were supported by the IFRC to prepare for five National Society missions, and facilitation with reporting to the Governing Board. It advised on the missions, evaluations, negotiations with National Societies, and recommendations to them.

Efforts in preventing integrity issues were put in place by African National Society leaders as well as the IFRC. An African Governance Group member was appointed as an IFRC special envoy for high-level engagement, and to provide peer support and mentoring. Three National Societies in Africa were supported to conduct workshops on enhancing integrity.

Office of Internal Audit and Investigation

OIAI role

The Office of Internal Audit and Investigations (OIAI) is in place to meet the IFRC's obligations for good governance, accountability and probity to its stakeholders.

The OIAI is the cornerstone of the IFRC's assurance arrangements. It is the IFRC's third line of defence after management and risk management activities. It provides the Secretary General with necessary assurance to discharge his accountability responsibilities to the Governing Board and more widely the IFRC's stakeholders, including importantly, donors.

The OIAI also supports the IFRC's Audit and Risk Commission to undertake its work on behalf of the Governing Board, including providing the ARC with secretariat support.

The OIAI delivers on its remit through the following activities:

- Audit
- Investigations
- Consultancy
- Governance support

The OIAI is part of the IFRC's wider three lines of defence control framework.

OIAI excellence

During 2018 a new director was appointed to lead the OIAI, Anthony Garnett. He is a qualified UK Chartered Accountant, internal and IT auditor, and came to the IFRC from the UK's Department for International Development (DFID) where he was head of internal audit and counter fraud.

The OIAI has set out its vision for enhancing its audit work and practice. The OIAI intends to become fully risk-based in its audit work and continue professionalization of its investigations work. This work commenced in 2018 and will continue into 2019.

IFRC control framework

IFRC's control environment, and the related assurance over the effectiveness of its design and operation, consists of a complex web and number of assurance providers. The OIAI is one, albeit important, provider of assurance. The OIAI commissions a programme of external audit assurance to supplement its work.

The OIAI is part of the IFRC's wider three lines of defence control framework. The OIAI, therefore, represents one element of the third line of defence.

The IFRC has a comprehensive and unique control framework. Donors, IFRC, and National Societies are all part of a single Red Cross and Red Crescent federal organization and add to the framework.

This Federal control framework utilizes each 'red' organizational component's own three lines of defence. This is supplemented by legal oversight through contracts, flowing from the back donor through to the ultimate delivery National Society.

This standard supply chain control framework (as per other international organizations) is supplemented by a number of significant additional elements of the control framework unique to the Red Cross and Red Crescent: Unique aid modalities; tied partner choice; and governance controls.

OIAI delivery in 2018

The OIAI delivered a full programme of work covering internal audit, external OIAI-commissioned assurance audits; investigations; and consultancy support. This comprised:

- 17 internal audits yielding 236 recommendations to address risks and issues identified
- follow up of previously reported issues and risks noting good progress made in addressing these by the management team
- 58 donor, Emergency Appeal and cash transfer audits; with only one with a qualified opinion
- a full programme of consultancy support covering due diligence advice, policy advice, risk management support and contract reviews
- a full and enhanced investigations response. OIAI received 122 allegations in 2018, 152 allegations opened, of which 34 are under investigation, and 46 were under assessment, with 29 active investigations. During 2018 the OIAI enhanced its investigations capacity and capability, for example a digital forensic laboratory was introduced in-house for a 'digital by default' approach. A number of complex cases were handled using in-house, co-sourced and outsourced approaches.

OIAI annual opinion 2018

The OIAI forms an annual assurance opinion to support the Secretary General and regular governance oversight and approvals. The OIAI considers the control frameworks at IFRC to be "well developed in a number of areas, in particular around finance, procurement, security and HR. Outside of these core financial and administrative areas, the control framework is less developed".

For more information on the work of the Office of Internal Audits and Investigations, please refer to Annex 1.

A close-up portrait of a woman with dark hair, looking directly at the camera. She has a red crescent symbol painted on her right cheek. She is holding a lit torch, which is the source of the warm, orange light illuminating the scene. The background is dark and out of focus, with some bokeh light spots.

Planning for a Better Future

Preparations began in 2018 for the 2019 General Assembly with an evaluation of the 2017 General Assembly. The Governing Board approved the preliminary agenda in October including the proposed focus on the design of the IFRC Strategy 2030, and the stock-taking of the achievements and challenges of the past. These are both opportunities to use the centenary of the organization as a launchpad to project IFRC into the future.

Preparations also began for the Council of Delegates and 33rd International Conference of the Red Cross and Red Crescent. A series of consultations that began in 2017 were continued in 2018 within the Movement and with external partners to develop a forward-looking concept of the International Conference so partners can address ongoing and emerging humanitarian concerns related to health, international humanitarian law, the effects of climate change, urbanization, new technologies and trust in humanitarian action.

The consultation highlighted the particular importance of migration and health, and of the IFRC Movement working with States at the national level on accountability and principled humanitarian action. The IFRC produced a strategic framework and an outline of the topics for the agenda, including the streamlining of protection and gender considerations as a result of the consultations. This was shared with members for continued consultation early in 2019.

A Tripartite Agreement between the Swiss Government, ICRC and IFRC to support the 33rd International Conference was signed on 21st December 2018 and a funding proposal for CHF 2.2 million was submitted to the Swiss Government. The International Conference is a unique humanitarian platform for debates and decisions on equal footing, between components of the Movement and State Parties to the Geneva Conventions.

NATIONAL SOCIETY INTEGRITY

The IFRC helped introduce considerations on good governance, integrity, fraud and corruption into:

January

- Organization of the Africa partnership workshop
attended by 57 National Societies

May

- Regional Movement Induction Courses (MIC) in collaboration with the ICRC
in Africa and Europe
- 4-year work plans of the Pan-Africa Coordination Team for 7 National Societies
- 4 National Societies in the Americas and 2 in the Asia Pacific region via the CMC Panels to resolve integrity breaches

June

- Abidjan commitments for the Association des Sociétés Croix-Rouge Croissant Rouge francophones, Hispanophones, Lusophones d'Afrique (ACROFA) meeting in Conakry
attended by 20 National Societies

The IFRC provided advisory support on the content and design to the following Regional Conferences and their resulting commitments:

April


- The 10th Regional Conference of the Red Cross and Red Crescent in the Middle East and North Africa hosted by the Iraqi Red Crescent Society

May

- 10th European Regional Conference of Red Cross and Red Crescent Societies hosted by the Red Crescent Society of Kazakhstan

November

- 10th Asia Pacific Regional Conference in The Philippines



The Joint ICRC/IFRC Commission for National Society Statutes (Joint Statutes Commission/JSC) is a joint body of the IFRC and the ICRC. Its mandate is to make recommendations on the Statutes and laws/decrees of National Societies. The JSC assesses the compliance of draft Statutes with the Standards of the Guidance Document or Model Law. In 2018, the JSC analysed statutes and laws of more than 45 National Societies, and accordingly issued its usual communication confirming that they are in line with standards and recommending revisions (JSC letters). However, the main focus of its work was the finalisation of the Guidance for National Society Statutes 2018 which was adopted by the IFRC Governing Board in October. The adoption followed a consultation with the IFRC membership and IFRC Constitutional Commissions and Committees, led by ten National Societies, the IFRC, the ICRC, and with the support of the JSC.

The Guidance document aims to equip National Societies with a tool to (i) modernise existing Statutes/Constitutions, (ii) develop and put into effect supplementary regulatory frameworks, such as a code of conduct and policies addressing among others the situations of integrity, fraud, corruption or different types of exploitation and harassment, or to (iii) prevent or deal with such situations.

The Guidance document was accompanied by the Governing Board's decision which strongly encourages all National Societies to review their Statutes in accordance with the Standards of the Guidance document within the next five years and continue with regular reviews of their Statutes at least every ten years.

The Governance and Board Support of the IFRC provided support to the following meetings in 2018:

31 January– 2 February 2018

- one extraordinary session of the Board for induction of the newly elected members of the IFRC governance, and
- several meeting of the following Working Groups of the Governing Board:
 - Statutory Meetings Working Group—with proposals, information and draft decisions for the 2019 General Assembly Provisional Agenda, and the concept for the International Conference 2019
 - Board Governance Excellence, Gender and Diversity Working Group—with research, analysis and suggestions to improve gender balance within the IFRC governance and National Society leadership

June & October 2018

- two ordinary sessions of the Governing Board

September 2018

- Compliance and Mediation Committee regular meeting

Support was also provided to the IFRC Vice-Presidents, to fulfil their Constitutional obligations, as well as to strengthen the regional cooperation, and share best practices on good governance.

The Governance and Board Support of the IFRC provided its support to:

April

- The Iraq Red Crescent on the preparations of the 10th MENA Regional Conference

May

- The Inter-American Regional Committee planning committee meeting for preparation of the 2019 XXI Inter-Americas Conference in cooperation with the Regional Office
- The Planning Committee of the European Conference to design the 10th European Regional Conference
- Leaders and groups of volunteers from Italy, Austria, Sweden, Germany and Lithuania

September

- The Kazakhstan Red Crescent on the preparations of the European Conference
- The Implementation Support Group of the Europe Conference, Budapest

November

- The Philippines Red Cross on the preparation of the 10th Asia Pacific Regional Conference
- The planning Committee of the MENA and Asia Pacific Regional Conferences in their leadership role in designing the Regional Conferences





Focus

AREAS OF FOCUS

DISASTER RISK REDUCTION

Disaster risk reduction cuts across all phases of the disaster management cycle. IFRC supports activities designed to strengthen the capacity of National Societies and the ability of local communities to prepare for and respond to disasters.

Outcome

“Communities in high risk areas are prepared for and able to respond to disaster.”



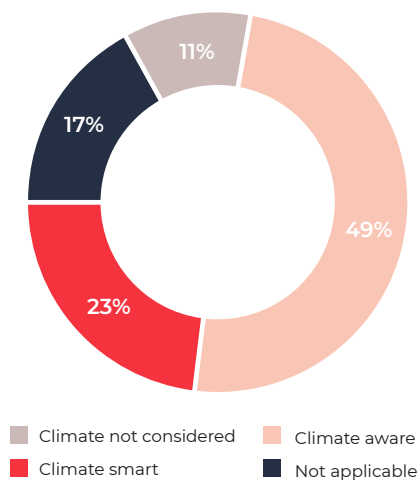
**People reached
8,090,000**

The IFRC has conducted disaster risk reduction mapping since 2009 in order to understand the scope of DRR activities and projects and scale them up through close collaboration and coordination among National Societies. The 2018 climate-smart DRR mapping focused on the community-based disaster risk reduction including community-based disaster preparedness, DRR activities following disasters, National Society disaster preparedness, and on identifying how many projects are climate smart or climate aware.

Integration of climate risks

The results show the continuous growth of the DRR work over the years. Outreach and investment have more than quadrupled since 2009. In 2018, the IFRC and National Red Cross and Red Crescent Societies made a near-record investment of more than CHF 207 million in disaster risk reduction activities that were implemented in 160 countries and reached 52 million vulnerable people. The IFRC Network's contributions to DRR have steadily increased over the years—its outreach and investment have more than quadrupled since 2009. As of 2018, 72 per cent of projects considered climate risks and/or included appropriate measures to reduce them.

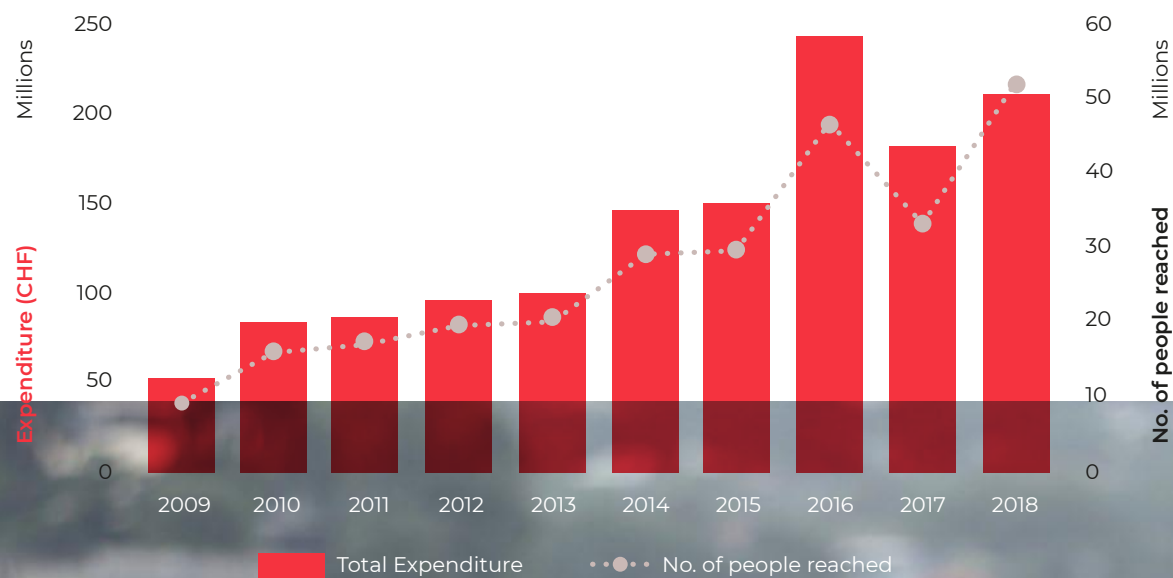
PROJECTS INCLUDING CLIMATE RISKS



DRR INVESTMENT AND NUMBER OF PEOPLE REACHED, 2009–2018

[Full details of 2018 DRR projects and expenditures](#)

DRR investment throughout the IFRC Network and number of people reached



Investment in DRR is also highly cost-effective. It generally represents a large saving in terms of avoided losses and reconstruction costs. Cost-benefit analyses of IFRC's community-based DRR programmes show that, on average, every dollar spent on DRR saves 16 US dollars on the cost of response and recovery. Between 1991 and 2010, for every 100 US dollars spent on international aid, only 40 cents were spent in preventing the impact of potential disasters (Kellett and Caravani, 2013). Over the same period, only 13 per cent of total international funding committed to disasters targeted DRR, while 66 per cent targeted emergency response and 22 per cent reconstruction and recovery.

In 2018, the IFRC supported National Societies in their DRR work with communities by:

- implementing, promoting and enhancing approaches and tools for risk and vulnerability reduction and resilience, such as the 'Enhanced Vulnerability and Capacity Assessment' Roadmap to Community Resilience and resilience measurement
- encouraging multi-hazard risk-informed action

- advocating for an increase in climate action and climate-smart programming
- helping National Societies to strengthen early warning early action, including by developing their forecast-based action approach with the support of Forecast-based Financing
- investigating and promoting the use of wider disaster risk financing
- Linking community preparedness, DRR and resilience work to the One Billion Coalition for better measurement and stronger partnerships.

The IFRC led the organization of the first-ever climate science and humanitarian dialogue in October 2018, convening states, climate scientists and civil society in Geneva to discuss the humanitarian implications of a 1.5-degree centigrade temperature rise. Also, in October, the IFRC Secretary General Elhadj As Sy was appointed as a Commissioner to a new high-level Global Commission on Adaptation, furthering ongoing work to bring greater attention and commitment towards addressing the adaptation needs of the most vulnerable communities.

REGIONAL BREAKDOWN OF EXPENDITURE (CHF)

CHF 76,5 million **Asia-Pacific**



CHF 43,43 million **Americas**



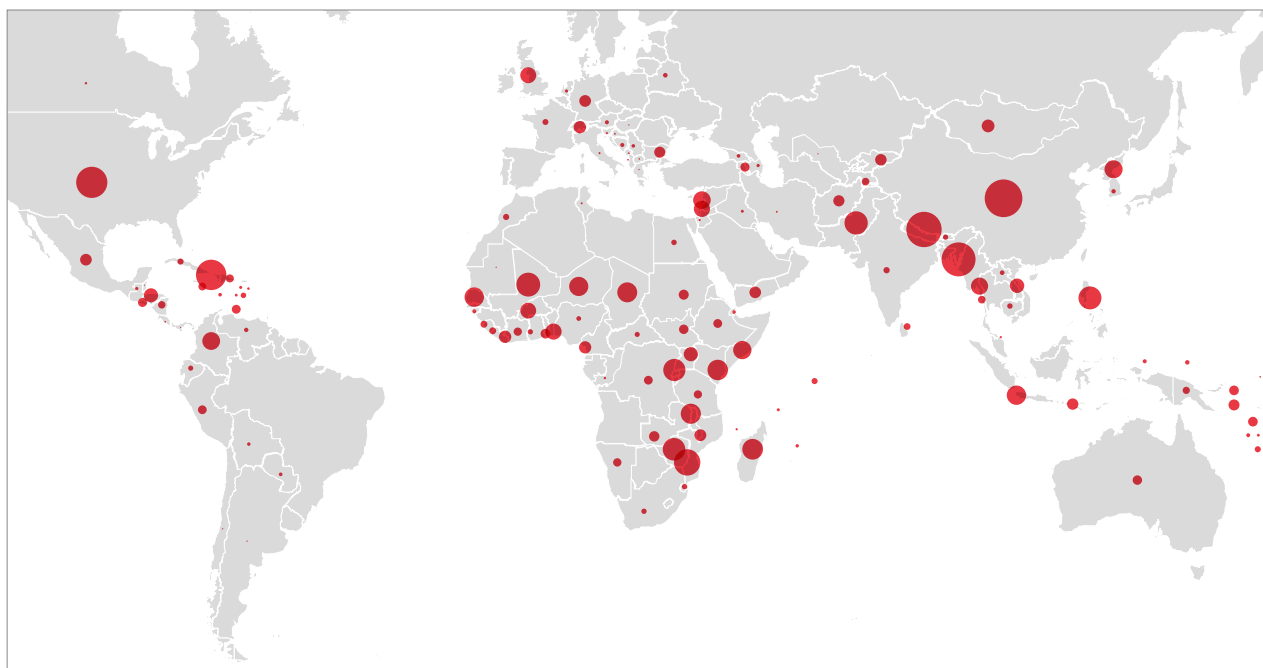
CHF 75,82 million **Africa**



CHF 12,53 million **Europe**



CHF 8,38 million **MENA**





The Enhanced Vulnerability and Capacity Assessment (EVCA) is an integral part of the IFRC Network's disaster risk reduction approach. The EVCA is a community risk assessment process that uses participatory tools to gauge people's exposure, vulnerabilities and capacities to cope with hazards, and to identify local priorities and appropriate action to reduce disaster risk.

The aims of the EVCA are:

- better understanding by communities of the nature and extent of existing, changing and emerging risks they are and will be facing
- identification by communities of relevant and practical actions to reduce their risks and strengthen their resilience based on their priorities

- raised awareness and mobilized resources within the community and externally so that the community can implement its risk reduction action plan
- identification by National Societies and other partners of how they can support communities to reduce their risks.

The EVCA is complementary to national and sub-national risk assessments and seeks to engage relevant authorities and partners at the national and sub-national level. The EVCA is not merely a process for data collection, analysis and action planning. It is also a process of learning and empowerment to support communities in their understanding of risk, and in their risk reduction and resilience-building endeavours.

Forecast-Based Financing
www.fbf.org
*A new era in disaster
management*

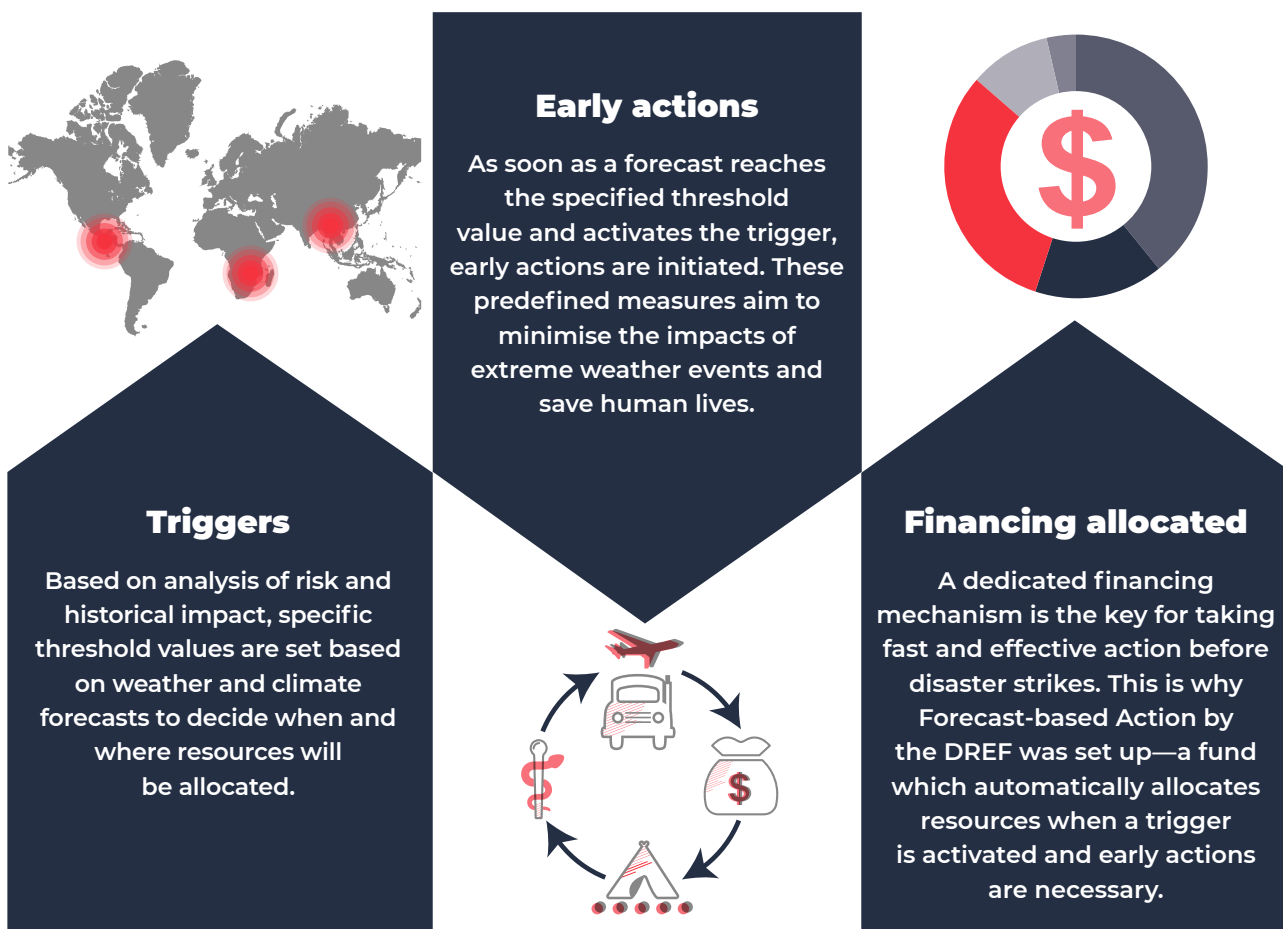
SPOTLIGHT ON:

FORECAST-BASED ACTION

Forecast-Based Action

The IFRC has been working with the Red Cross Red Crescent Climate Centre, National Societies and other partners on a Forecast-based Action approach since 2007. Since 2014, the IFRC has been able to increase the operationalization of the concept through Forecast-based Financing (FbF) pilot projects supported by the German Red Cross. The goal of FbF is to anticipate disasters, prevent their impact when possible, and reduce human suffering and losses from predicted extreme weather events.

In 2018 the IFRC developed training, convened the Dialogue Platform on FbF, and coordinated the activities of 22 National Societies.



For more information on Forecast-based Financing, please see the Forecast-based Action under DREF in the IFRC Funds section.

Early Action Protocols (EAPs)

Early Action Protocols are guidelines that delineate roles and responsibilities for quick action when a trigger is reached. The EAPs are agreed by a technical committee that includes designated National Society focal points, scientists and local authorities, especially hydrometeorology offices and disaster management agencies. EAPs are drawn for extreme events and not for annually recurring events such as seasonal flooding. They can be linked to existing contingency planning and disaster risk reduction strategies.



Collaboration on Anticipation

Together with the academic community, the IFRC looks for solutions to scale up FbF. The IFRC works with partners, such as the Red Cross and Red Crescent Climate Centre, the Columbia International Research Institute for Climate and Society, NASA, the UK Met Office and the World Meteorological Organization (WMO), the Overseas Development Institute and others, to better understand the science of risk and to predict impact, prevent and alleviate human suffering as a result of extreme weather events. Through the WMO, IFRC is advocating for a strengthened cooperation between National Societies and the National Hydrometeorological Services to expand the use of impact-based forecasting for humanitarian purpose within the 22 countries where FbF is implemented any beyond.

The IFRC, the German Red Cross and the Red Cross Red Crescent Climate Centre continue to foster and expand a network for exchange and learning through the annual International and Regional Dialogue Platforms on FbF. The Platforms bring together scientists, practitioners and policy advisers to inform IFRC work in this area. Collaboration with such partners and others including FAO, WFP, OCHA and the START Network has proven be crucial for joint success at both the operational and policy levels.

The IFRC co-organized the 6th International Dialogue Platform on Forecast-based Financing in Berlin in collaboration with the German Red Cross. The event was attended by 170 people representing 25 National Societies, UN agencies, INGOs, National Disaster Management agencies, National Hydrometeorology Services, donors and academia. This followed the 3 Regional Dialogue Platforms that helped exchange information and lessons on forecast-based funding in Africa, Asia Pacific and the Americas for more than 300 participants.

The IFRC extended its Memorandum of Understanding with the Food and Agricultural Organization (FAO) for another 5 years and is implementing the plan of action to enhance collaboration on forecast-based funding, early warning action and on resilience to food insecurity.

The IFRC is currently collaborating with the World Bank on a Disaster Risk Financing scoping study for Myanmar and The Philippines. The study will assess the feasibility of enabling finance for enhanced risk assessment, joint preparedness planning and coordinated action between governments and humanitarian actors.

Influencing

The IFRC collaborated with the Red Cross Red Crescent Climate Centre to encourage the Executive Committee of the Warsaw International Mechanism for Loss and Damage to recommend FbF as an approach to address displacement caused by the adverse effects of climate change during the UNFCCC COP24 in 2018.

The IFRC co-convened the first-ever Climate Science and Humanitarian Dialogue at which it was stated that FbF was a promising innovative solution. The event was attended by more than 200 participants from governments, UN and INGOs and marked the launch of the Special Report on the Impacts of Global Warming 1.5.

The IFRC worked with National Societies throughout 2018 to encourage their governments to allocate funding for early action through National Adaptation Plans and for disaster risk management programmes.

IFRC coordination, guidance and advice in 2018 contributed to the development of FbF by National Societies in 22 countries, four times more than in 2016. Based on the experience of pilots and triggered actions in Togo, Uganda, Mozambique, Peru and Bangladesh, the IFRC is able to advocate for stronger coordination of FbF between humanitarian stakeholders, vulnerable populations and national authorities. That learning was applied when FbF was triggered for dzud in Mongolia and the cold wave in Peru.





SHELTER

A safe and healthy environment is key to resilience, and shelter is crucial for the recovery process after disasters. This requires rethinking shelter disaster response to include broader and longer-term shelter and settlement issues.

Outcome

“Communities in disaster and crisis affected areas restore and strengthen their safety, well-being and longer-term recovery through shelter and settlement solutions.”

People reached
1,490,000

Global Shelter Coordination

In 2018, the IFRC continued to provide leadership in shelter coordination, in line with its role as convener of the Global Shelter Cluster for natural disasters. Shelter Cluster coordination capacity was provided for natural disasters in Vanuatu, Tonga, Philippines (Mangkhut), Indonesia, Nigeria (floods), Nepal and Americas (hurricane preparedness). 16 people were deployed in 2018 as members of shelter coordination teams, and to the Preparedness/Contingency planning shelter clusters in 2018 in Bangladesh, Nepal, Indonesia and Philippines, and to the Pacific Regional Preparedness Cluster. Following the end of its five-year strategy in December 2017, the Global Shelter Cluster drafted its new strategy for 2018–2022 through an intensive participatory and consultative process led by the IFRC and UNHCR and launched it in June 2018.

As the Global Shelter Cluster co-lead alongside UNHCR, the IFRC also jointly organizes the Humanitarian Shelter Coordination course. The course focuses on the coordination of humanitarian shelter response in natural disasters and conflict and is accredited by Oxford Brookes University at the Masters level. In 2018, a total of 44 people from National Societies, the IFRC and other organizations passed this training in two cohorts. Those participants who successfully completed the training were included in the IFRC shelter coordination surge capacity roster. The IFRC conducted two global shelter technical trainings entitled “Shelter & Settlement in emergencies and natural disasters”. Twenty-nine participants from National Societies, IFRC and shelter agencies all around the world successfully completed the course. All four courses feature a scholarship in the name of IFRC shelter specialist Graham Saunders, who passed away in November 2017.

As part of the Green Response work plan, environmental country profiles were prepared on Bangladesh and Vanuatu in collaboration with Swedish and Australian National Societies.

The IFRC led the revision of the shelter and settlements chapter of the Sphere handbook, which was launched in November 2018 via its shelter and settlements team. The revision process took two years and was co-authored by Catholic Relief Services, with contributions from more than 80 sector practitioners.





The Shelter Research Unit, hosted by the Luxembourg Red Cross, supports ongoing operations through the provision of on-demand technical assistance, including assessment, remote monitoring, and evaluation. It supports knowledge sharing, provides guidance and field-oriented shelter solutions

The Nigerian Red Cross, in partnership with IFRC, has been rebuilding homes for those who have been impacted by conflict as well as providing seed money to enhance their income generation opportunities and food production. This has helped an initial 30 families rebuild their homes in 2017, with plans to expand to hundreds in 2018.

Local Impact

- The IFRC continued to provide support to regional and country specific needs in 2018.
- IFRC collaborated with the Luxembourg Red Cross to increase regional and country cluster capacity to support National Societies working with shelter and settlements in Africa. The full team became functional by the end of September and three dedicated shelter delegates were embedded in IFRC offices in Nairobi, Dakar and Antananarivo to support National Societies.
- The IFRC supported National Societies in Antigua & Barbuda, Bolivia, Colombia, Costa Rica, Cuba, Dominica, Ecuador, Honduras, Panama, Paraguay, Peru, El Salvador and Uruguay to increase their shelter and settlements capacities. Training was provided including on a Participatory Approach for Safe Shelter Awareness, Regional Shelter Technical training and a Roof Repair Workshop.
- The IFRC provided direct operational support to the National Societies of Nigeria, Kenya, Chad, Cuba, Syria, Lebanon and Bangladesh, a contingency planning workshop co-organized by MENA DMAG and led by the National Society of Lebanon, the ICRC and the IFRC Country Office in Beirut; as well as support to build a shelter roadmap for the Lebanese Red Cross.
- The IFRC's shelter and settlements team participated with other Movement delegations in the 9th World Urban Forum in Kuala Lumpur in February 2018.
- The IFRC brought together 37 people from 14 National Societies, as well as representatives from the ICRC, the Global Disasters Preparedness Centre, the Red Cross Red Crescent Climate Centre, UN-HABITAT, OXFAM and Slum Dwellers International to the annual workshop of the Urban Collaboration Platform which it co-led with the American Red Cross, and which was hosted by the Kenya Red Cross.
- The IFRC, with the support of GDPC, secured dedicated capacity for an urban preparedness and response position attached to the shelter and settlements team. This is intended to help achieve a common IFRC position on addressing urban risk and programming issues across themes and technical sectors, such as WASH, health, and shelter, in the lead up to the International Conference in 2019.
- The IFRC collaborated with the ICRC to produce a review of the internal displacement and the collective accommodation practices of National Societies. The findings and recommendations of this work will inform a possible Resolution of the Council of Delegates on internal displacement.
- The implementation of Participatory Approach for Safe Shelter Awareness Youth at country-level has been a slower than initially hoped. While plans in countries such as Malaysia, Nepal and Hong Kong were postponed, country-level roll-out of PASSA Youth has gained momentum in the Philippines and a training in Argentina took place in December with support from Habitat for Humanity. The IFRC and the Kenya Red Cross collaborated closely to implement PASSA in the Nairobi Mukuru slum upgrade process. The PASSA training took place in September and was applied during the flood operations.

PASSA and PASSA Youth

Participatory Approach for Safe Shelter Awareness (PASSA) is a participatory method of disaster risk reduction related to shelter and settlements safety. It is a variation of Participatory Hygiene and Sanitation Transformation (PHAST), which has been used in many National Societies' programmes since the late 1990s. PHAST in turn is based on a participatory approach called SARAR which stands for Self-esteem, Associative strengths, Resourcefulness, Action-planning and Responsibility. The aim of PASSA is to develop local capacity to reduce shelter related risk by raising awareness and developing skills in joint analysis, learning and decision-making at community level.

PASSA Youth is a variation of PASSA that is more attractive and productive for young people between 13 and 17 years old as important agents of change. Bringing PASSA into the digital age has meant adapting different aspects of the tool to incorporate social networks and multimedia resources, and to consider the viability of using these technologies in vulnerable communities.

The methodology has been enriched by expanding the range of tools for mapping, diagnosing and finding solutions, which can be useful and inspiring for participants of all ages. This offers an increased potential for youth to reach out, connect and bring different stakeholders to the discussion.

The new focus on youth allows:

- greater recognition of the role of youth as first responders and change-makers in their communities, particularly for urban violence prevention and social inclusion
- improved awareness among urban actors, including governments, local authorities, donors and humanitarian organizations, on ways to engage youth and volunteers in shaping more inclusive and safer living environments
- increased understanding of initiatives that use technologies familiar to and preferred by youth to shape and improve shelter and settlements.

In 2018, the IFRC and Habitat for Humanity were selected to receive Facebook's Community Leadership Award in recognition of the PASSA and PASSA Youth global network.

The tool and its capacity to connect communities to improve their shelter and settlements will be scaled-up through the use of social media and a knowledge management platform co-funded by Facebook. There were more than 6,000 applications for the award and only 115 recipients. 2019 will see the team develop the social platform to the next level for the facilitators and volunteers.



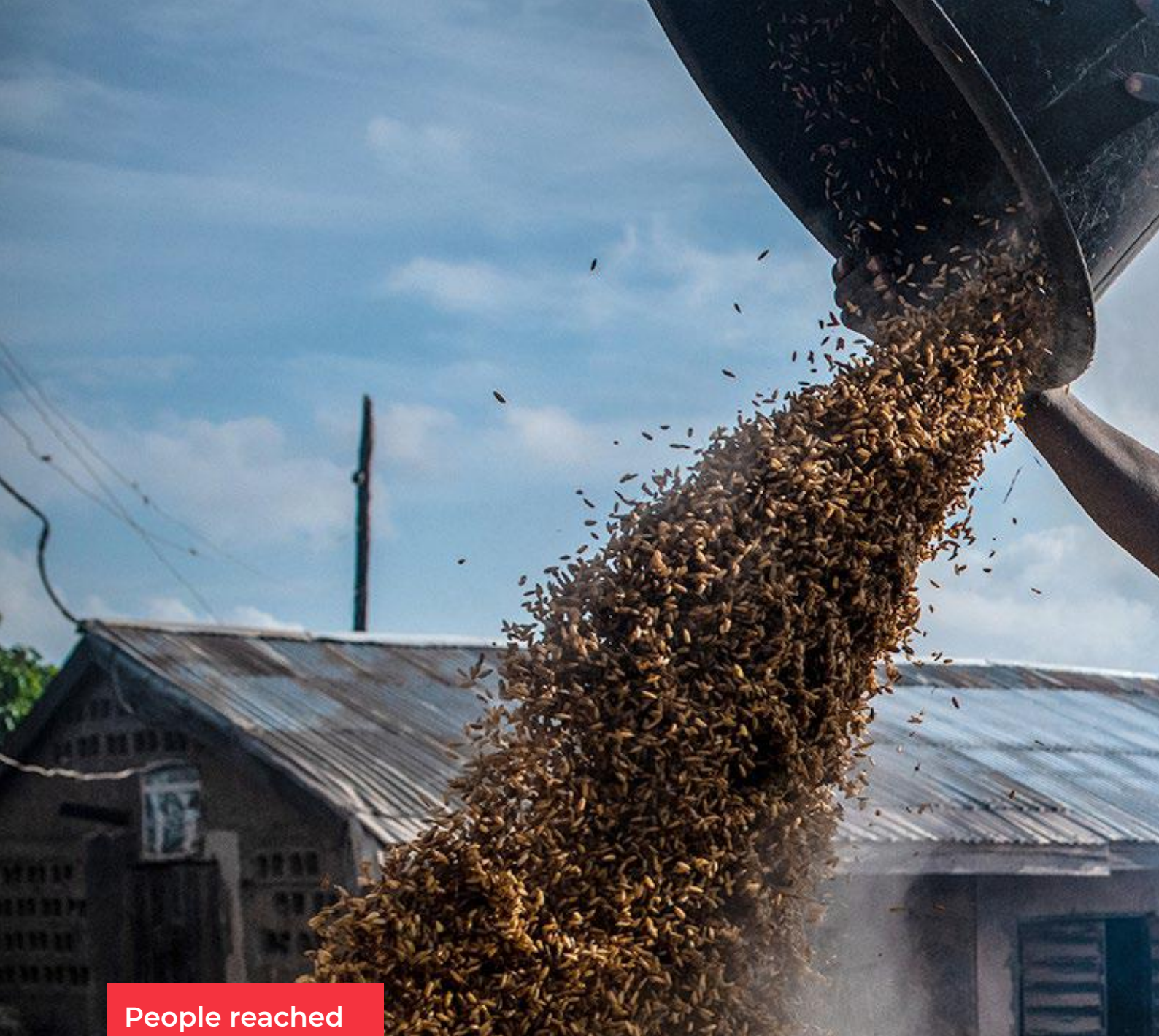
LIVELIHOODS AND BASIC NEEDS

Restoring and strengthening livelihoods enables vulnerable people to better cope with and recover from stresses and shocks—enhancing capabilities to develop new skills or create economic opportunities that will diversify and increase financial resources.

Outcome

“Communities, especially in disaster and crisis affected areas, restore and strengthen their livelihoods”





People reached
3,140,000

In 2018, IFRC livelihoods and basic needs assistance followed a holistic approach based on the Sustainable Livelihoods Framework and provided tailored assistance according to the context and stage of the response. Activities included the provision of food assistance (through in-kind food, vouchers and cash transfers), support to agricultural inputs, vocational training and overall capacity building in livelihoods programming with support from the IFRC Livelihoods Resource Centre based in Spain.

The IFRC increased its capacity to deliver “Market-based livelihoods interventions” through training provided by the British Red Cross.



The “Emergency Appeal for Regional Coordination—Food Crisis” continued throughout 2018. The Food Crisis team based in Nairobi included a Food Security and Resilience Delegate who provided technical support to food security and livelihood operations in Nigeria, Mauritania, Chad and South Sudan. Also, in the absence of Regional Coordinators, the IFRC provided technical guidance to Livelihoods Emergencies Operations in Guatemala, Colombia, Bangladesh, Myanmar, Ukraine, Turkey and Indonesia.

Collaboration between the IFRC and the LRC resulted in an increase in training on Livelihoods programming and technical assistance missions by LRC staff to

IFRC emergency operations, especially in the America and Africa regions. The Geneva Senior Officer in Food Security and Livelihoods became a certified trainer to co-facilitate the modules developed by the LRC.

A Food Security and Livelihood (FSL) Reference Group, comprised of six National Societies and the ICRC, was created by the IFRC to share information and enhance coordination, adopt harmonized FSL approaches, design the competency framework for FSL staff and act as a technical advisory group to the LRC.

Collaboration between the IFRC, the United Nations and other partners involved in FSL at the global level

continued to improve. The IFRC and the Food and Agricultural Organization agreed to strengthen their partnership when they renewed their Memorandum of Understanding. They developed a Joint Action plan to promote collaboration on early warning, early action and on the strengthening of resilience to food insecurity. The IFRC and FAO held a joint webinar in December 2018 to present mutual technical approaches to “Caisse de Resilience” and Mothers’ clubs to FAO staff and Movement partners in the Sahel to identify new areas of cooperation in the region, and eventually to consider implementation of joint programmes.

The IFRC also played a pro-active role in the Strategic Advisory Group of the global Food Security Cluster throughout 2018. The IFRC participated in the mid-term review of the Strategic Plan and the design of the two Partners’ meetings in Rome. Two IFRC staff also attended the Information Management training organized by the cluster in Dakar.

Appeals for Support

In 2017, 70 million people in 45 countries were affected by acute food insecurity and 4 countries were on the brink of famine. The IFRC launched the Emergency Appeal—Regional Coordination Food Crisis in Africa in April 2017 to complement and support the country-level emergency operations.

Throughout its implementation, the Regional Coordination Emergency Appeal provided support to ten emergency operations, including five Appeals in countries of focus (Ethiopia, Kenya, Mauritania, Nigeria, Somalia, South Sudan, Sudan) and five DREF allocations (Chad, Burkina Faso, Mauritania, Niger and Senegal). The Regional Coordination Emergency Appeal was intended to coordinate and provide support to the implementation of the Country appeals that aimed to meet the needs of more than two million people in 15 countries. These operations required support and quality control for FSL, Cash Transfer Programming, information management, communications, Community Engagement and Accountability, and planning, monitoring, evaluating and reporting.

While six of these operations ended in December 2018, the Mauritania Emergency Appeal was extended until May 2019 and the Niger Emergency Appeal launched in 2018 has been extended to 2020 with the inclusion of livelihoods and basic needs activities.

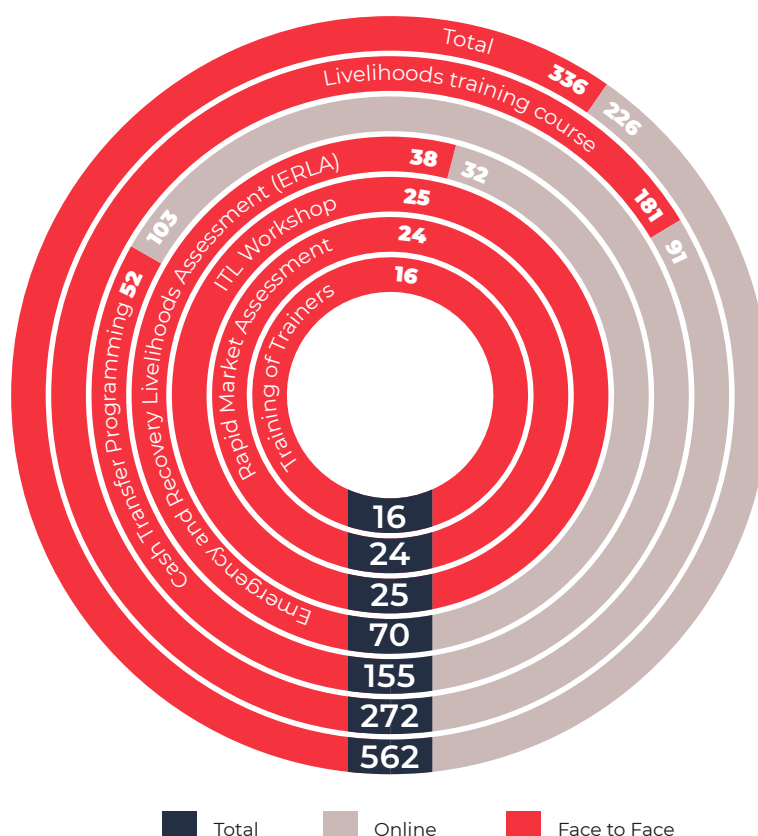


IFRC Livelihoods Resource Centre

The Livelihoods Resource Centre (LRC) provides training which helps build capacities of National Societies, staff and volunteers in Livelihoods Programming and Cash transfer programming across the Movement. In 2018, these trainings were provided to 562 participants from all IFRC regions through 33 training sessions. Sixteen new livelihoods trainers have also been certified.

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2018 TRAINING



The LRC provides different type of services to partners:

- **Knowledge Creation and Sharing:** analysis and dissemination of technical resources and lessons on livelihoods programming
- **Capacity Strengthening:** development of competencies of livelihoods programme staff through on-line and in-person training, and support for the creation of tools and guidelines for more predictable and effective programmes
- **Technical Assistance:** access to a practitioners' network for the sharing of information, advice and technical assistance
- **Awareness, advocacy and dissemination:** of policy and strategic approaches, advocating and promoting livelihoods programmes among National Societies

The LRC is governed by a Steering Committee and consists of two representatives of the IFRC and two of the Spanish Red Cross. The Steering Committee may be advised by external experts, National Society representatives and donors through a technical advisory group. The Spanish Red Cross is responsible for the recruitment and management of LRC staff.

HEALTH

The IFRC is investing in National Societies as present, relevant and trusted health partners for communities. The IFRC focuses on achieving progress to address health risks, needs and inequalities faced by the most vulnerable communities.

Outcome

“More people and communities are provided with improved health care”



People reached
48,510,000

In 2018, a number of overarching themes shaped the international health agenda.

The Sustainable Development Goals continued to drive priorities with the attainment of health as an underlying prerequisite across all the Goals. Universal health coverage retained its position as a key focus of the international community in efforts to ensure that all individuals and communities have access to the health services they need without suffering financial hardship. This agenda is predicated on expanding the quality and reach of health services to reach the most marginalised and vulnerable people—so-called ‘last mile’ communities. Countries continued to invest in Global Health Security and activities related to the International Health Regulations. These bring together countries, international organizations and non-governmental stakeholders to help build the capacity of countries to ensure people are safe and secure from infectious diseases. In 2018, there was increasing importance placed on the need for greater investment in epidemic and pandemic preparedness and ensuring that communities are appropriately resourced and empowered to take ownership of their own health and wellbeing.

For the IFRC Network, the delivery of health services that put communities at the centre is the priority for each of these global commitments. Thanks to the unique global footprint of the 190 National Societies,

the network continues to be recognized as a key global partner in collective efforts to deliver practical value. The 2018 edition of the Everyone Counts report revealed that almost 70 per cent of all people directly reached on an annual basis by National Societies is through health-related services. This indicates the centrality of health provision across the network and the significant contribution that National Societies can make to the delivery of health services through their volunteers and staff in the pursuit of health for all.

In recognition of the increasingly important role that the IFRC Network is playing within the international health community, the IFRC Governing Board called for the alignment and coordination of policy and advocacy activities. The Board also reiterated the role of the IFRC in supporting National Societies to position themselves as reliable community-based implementing partners in health and care services. In order to facilitate this, the IFRC created a Reference Group on Global Health open to all National Societies interested in driving the IFRC Network’s agenda on health forward into the Statutory Meetings in 2019 and beyond. The group of 41 self-selected National Societies is providing a platform for the Membership to share national experiences and best practices and to develop joint policy and advocacy positions to inform the IFRC Network’s strategic direction on health and health-related issues.



The Reference Group on Global Health *Objectives*

- Coordinate health inputs to the 2019 General Assembly, Council of Delegates, International Conference and Strategy 2030.
- Provide a platform for dialogue and decision-making on the IFRC's strategic and policy direction in health and care.
- Share National Societies' best practices on coordination with national authorities and other partners in the design and implementation of health and care programmes and country level.
- Provide guidance to the IFRC on its engagement in several high-level global health events planned in 2019.



Community health

The IFRC's Community Based Health and First Aid approach (CBHFA) is the foundation of many National Societies' community health work. National Societies work with vulnerable and marginalised groups to identify and address community health challenges. The CBHFA approach supports community-based volunteers to act as a link between the formal health system and the communities they serve. It teaches volunteers how to use root-cause analysis to identify interrelated health and community problems and address root-causes using behaviour change principles and expanding health literacy. In 2018, the IFRC substantially revised the CBHFA materials with the help of global experts in community health, behaviour change, psychosocial support, protection, gender and inclusion. These revised materials ensure that National Societies continue to have the tools, skills and knowledge to support their communities.

Influencing health policy

As part of its role to raise the voices of communities, the IFRC participated in a number of international health platforms and fora. Presence on these platforms and fora ensures a say in the development of the policies, priorities and practices which guide the humanitarian sector's work on health. It highlighted the importance of community-based and people-centred approaches at every opportunity and called for the recognition of volunteers, the importance of their safety and wellbeing and their role in meeting the health needs of the most vulnerable and marginalised people.

The First Aid Reference Centre, hosted by French Red Cross, supports learning and knowledge sharing for first aid practitioners worldwide. It provides National Societies with tools and training methods to prepare and equip a growing number of people to save lives when a disaster or an emergency occurs.

Community Health Workers and Volunteers Key Actors

The IFRC is a member of the WHO Independent Global Expert Review Group tasked with developing new guidelines on the integration of community health workers into health systems and health policy. As a member, the IFRC championed the role of volunteers and community health workers to help strengthen health systems and human resource planning. It drew attention to the specific needs and capacities of community health workers and volunteers in implementing health policies and as critical links between clinics and communities. The IFRC also promoted the need to ensure appropriate training, guidance and support to deliver quality, sustainable health services to their communities and began developing guidelines on care in communities to help National Societies better define their role and that of their volunteers and staff in support of health systems.

Healthy ageing

National Societies and volunteers in all regions are expanding their work with health authorities and other stakeholders on healthy ageing and the provision of basic care in the community services. In 2018, the IFRC therefore worked with National Societies to develop healthy ageing manuals and tools to support the quality and reach of staff and volunteers' work on this issue.

The IFRC co-facilitated the Global Platform on Population Ageing, hosted by WHO and the World Economic forum, in preparation for the UN Decade for Healthy Ageing as part of its advocacy work to ensure that older people are able to live healthy and active lives with dignity. The IFRC also represented the network's messages at the Global Meeting of the Core Group to Combat Ageism where States and partners gathered to develop strategic plans on healthy ageing.

Non-communicable diseases

It is estimated that that less than 2 per cent of humanitarian health funding goes to non-communicable diseases, despite the burden of such diseases in emergency settings. Almost three quarters of all deaths resulting from non-communicable diseases (28 million people) and the majority of premature deaths (82 per cent) occur in low- and middle-income countries where health systems are largely unprepared and under-resourced to respond to growing needs.

In 2018, the IFRC supported National Societies to develop their health programming to respond to the morbidity and mortality trends. At the UN High-level Meeting on Non-communicable diseases, held at the UN General Assembly in September 2018, the IFRC advocated for increased prioritisation of the prevention of non-communicable diseases and greater investment in care at the community level. It raised the voices of National Societies and attention for the work of their staff and volunteers on these issues to the international community.

Mental health and psychosocial support

Mental health and psychosocial support has been identified by the Movement as a priority for action since 2017, particularly as a consequence of conflict, natural disaster or other emergencies. However, recently there has been renewed discussion on the work of the IFRC Network in non-emergency settings where there remains limited investment and an inadequate provision of services. In 2018, in preparation for the 33rd International Conference in December 2019, the MOMENT project was established to draft IFRC policy on mental health and psychosocial support. The project's intention is to focus global attention on the needs of affected people, advocate for investment in mental health and psychosocial support, and to support the work of National Societies in this area.

The Reference Centre for Psychosocial Support, hosted by Danish Red Cross, supports National Societies to facilitate psychosocial support before during and after disasters through awareness raising, improving preparedness and response mechanisms, and restoring community networks and coping mechanisms.

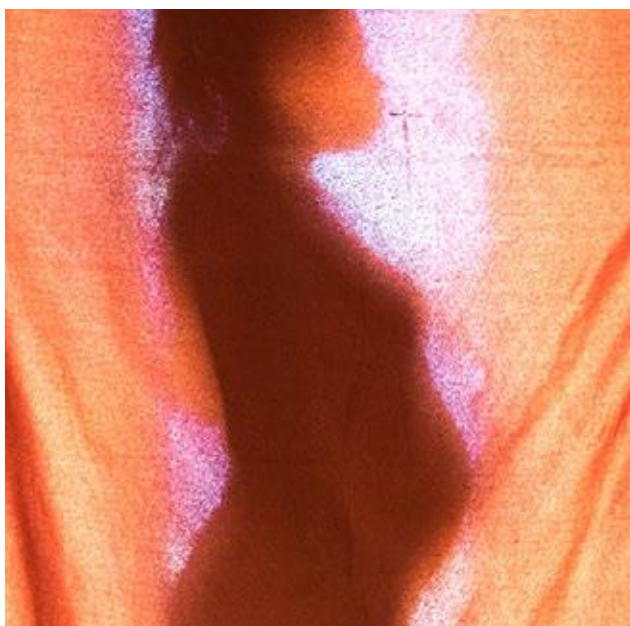
Immunization

In 2018, the IFRC supported National Societies to reach the world's most vulnerable children with life-saving vaccines, ensuring that community-level interventions reached people in need. It supported capacity building for community engagement and social mobilization that encourages immunization, and for more effective support to vaccination campaigns and routine immunizations. It developed and disseminated guidance and materials during measles campaigns and other vaccine-preventable disease outbreaks, and provided health promotion materials to communities on immunization. The IFRC also supported National Societies work with volunteers and staff to set-up and deliver community-based health surveillance systems and build capacity for their outreach vaccination work through mobile health clinics and their outbreak response capacity for vaccine preventable diseases. Increase trust in vaccines and vaccination programmes through effective communications with communities was a key area of investment in 2018.

Reproductive and maternal health

The IFRC supported National Societies development of evidence-based policy and capacity building activities on reproductive and maternal health. It also conducted activities to ensure quality assurance in emergencies and worked with partners on clinical standards in routine and emergency obstetric and new-born care. The IFRC also delivered technical assistance and training on minimum standards and core competencies needed among medical, midwifery and nursing staff and volunteers in routine community care and emergencies.

The IFRC continued to explore innovative tools and devices, such as the CRADLE Vital Sign Alert Device which accurately measure blood pressure and heart rate in order to assess the risk of developing shock.



Active outreach

In 2018, the IFRC work on HIV/AIDs, tuberculosis (TB), drug abuse and on the health of migrants focused on reducing harm. It also produced guides on HIV in Emergencies and on working with key populations.

The global migration task force meeting in December 2018 was the culmination of the IFRC's work on the health needs of migrants throughout the year. Activities were undertaken to address the rights of migrants' access to health services, humanitarian assistance, violence and mental health concerns, maternal, child and adolescent health, and communicable and non-communicable diseases. Challenges and best practices in working with local authorities and host communities were also addressed.

The IFRC was actively engaged in preparations for the UN high level meeting on Tuberculosis in September 2018. The intention was to strengthen the final outcome document with consideration of community and civil society perspectives. The IFRC worked with National Societies and the Stop TB Partnership to organize five regional consultations and invited more than 200 stakeholders from the TB and TB/HIV communities and patient organizations to consolidate messages for national and global advocacy efforts.

Together with TB Patients Organization "TB People", the IFRC developed a patient-to-patient guide on what to expect during treatment and the period of long-term recovery was developed for TB patients. The official launch of the publication took place in New York during the UN General Assembly.

The IFRC and the Red Cross and Red Crescent Partnership on Substance Abuse organized training in harm reduction/Substance Abuse for National Societies from Americas region in Rome.

The impact of the increasing use of opioids was the focus of a good practice guide which included shared experiences of National Societies in responding to opioid overdoses.

Alliance for Malaria Prevention (AMP) and Malaria Coordination

The IFRC serves as the secretariat of the Alliance for Malaria Prevention (AMP), a unique, multi-sectorial partnership within the Roll Back Malaria Partnership to End Malaria. AMP includes more than 40 organizations partnering to scale up efforts to prevent malaria through mass distribution campaigns and continuous distribution channels. It develops and shares best practices, quality standards, lessons and recommendations for malaria prevention with insecticide-treated nets and supports the implementation of net distribution activities to strengthen skills and capacities at the country level. As the chair of this global partnership, the IFRC helps cultivate openness and collaboration, acting as a neutral facilitator with both field and technical experience.

The AMP mapped needs by country, updated operational guidance on effective logistics, campaigning and communications, particularly in complex operating environments, and organized training workshops for implementers on best practices.

In 2018, the IFRC distributed more than 123 million long-lasting insecticidal nets to people in 14 countries, mainly in sub-Saharan Africa. Based on the Cochrane Review, which states that for every 1,000 children sleeping under an insecticide-treated net, 5.5 lives will be saved each year at 70% net usage, the nets have contributed to saving the lives of more than 3 million people.





Emergency health

The IFRC continued to provide support to the deployment of the network's health Emergency Response Units (ERUs) throughout 2018, including hospitals and health clinics. It conducted a number of risk assessments to inform emergency operations, most notably in response to the Ebola epidemic in the Democratic Republic of the Congo and the diphtheria outbreak in Cox's Bazaar in Bangladesh. The IFRC represented the network at global coordination meetings throughout the year and worked with numerous National Societies to develop the IFRC Humanitarian Health Competency Matrix. This will ensure that the IFRC Network can continue to deploy the right people, at the right time and to the right place when emergencies occur.

The IFRC conducted training for surge deployment to emergency operations at global, regional and national levels. National Societies from all regions participated in IFRC leadership and coordination workshops on effective public health response in emergencies. Online training for staff of the IFRC and National Societies was developed and piloted on the Safer Access Framework, to help National Societies to connect with other humanitarian partners on securing safe humanitarian access during emergencies.

Work was also conducted in 2018 on the creation of six Public Health Emergency Response Units led by National Societies with the support of the IFRC. These ERUs are designed to provide high quality, specialised response capacities in public health and to be deployed in support of other National Societies during outbreaks and disasters.



Information management and public health informatics

In 2018, the IFRC's public health and medical information management activities continued with an increasing focus on data, evidence and accountability. Support was provided to the network on the design of community-based surveillance activities in a number of countries, including Myanmar and Senegal. Work was also started in collaboration with the Norwegian Red Cross to develop a community-based surveillance tool that will systematically collect information for the new public health emergency response units. Finally, in support of the medical response activities of the network, the IFRC continued to work with partners on the creation of the Red Cross and Red Crescent Health Information System. This tool will integrate electronic medical records and disease reporting for patient quality of care and early outbreak detection.

The Community Epidemic and Pandemic Preparedness Programme

The Community Epidemic and Pandemic Preparedness Programme supports National Societies, communities and partners in Indonesia, Uganda, Cameroon, Kenya, DRC, Sierra Leone, Guinea, and Mali to strengthen their capacities to prevent, detect and respond to disease threats and to prepare for future risks. The programme builds on the existing Community Based Health and First Aid capacity of community-based volunteers in these countries to ensure better prepared communities and National Societies.

In 2018, much of the work centred around:

- introducing and adapting the programme to National Societies' and partners' priorities, health risks and strengths
- preparing training packages for community-level epidemic and pandemic preparedness, and delivering training to staff and volunteers on epidemic control and community-based surveillance and community-based health and first aid
- collaborating with OneHealth partners towards the elaboration of country-specific community-based surveillance protocols
- including epidemic benchmarks in the National Society's Preparedness for Effective Response approach
- strengthening the availability and use of data for decision making around preparedness in Uganda, Indonesia, DRC, Kenya and Guinea, and
- mapping of the media landscape in Kenya and developing a global guide for the media on communicating in health emergencies with the support of BBC Media Action.





WATER, SANITATION AND HYGIENE (WASH)

Lack of water and sanitation will be a major contributor to morbidity and mortality. The IFRC supports National Societies with knowledge and technical support, particularly in countries at risk from and affected by crises

Outcome

“Contributing to Universal Access to WASH for those unserved or poorly served while maintaining capacity to provide Emergency WASH services to those affected by disasters and crises.”



People reached
10,670,000

WASH in Development Contexts

By 2018, 16 million people had been reached through the IFRC's Global Water and Sanitation Initiative that began in 2005 to provide sustainable access to water, sanitation and hygiene services. Activities continued in 2018 towards the goal of reaching 30 million people by 2030.

In 2018, an increasing number of National Societies registered with the Global Water and Sanitation Initiative, portal for the collection of data on WASH activities across the membership and were trained in its use. As a result, the volume and quality of data now available to National Societies for programme planning, advocacy and resource mobilization expanded dramatically. By the end of the year, more than 70 National Societies were using and contributing to the initiative.



One WASH

One WASH is a flagship launched by the IFRC in early 2018 to augment the Global Water and Sanitation Initiative with a focus on high risk countries affected by cholera. One WASH promotes a common yet adaptable approach among National Societies to establish large-scale, long-term sustainable water and sanitation programmes coupled with an integrated public health approach to contribute to efforts to eliminate cholera. Both the Global Water and Sanitation Initiative and One WASH projects are also designed to improve the nutritional status of targeted populations, provide water for livestock where appropriate and to strengthen the delivery of improved hygiene in both rural and urban settings.

Every case of and death from cholera is preventable with the tools that exist today. Effective cholera prevention and control interventions are well established. However, current efforts focus more on emergency response that have a minor impact on long-term control or on the elimination of cholera over time. One WASH is designed to address that gap.

One WASH supports National Societies in more than 25 cholera-affected countries to eliminate the disease. The initiative focuses on two main actions that are closely interlinked and operate in full alignment with the Global Task Force on Cholera Control cholera road map; namely, ensuring actors are better prepared and responsive to cholera while delivering sustainable WASH services to reduce cholera morbidity and mortality.

In 2018, various pledges and innovative funding solutions were secured for the One WASH programme. Planning for the establishment of the innovative One WASH Fund advanced significantly in 2018, with consultation with more than 60 National Societies and the formulation of project plans on a country by country basis.

Global Task Force on Cholera Control

One WASH is the IFRC's contribution to the Global Task Force on Cholera Control, a WHO-hosted multi-sectoral initiative to address cholera worldwide. As a leading partner institution within the initiative, the IFRC plays a significant role in operational activities, particularly under the cholera framework for Africa.

The Global Task Force on Cholera Control brings together multi-sector technical partners from around the world to support countries in their fight against cholera. It offers an effective and well-coordinated platform whose secretariat is hosted by the World Health Organization. Launching the strategy titled Ending Cholera: A Global Roadmap to 2030, the initiative's partners aim to reduce global cholera deaths by 90 per cent. With the commitment of cholera-affected countries, technical partners, and donors, as many as 20 countries could eliminate disease transmission by 2030.

The Global Roadmap to ending cholera is based on three strategic axes:

- early detection and quick response to contain outbreaks at an early stage
- a multi-sectoral approach to prevent cholera in hotspots in endemic countries (including improved water, sanitation, and hygiene and through use of oral cholera vaccines)
- an effective mechanism of coordination for technical support, resource mobilization, and partnership at local and global levels—with the Global Task Force on Cholera Control providing a strong framework to support countries in intensifying efforts to control cholera.





WASH in Emergencies

In 2018, the IFRC provided direct WASH support to two major disaster response operations, in Bangladesh (movement of people) and in Nigeria (floods) along with numerous small and medium scale operations. The large-scale response to the Indonesian earthquake in 2018 was led by the National Society, with the indirect support of the IFRC, a trend that the IFRC is strongly supporting with capacity building for National Societies at branch and national levels

A number of trends continued to emerge in 2018 as the network responded to new scenarios. They include disasters in urban settings and an increase in scale of some crises, such as population movements. Meanwhile, disaster affected counties' appetite for external support, in terms of personnel and equipment, is waning. These trends are likely to continue and reinforce the need for greater National Society capacity. While this has been a feature of WASH programming for decades, the scale and complexity of those operations where the IFRC has not been able to directly support National Societies is increasing. This is both a challenge and a validation of the IFRC Network's approach.

The IFRC also continued to engage with emergency partners on WASH-related topics through the Strategic Advisory Group of the Global WASH cluster of the international humanitarian community. The IFRC's participation ensures a strong network presence on global decision-making platforms for WASH.



The Emergency Sanitation Project

The Emergency Sanitation Project is a collaboration between the IFRC, WASTE, Oxfam GB and the Netherlands Red Cross to rapidly identify deployable sanitation solutions for use by the entire WASH sector in difficult settings. In 2018, as co-lead of the project, the IFRC focused on developing new technology for treatment of waste water in emergencies. The IFRC set up a first of its kind faecal sludge treatment plant as part of a pilot project in Bangladesh in support of the population movement operation. While the unit needs further development and operation in other contexts to fully realize its potential, several hundred cubic metres of human waste have so far been treated. Further improvements to the system are being made and more funds sought to increase the scale and conduct further trials. This will ensure the communities and the field hospitals and base camps managed by the IFRC Network will be able to dispose of large quantities of waste water safely in emergencies.

The IFRC and National Society WASH technical advisory teams provided significant support to the Bangladesh Population Movement Operation supporting hundreds of thousands of people who had crossed the border from Myanmar in 2017. WASH Emergency Response Units deployed in 2017 continued their work throughout the first half of 2018. It was clear early in the response that traditional models for excreta disposal would not be appropriate due to extreme congestion and the size of the population. In the first few months of 2018, a full faecal sludge management system was implemented for the first time in IFRC's history. Although progress in establishing WASH services in the operation was slow, it was nevertheless a substantial achievement. However, the camp and host populations remain at risk of cholera outbreaks, particularly during monsoon seasons. The IFRC will continue to be vigilant and will support preparedness and prevention activities to meet the needs of communities.



WASH in Public Health

Women and girls continue to face several barriers that pose challenges to them being able to manage their menstruation with dignity. These include poor or restricted access to information, cultural taboos, embarrassment, anxiety and a lack of private and safe facilities. In 2018, the IFRC significantly expanded its work in emergency hygiene and menstrual hygiene management – two areas which are continuing to gain greater attention across the network. Guidelines, online courses and training packages were developed for emergency hygiene promotion and menstrual hygiene management in emergency and long-term programming to support National Societies in expanding their knowledge and capacity on these issues.

The newly developed IFRC guidelines on menstrual hygiene management aim to support National Societies in the design and implementation of programmes and operations that address the menstrual hygiene needs of women and girls. It takes a multi-sectoral approach, ensuring informative material is accessible by staff and volunteers. The process for the development of these tools, the creation of a menstrual hygiene management community of practice and the delivery of dedicated training has resulted in strong collaboration across WASH, health and protection, gender and inclusion experts across the network and among external partners. Improved coordination, information exchange and the standardisation of tools are crucial elements that ensure no woman or girl is marginalised or deprived of opportunity or dignity as a result of menstruation.

WASH in Urban Contexts

WASH services to urban contexts occur in both developmental and emergency scenarios. In response to the growing challenges of WASH in urban contexts, the IFRC coordinated the development of the network's strategic direction on this issue, which began a dedicated process to further engage with other sectors that focus on the increasing needs of the urban poor. A technical guidance note on Urban WASH was developed in 2018 and shared widely within the network. Finally, to ensure better coordination and streamlining of discussions on this topic, the IFRC's urban WASH technical working group, which was established in 2018 with members from across the Movement as well as external partners, was integrated into the IFRC WASH Advisors Network.

PROTECTION, GENDER AND INCLUSION

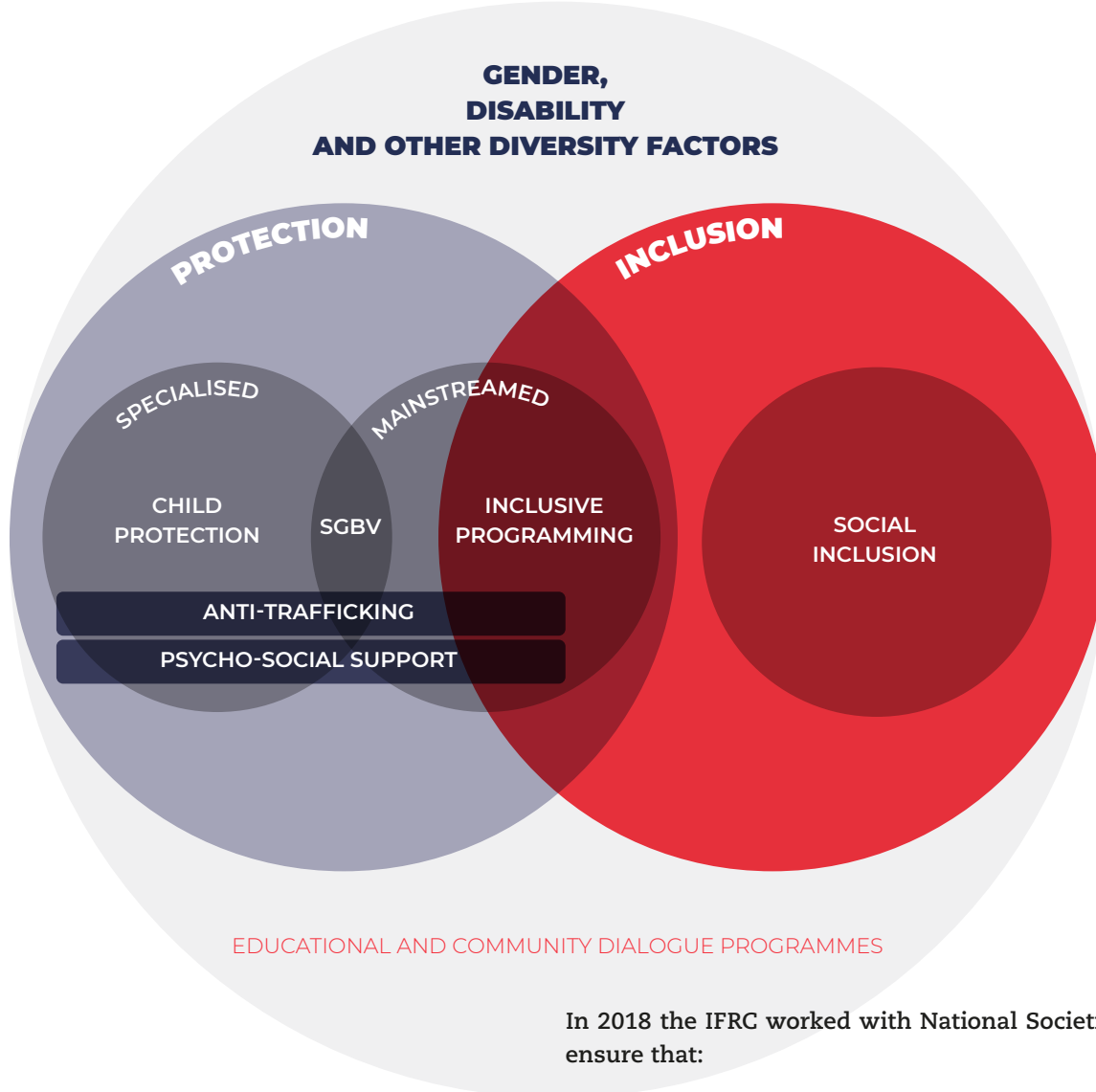
The IFRC ensures that our services reach all, especially the most vulnerable people—while breaking down barriers of exclusion and marginalization. The lynchpin of much of the work in this area remains education.

No-one left behind: inclusive disaster response and development work that considers the needs of all sections of the affected population.

No-one left unsafe: reducing the risk of violence and abuse particularly times of disaster and crisis.

No-one left out: ensuring that the drivers of marginalization and exclusion are broken down





In 2018 the IFRC worked with National Societies to ensure that:

- programmes and operations implement safe and equitable provision of basic services, considering different needs based on gender and other diversity factors
- programmes improve access to opportunities and rights for people who are marginalised or excluded
- programmes and operations prevent and respond to sexual- and gender-based violence and other forms of violence especially against children (including the prevention of sexual exploitation and abuse)
- advocacy initiatives are coordinated on responding to preventing and responding to all forms of violence especially SGBV and against children (including the prevention of sexual exploitation and abuse)
- educational and community dialogue programmes raise awareness on humanitarian challenges, cultivate humanitarian values and develop relevant interpersonal skills.

**People reached
230,000**

Through its work in protection, gender and inclusion (PGI) the IFRC strives to ensure that vulnerable and “hidden” groups are not left behind; that they can protect themselves from violence, abuse or deprivation; and that access to education is ensured at all times (especially during crises). The IFRC works with National Societies to ensure that PGI is integrated into programming, provides technical guidance and guidelines, coordinates the deployment of experts to support National Societies, and provides representation and advocacy on PGI matters in international fora.



Emergency Response Operations

The IFRC is supporting National Societies to integrate protection, gender and inclusion into emergency operations. Actions included:

- Revision of Minimum Standards for PGI in Emergencies—mainstreaming guidance for all Red Cross and Red Crescent staff, members and volunteers.
- Revision of Seven Moves: PGI in Emergencies training programme that is now available both as facilitator and participant manuals. Primary audience for the training is focal persons working on protection, gender and inclusion issues and all IFRC and National Society staff and volunteers engaged in emergency response.
- Engagement in the Surge Optimization process, where PGI was included as a new skill and knowledge area in IFRC Surge Core Competency Framework. A Technical Competency Framework for specialized PGI surge staff was developed.
- Development and piloting of PGI in Emergencies Training for future professionals to enhance National Society capacities to design and implement interventions with PGI outcomes.
- Development and piloting of PGI basic training for surge personnel. The objective of this modular training is to build core competencies on PGI as outlined in the 2018 IFRC Competency Framework for Surge Personnel (pilot).

Ensuring a focus on PGI can be challenging, particularly during emergencies, as capacities are limited, and the focus is on providing life-saving services—making inclusion in planning critical.



Sexual and Gender-Based Violence

The IFRC worked to prevent incidents of sexual and gender-based violence and support people affected through:

- the finalization of a research report “[The Responsibility to Prevent and Respond to Sexual and Gender-Based Violence in Disasters and Crises](#)” in collaboration with the Association of Southeast Asian Nations and the implementation of its recommendations such as strengthening the disaster resilience of protection laws, systems and institutions and working on more training at grass roots
- the organization, in collaboration with ICRC and Norwegian Red Cross, of the 4th Regional SGBV Forum with participants from 18 African National Societies
- the co-facilitation of training on sexual and gender-based violence prevention in migration contexts in Europe, including Serbia, Ukraine and Turkey
- the development of an IFRC policy on [prevention and response to sexual exploitation and abuse \(PSEA\)](#) and the support being provided to National Societies to help them develop and adopt their own PSEA policies
- presentations on PSEA/SGBV in 20 national, regional or international fora and training events.

Peer Learning on the Prevention of Sexual Exploitation and Abuse

In 2018 IFRC organized a first ever “writeshop” on preventing and responding to sexual exploitation and abuse. Fifteen National Societies shared their expertise to support each other in the development of PSEA policies. Kenya Red Cross Society outlined its comprehensive PSEA work since the adoption of its policy in 2014 following increased sexual and gender-based violence during election upheavals. At the time, they noted challenges related to national law and stigma against SGBV survivors. They now have a multi-channel complaints mechanism as well as a specific phoneline for sexual exploitation and abuse complaints. Kenya Red Cross acknowledged the challenge of perception and stigma of sexual exploitation and abuse as barriers to its usage, highlighting the importance of incorporating social inclusion perspectives in addition to policies and reporting mechanisms.



Child Protection

The IFRC supported National Societies to integrate child protection in emergency programming, including in the context of migration. IFRC:

- created an evidence-based global advocacy report, “Alone and Unsafe: Migration, Unaccompanied and Separated Children and SGBV” that was launched at the Global Compact on Migration in Morocco
- brought the experience of National Societies to the new Sphere Standards, the work of the Alliance for Child Protection in Emergencies and the revision of the Minimum Standards for Child Protection in Humanitarian Action (including a review of the Education Standards)
- developed a massive open online course (MOOC) on protection to unaccompanied and separated children in partnership with International Social Services, CELCIS University, Harvard University, and a working group of 12 humanitarian agencies
- developed and launched a toolkit on child friendly spaces along with World Vision International
- in partnership with UNICEF, UNICEF’s Area of Responsibility on Child Protection in Emergencies was piloted
- partnered with the African Union and the Partnership to End Violence against Children in a project to build the capacity of governments in Southern and Eastern Africa to better coordinate child protection in emergencies through greater linkages with National Societies and local UNICEF

Protection

In 2018 IFRC focused on strengthening programmatic and policy approaches around protection in close collaboration with Movement partners. This included:

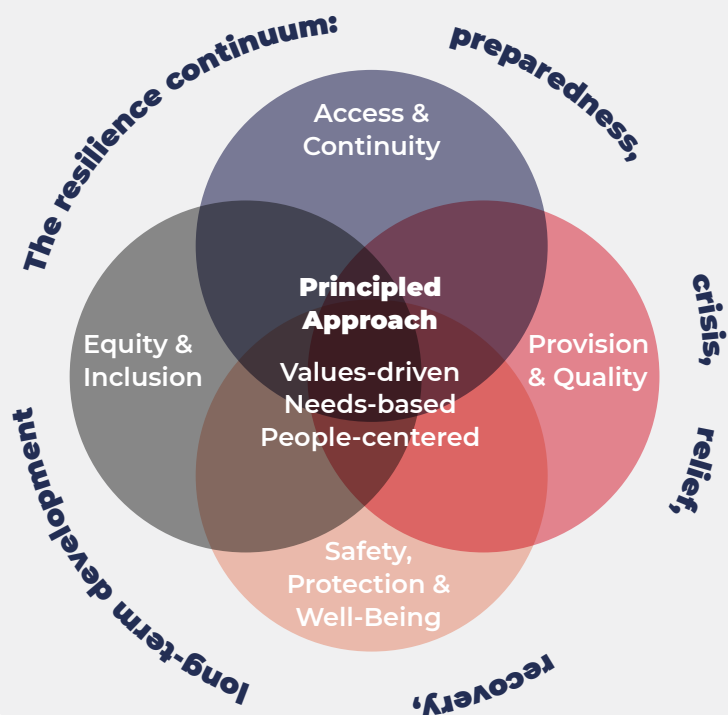
- co-chairing the Protection in the Movement community of practice, which aims to provide guidance, resources, best practices and peer-support to National Societies working in all areas of protection. A Movement framework on protection was adopted by the advisory board for this community.
- promoting the IFRC and Movement approach to protection at global and regional forums such as the Global Migration Task Force, the Europe regional meeting on protection, ICRC migration global meeting, the Psychosocial centres' advisory board meeting, the pilot PGI Global Expert Training.
- training sessions on the protection approach as part of PGI training for National Societies in Finland and Turkey.

Education

IFRC supported educational-related approaches to inclusion and community dialogue and addressed education as a humanitarian need through:

- provision of Youth as Agents of Behavioural Change training. In 2018, 19 training courses (including two training-of-trainers sessions)
- support to National Societies for potential expansion of YABC in 48 countries
- development of a draft IFRC Strategic Framework on Education
- the successful launch of the Master of Advanced Studies in pedagogical approaches for education in humanitarian principles and values in collaboration with the Swiss Agency for Development and Cooperation, the University of Zug and Save the Children. The Masters has 37 people for its pilot version (including 25 representatives from National Societies and IFRC, and 12 from four partner organizations)
- inclusion in the World Economic Forum, in a side event on "Shaping a resilient future through safe and inclusive education" with DG ECHO
- the revision process of the 2012 Minimum Standards for Child Protection in Humanitarian Action
- The finalisation of the prototype of a Humanitarian Education Web-Application (HE WebApp—English version) jointly with Austrian Red Cross and the Hong Kong Branch of the Red Cross Society of China
- The organization of 11 monthly webinars—outreach: 996 participants—2 most attended topics were "Why education in disasters, emergencies and crises matters?" (110 people from 29 countries) and "INSPIRE: Seven Strategies for Ending Violence against Children" (99 people from 23 countries)

EDUCATION APPROACH





Social Inclusion

IFRC supported projects in several European countries focusing on the inclusion of migrants:

- The **AVAIL** project: “Amplifying the voices of asylum seekers and refugees for integration and life skills” in United Kingdom, Ireland, Italy and Latvia.
- The **ARCI** project: “Action of Red Cross on Integration of Relocated and Resettled Persons” which aims to help refugees to settle in their host countries of Germany, Bulgaria and Croatia.
- Employability and Social Integration of Refugees and Asylum Seekers is an EU-funded project coordinated by the Spanish Red Cross, for which IFRC is the contract holder. It supports the establishment of Integration Centres providing information and training to asylum seekers and refugees to facilitate their integration in society and the labour market. The project is run by National Societies in seven countries—Austria, Cyprus, Denmark, France, Italy, Slovenia, and United Kingdom.
- IFRC supported National Societies in Africa and Asia to work with returning migrants (e.g. as result of a failed asylum attempt), and support their re-integration into their communities, including addressing the stigma associated with returning.
- IFRC initiated a project to promote “Twinning” between branches working on social inclusion of migrants with links made between Turkey and Sweden, and promotion of good practice between UK and Greece.
- IFRC supported the Turkish Red Crescent in the development of their Social Inclusion strategy.

MIGRATION

Migration is increasingly recognized as a priority area by IFRC and National Societies. The IFRC works closely with National Societies to in the areas of humanitarian assistance, protection, advocacy and awareness raising.

Outcome

“Communities support the needs of migrants and their families and those assisting migrants at all stages of migration—origin, transit and destination”





The IFRC migration portfolio was expanded this year to include disaster and climate change related displacement.

In 2018, the IFRC collaborated with National Societies to provide assistance and protection to some 5.7 million people, including migrants, refugees and other displaced persons as well as host communities.

An internal working group was established to develop an institutional understanding of the programmatic aspects of displacement caused by disasters and the consequences of climate change. An “Analysis of the IFRC response to internal displacement” resulting from this process, will be released in July 2019 and used to profile internal displacement at the Council of Delegates in December 2019.

The IFRC’s Global Migration Task Force (GMTF) run by the IFRC continued to support the implementation of the IFRC Strategy on Migration 2018–2022 and facilitate global and regional engagement of National Societies in line with the Global Compact for Migration and Global Compact for Refugees. The IFRC convened a GMTF extraordinary meeting in Marrakech, Morocco to agree on programmatic, policy and advocacy actions around the GCM. The meeting was attended by representatives of 26 National Societies from all regions, the ICRC, and IFRC thematic leads and regional focal points. The focus of the meeting was on the implementation of the GCM, as well as on health aspects.

Two reports were released in 2018 to support IFRC's negotiations on the Global Compact for Migration and Global Compact for Refugees and to raise the profile of the work of National Societies.

New Walled Order: how barriers to basic services turn migration into a humanitarian crisis



This report explores the challenges that migrants face in accessing assistance in countries they pass through and in their destinations. It has a particular emphasis on the challenges facing migrants whose survival, dignity, or physical and mental health and well-being are under immediate threat.

The report identifies global trends in migrants' access to essential services. It documents common formal barriers to accessing assistance, such as eligibility for services, as well as informal barriers, such as lack of information, language barriers, cost, fear of arrest, and more.

The report reviews the legal, policy and practice frameworks across states, to identify policies that create and exacerbate barriers, but also seeks to highlight good practices and to identify frameworks that can ensure migrants are able to access the assistance they need.

It focusses on access to health care, in particular emergency and maternal health, as well as to shelter, food and essential non-food items (e.g. hygiene kits, clothes), although the IFRC supports, and often provides, assistance in meeting the full range of essential needs.

Alone and Unsafe: Children, migration, and sexual and gender-based violence

This report was launched before Migration Week in December 2018 to promote the protection and safety of children on the move, and to encourage Governments to prioritize the most vulnerable people. It sheds light on the challenges faced by unaccompanied children on the move – from the lack of basic services, to the risks of sexual and gender-based violence.

It also offers some innovative and effective approaches to prevention and response as inspiration to governments adopting the Global Compact on Migration to ensure their policies and practices are in the best interests of vulnerable child migrants.

It calls on governments and humanitarian organizations to support the IFRC and National Societies in the creation of dedicated “humanitarian service points” along major migration routes where children and other migrants can receive assistance and support. It also encourages an increase in investment in the training of frontline responders to identify at-risk children and refer them to specialized services, while recommending that governments keep families together during immigration proceedings and avoid detaining children or their relatives because of their immigration status.



The IFRC developed “A Methodology to Develop a Migration Strategy” to support National Societies and IFRC Regional Offices to integrate migration more strategically into their plans and gave them support to do so. A manual on the “Programming Approach to our work with migrants and displaced” was also published to inform sector, operational and thematic functions.

The IFRC provided technical and project management support to the IFRC Sahel Country Cluster Support Team based in Dakar as part of a larger Red Cross and Red Crescent collaboration on the AMiRA project funded by DFID.

The IFRC supported National Society leaders from Egypt, Jordan, Lebanon, and Iraq and IFRC regional and country representatives to develop a strategy to engage with the UN and government-led Regional Plan for Syrian Refugees and host communities (3RP) during a high-level meeting in Cairo. The 3RP Programming Framework and a road map were drafted by the IFRC to guide National Societies’ activities at the country level.


A new section of the Virtual Volunteer (www.virtualvolunteer.org) was developed to support the Colombian Red Cross to respond to implications from Venezuelan migration and will be deployed in 2019. Since its launch in 2016, Virtual Volunteer has attracted 37,900 visitors (64% women) mainly from Greece, Sweden, Italy, UK, US, Philippines, Turkey, Germany and India.

The “Introductory Course to the Red Cross and Red Crescent’s Approach to Migration” was released by the IFRC in English complementing the Arabic version released in 2017. A Spanish version was also completed in 2018 and launched in January 2019. This is an online self-paced course that helps learners gain knowledge about the IFRC Network’s approach to migration and the types of activities that National Societies engage in to address the humanitarian needs of migrants.

The IFRC, with the International Social Service, co-led an initiative bringing together a number of agencies to develop the MOOC for Children on the Move. It also secured substantial funding from the Swiss Government, Human Security Division. Beginning in 2019, the MOOC for Children on the Move will not only reinforce the capacities of first responders supporting migrant children but will also provide great visibility to the work of the IFRC Network.

This page: a family crossing the border to North Macedonia.
Facing page: migration is an issue in Burkina Faso because of its geographical location.



A man wearing a wide-brimmed hat and a light-colored shirt is wading through muddy water. He is carrying a bag in his right hand. The background shows a clear sky and some greenery in the distance.

The theme of the IFRC's regional component of the AMiRA programme is "Ensuring access to basic services for all migrants, irrespective of their status". The project includes several activities for migrants, including the establishment by the IFRC of Humanitarian Service Points along migratory trails in Senegal, Niger, Burkina Faso, and Mali. These support the work of National Societies and offer an effective way to provide vulnerable migrants with access to basic services, information, support and protection.

Cash and Voucher Assistance

The IFRC is one of the world's leading humanitarian cash transfer organizations. The network of National Societies and the global representation of the IFRC makes it well placed to deliver cash programmes. The IFRC is the co-lead of the Social Protection and humanitarian cash sub-workstream of the Grand Bargain cash workstream and consistently promotes National Societies as effective local cash implementers. The relevance of cash programming has also been accepted by the IFRC Governing Board and commitments have been made by National Society members to ensure the scale up of cash in response where feasible and appropriate.

The Governing Board:

- endorses the IFRC's approach to increase humanitarian assistance through the use of cash and will ensure adequate support to National Societies to be ready to deliver cash programmes
- endorses the Cash Transfer Programming Strategic Framework developed by the Cash Peer Working Group

—Source: 37th Session of the Governing Board, Geneva, Switzerland, 26–28 June 2018



Cash transfers to crisis-affected people is one of the most significant humanitarian reforms in recent years, challenging established ways of operating in the humanitarian sector. Cash and Voucher Assistance (CVA) enables people affected by disaster to receive more appropriate and effective support. CVA is also widely recognized as one of the most significant areas of innovation in humanitarian assistance, with huge potential to meet more needs more efficiently and more effectively. It allows for greater choice and dignity in the decisions facing communities in crisis and puts the control over those decisions back into their hands. Cash enables more people to be helped through efficiency gains in more cost-effective delivery methods and supports local markets

and economies, driving a quicker recovery by affected communities.

The benefits of CVA cuts across multiple sectors, and there are opportunities for CVA to contribute to major reforms at every level, from achieving the Sustainable Development Goals and the 2030 Agenda for Sustainable Development to strengthening social protection systems and realizing the UN's New Way of Working. CVA has been linked to reforms in financial inclusion, the digital revolution, evolving coordination mechanisms, strengthening local leadership, enhancing dignity and accountability to affected populations and improving the monitoring and reporting of results.

IFRC 2018 Activities

- Carried out cash workshops in both the Middle East North Africa region and in Europe as a means of supporting the National Societies in these regions to strengthen their cash approaches. These workshops build upon the successes of similar workshops already conducted in East and West Africa and Asia Pacific.
- Led a consortium of NGO partners to strengthen approaches to and understanding of the use of cash and the implications of Digital Identity on our work.
- Strengthened and supported approaches to National Society cash preparedness globally.
- Continued training on CVA to develop cash capacity at the response level.

Coordination and leadership

- Improved the use of technology, such as blockchain and digital ID, in IFRC cash activities.
- Led on the counting cash initiative in order to give improved visibility to the work of the Movement in cash and to position the Movement as a lead player in the delivery of cash globally.
- Established (with two other co-leads) the Grand Bargain sub workstream for strengthening the links between Humanitarian cash and Social Protection.
- Recruited four new Regional cash focal points globally.

Support to National Societies

The IFRC and British Red Cross worked together in 2018 to support National Societies reach around 440,000 people with cash and voucher assistance through the DREF and Emergency Appeals. Approximately 45 per cent of the total cash recipients (198,000 people) were reached through three Emergency Appeal operations launched during 2017 and one DREF launched and implemented during 2018 in Bangladesh.

In 2018, the IFRC:

- supported the commencement of the development of new approaches towards National Society preparedness in order to improve IFRC support for delivering cash
- developed National Society cash capacity through a series of three regional workshops
- provided National Societies with information, tools and human resources to support their cash work
- shared knowledge and supported the Regional Cash Working Groups set-up for National Societies at the Regional level
- increased investment in capacity and funding for the development of National Society cash preparedness approaches
- increased efforts to embed cash in National Societies' preparedness and contingency planning processes.

Bangladesh

The IFRC signed an agreement with the Bangladesh Post Office on behalf of the Bangladesh Red Crescent Society for the implementation of CVA under future DREFs and Emergency Appeals. The National Society was able to reach 14,745 people with the disbursement of CHF 168,109 within a DREF which helped test the Post Office services. Nearly 300 National Society staff members and volunteers participated in a mandatory IFRC online course on “Fraud and Corruption Prevention and Control Policy”. The Bangladesh National Society also made significant progress in 2018 including with the development and approval of Standards Operations Procedures for cash.

Myanmar

The Myanmar Red Cross Society took part in an IFRC case study on Cash Preparedness Support approaches to inform a global evaluation. The National Society approved cash guidelines and developed a training curriculum on CVA, and a detailed assessment of cash readiness was carried out as a part of Preparedness for Effective Response exercise. The National Society was able to deliver cash-based interventions in response to a flood emergency, amounting to CHF 223,520 to assist approximately 15,337 people. This includes those people assisted under a DREF operation for the floods.

Indonesia

Standard operating procedures were developed and training on CVA was conducted. For the Lombok and Sulawesi response operation, separate guidelines were developed for both operations i.e. e-vouchers for shelter for Lombok and cash for basic needs and livelihoods for Sulawesi operation. In response to Lombok EQ, the Indonesian National Society has reached 8,340 people with e-vouchers for shelter during 2018.



Pak Yunus (60) on Pulo Aceh, Indonesia, is thriving today on his small farm with support from BRCS cash grants.

Capacity development:

- Conducted a thorough systems audit to ensure that finance, logistics and IT systems are cash ready.
- Signed a two-year framework agreement with Red Rose for access to data management support for all National Societies.
- Commenced the WFP/IFRC support to National Society capacity development programme for cash in two National Society contexts.

The IFRC co-chairs the Cash Peer Working Group with the ICRC. The group members consist of technical experts from across the Movement representing 12

National Societies. They are responsible for taking forward the technical aspects of cash programming.

The IFRC is participating in the Cash Advisory Group convened by the British Red Cross to bring together the Secretaries General from selected National Societies with cash experience to provide strategic support and advice to the British Red Cross in hosting the Cash Hub, and to influence senior-level cash champions within the Movement.

The IFRC also worked with the American Red Cross to develop a cash and information management strategy. It conducted three workshops for National Societies and recruited four regional cash focal points.

M-Pesa is a mobile phone-based money transfer, financing and microfinancing service, launched in 2007 by Vodafone for Safaricom and Vodacom, the largest mobile network operators in Kenya and Tanzania. It has since expanded to Afghanistan, Albania, India, Romania, and South Africa.



Cash Response to Drought in Kenya

Successive below-average rains and poor harvests led the Government of Kenya to declare a national emergency in February 2017. The UN Office for the Coordination of Humanitarian Affairs (OCHA) estimated that 2.6 million people faced food insecurity, and 3 million people lacked access to clean water because of the drought.

In response, the Kenya Red Cross Society launched a cash response covering 13 counties affected by drought. It was estimated that around 25 per cent of the programme's participants did not own government IDs. Since proof of identity is a requirement for access to the M-Pesa system being used, as it is for other national banking services, people without government-recognized identification are unable to receive assistance directly and have to do so instead through a designated third-party, proxy recipient.

The IFRC and the Kenya Red Cross Society are finding innovative ways to address this challenge. In May 2018, a pilot project was conducted in Isiolo County using tools developed by the IFRC's private-sector partner RedRose. This included a beneficiary data management system linked to blockchain to record cash distribution transactions. The pilot, while focused initially on government ID holders, explored the use of digital IDs to further expand of the project to people without official IDs.

The learning from this initiative will contribute to the longer-term application of blockchain technology and high levels of transparency and protection against fraud, while broadening the reach of cash programming, including for people previously excluded or unable to access assistance directly because of a lack of IDs.

INNOVATION

IFRC innovation promotes and develops strategies to transform the way the Movement thinks and acts. A dedicated Global Innovation Team helps localize a range of approaches so that National Societies and programmes are adaptive, effective and can cultivate an anticipatory mindset to meet the needs of vulnerable communities.

Main areas of work in 2018:

- **Systems, culture and structures:** The IFRC's Innovation and Futures Team is leading the consultation and design of IFRC's Strategy 2030 and exploring the areas of transformation needed throughout the network to be able to rise to the challenges of the coming decade. It looks at the shifting global patterns of vulnerability and how to most effectively support communities to thrive. The consultation process reached more than 8,000 people through the use of innovative digital engagement strategies, such as WhatFutures—an online game for young people played entirely through WhatsApp, that explores youth views of the future of humanitarian needs and of the IFRC.
- **Operational innovation:** The IFRC launched a Global Innovative Finance Team to partner with National Societies to explore and experiment with innovative financing models and to support the development of innovative approaches to financing humanitarian work.
- **Local Innovation:** The IFRC supports National Societies to implement strategies that will help source and support local community innovators who are tackling humanitarian challenges. Consistent with the commitment to localization, the IFRC recognizes that many solutions are already being developed by local communities and innovators, and experiments with different approaches to help them develop their ideas.

Focus on Innovative Financing

The UN estimates that 2.5 trillion US dollars will be needed every year to achieve the Sustainable Development Goals by 2030, and that the vast majority of these funds must come from non-government sources. In 2018, the IFRC established the Global Innovative Finance Team with the British, Danish and Kenyan National Societies to respond to this need. The team aims to develop a portfolio of innovative finance experiments to improve understanding and accelerate capacity across National Societies to embed innovative finance into their operations through a “learning by doing” approach.

Global Innovative Finance Team 2018 Portfolio

Sukuk

The Global Innovative Finance Team is working with the Islamic Development Bank (IsDB) to structure a blended investment company (the Fund) and an Islamic bond (Sukuk) to finance the One WASH (Water, Sanitation, Hygiene and Public Health) programme in the Organization of Islamic Cooperation member countries identified as cholera hotspots. The goal is to leverage grant funding with private capital to finance approximately CHF 100 million to cut cholera-related deaths by 90 per cent over the next 10 years.

GIFT worked with IsDB throughout 2018 on One WASH and have secured (pro-bono) financial advisers (HSBC & FAB) and legal counsel (White & Case) to provide support in structuring the Sukuk.

The structure was presented at the IsDB AGM in Morocco in early April. The IFRC and the IsDB began to engage other stakeholders, including at the Responsible Financing and Investment summit and through an investors summit held in London with the British Red Cross. Approximately CHF 40 million in pledges towards the initiative and related projects have been received so far.

Blockchain

While exploring Islamic Social Finance the IFRC recognized opportunities for better transparency and traceability of charitable donations by integrating digital ledger, or blockchain technologies. This was also seen as an opportunity to increase engagement with millennials and reassure public institutions.

In 2018, the IFRC won the Global Islamic Fintech award with a concept it submitted to the IE Business School and the IsDB on the use of innovation and technology for delivering Islamic finance to social projects. The IFRC is working with the British Red Cross and Pakistan Red Crescent Society to develop the idea and has convened influential Islamic Financing leaders to pledge support.

National Society Asset Management

Underutilized and illiquid assets, such as land or property, may help National Societies in becoming more financially self-sufficient. The IFRC has been exploring the raising of finance against trading income or revenue generating activity, to support investment or core activities.

For example, the Kenya Red Cross owns and operates three hotels to fund some humanitarian activities. The GIFT identified the financing of these hotels as instruments that could be reviewed to ensure they are efficient, appropriate and optimised. The IFRC began to work with the hotel's management team in 2018 to develop the concept, to agree

aims and project timelines. Led by the Kenya Red Cross, GIFT is now developing the investment case, building financial models and presenting the concept to existing and potential new lenders.

Catastrophe Bond

A Catastrophe Bond (or CAT Bond) is an insurance-based mechanism that transfers risk from donors to capital markets, thereby accelerating the release of disaster funding, potentially before a major disaster, activating new pools of capital, such as capital markets, pension funds, private placements which had previously inaccessible to the IFRC Network, and developing a scalable, reusable transactional platform that could mobilize millions in humanitarian assistance.

In 2018, led by the Danish Red Cross, the GIFT worked with investors, volcanologists, climatologists, and network colleagues to create a framework for a Volcano CAT Bond. Since then, addressable volcanoes have been identified in South America, Oceania, and Asia. Some 15 million US dollars has been secured in soft commitments from investors, and investment terms and triggers for the release of funding have been agreed. The model is being further developed with a range of technical experts across the IFRC Network.

IFRC and Zakat

Zakat is an annual financial contribution, or tax obligation for Muslims.

The IFRC and the Kenya Red Cross launched an international emergency appeal to raise funds for one of the worst droughts in Kenya's history. The goal was to provide people in Kitui, the worst affected district in Kenya, with access to water, food and health care, and to help them to recover and rebuild their lives. The IFRC worked with the Zakat Council of the Malaysian State of Perlis (Majlis Agama Islam dan Adat Istiadat Melayu Perlis, or MAIPS) to secure zakat funding to the drought assistance programme because MAIPS has a track record of using Islamic Social Finance instruments such as zakat for the benefit of communities in need.

The district was eligible for funding by MAIPS because:

1 one An assessment by the Kenya Red Cross and the Red Cross Red Crescent Climate Centre identified people here as being in clear need of humanitarian assistance, and therefore qualified under the asnaf (categories of people eligible for zakat distribution).

2 two Funding the initiative was an opportunity to change perceptions and demonstrate that zakat contributions can be used for international humanitarian and development projects.

3 three The project had the potential to show that Islamic Social Finance can create sustained impact and shared prosperity as well as provide charitable disaster relief.

The programme developed by the Kenya Red Cross used a two-pronged approach to tackle water access and cash crop issues simultaneously. It included the repairing of existing bore holes and pumps and the installation of new ones, to bring the total to 30. These provide clean water, as well as livelihood opportunities in selling and distributing water. The funds also allowed the purchase of certified green gram seeds that were distributed to 175,000 subsistence farming families. The two kilogrammes given to each family were anticipated to yield around 180 kilogrammes of harvest, with a market value of around 1 US dollar per kilogramme.

“Access to clean water and sustainable cash crops was made possible for more than 1 million people in Kitui.

Impact

As a result of the zakat-supported intervention:

- Water kiosks and distribution businesses are providing employment and funding for the ongoing maintenance of the water pumps.
- Cash raised from the sale of green gram has enabled the purchase of more seeds for the next crop and provided for the welfare of the community in terms of food, health care and education.
- The farmers of Kitui have agreed to pay back the cost of the initial two kilogrammes of seed they received. This makes those funds available again for investment in the neighbouring county of Garissa, which is suffering similar levels of hardship. In keeping with the zakat principles, the initial recipient has become a contributor.
- The IFRC and MAIPs showed how zakat can be applied innovatively to international humanitarian assistance to people of all faiths and backgrounds.

The following areas were identified in 2018 for further exploration:

- social Impact Bonds for international projects (e.g. early education in Rwanda) and domestic priorities (e.g. Post hospital recovery for disadvantaged communities)
- social investment to support the reorganization and development of new business lines (Mobility Aid Services, Events First Aid and Refugee Services)
- the transfer of National Societies' insurance to reinsurance providers, so that additional premiums can be used to reduce human suffering





Led by the Kenya Red Cross, the GIFT is mentoring and partnering with National Societies and governments in Africa to help build sustainable businesses, such as by supporting the Gambian Red Cross Society to set-up an ambulance rescue company. Agreement on the terms of the partnership has been finalized and the process has begun to acquire and equip the first set of ambulances, and to select and train personnel. This will provide income to support the humanitarian activities of the Gambian Red Cross Society and perhaps create opportunities for future collaboration on other business models. Negotiations have also begun with the Government of Equatorial Guinea to set-up an Ambulance Rescue model, similar to that in Kenya. Both these projects provide critical pre-hospital care for patients and will generate employment opportunities.

Futures and Foresight

The Solferino Academy is an operational think tank led by the IFRC and supported by the Italian Red Cross and other National Societies. It helps the Movement anticipate and understand the future of vulnerability and risk, and to develop innovative strategies to tackle both new and persistent challenges. The Solferino Academy provides workshops, research, analysis and other services to help the IFRC Network better prepare for the possibilities that lay ahead. The Solferino Academy deploys and coordinates a range of futures and foresight tools and methodologies, such as horizon scanning, trends and emerging issues analysis, and scenario development. It supports leaders to confront complex problems and creatively think through solutions for their National Societies. The Solferino Academy will open a physical hub in Rome, Italy in 2019.

Led by the Danish Red Cross, the GIFT formed a Water Credit Facility Working Group for Ethiopia with Water.org, USAID, Ethiopia Rainwater Harvesting Association, Austrian Red Cross, and private investors from the United States and Ethiopia. Funding from the facility would support Ethiopian microfinance institutions to provide commercially priced loans to farmers for the building of harvesting facilities in rural settings.

onebillioncoalition.org

ONE BILLION COALITION (1BC)

The One Billion Coalition for Resilience (1BC)

1BC is a multi-partner initiative convened by the IFRC to inspire and support collective action by individuals, communities, organizations, business and governments toward a world where people are safer, healthier and can thrive in the face of adversity. It is an opportunity to build on, strengthen and expand existing networks, diverse local user and partner organization capacities, and share resources for community resilience.

Interpeace joined in 2018 as a new global member, alongside UNICEF, WFP and the Connecting Business initiative. In addition, a variety of organizations have joined at regional and national levels addressing a diverse range of priorities. The IFRC has refined the 1BC communications materials and initiated the development of a Local Action kit to help people and communities lead local action to protect safety, health, and well-being, thereby multiplying the reach of humanitarian and development projects.

2018 Achievements

- The IFRC Central Asia country cluster team and the National Society in Tajikistan, in collaboration with the Ministries of Education and Health, Emergency Management Agency, UNICEF, Mercy Corps and other partners, developed an integrated Safety and Health Education initiative that engages students and teachers from more than 4,000 schools in Tajikistan.
- The IFRC and the Association of Southeast Asian Nations designed a joint resilience campaign to engage 100 million people in Southeast Asia by 2025 in disaster reduction, health, and youth engagement.
- The IFRC has been developing an approach to network-wide partnering—to better connect the Red Cross and Red Crescent network with the networks of other partners in areas where they overlap. As a demonstration, a set of Local Engagement Grants were initiated at the end of 2018 in Germany, India, the Philippines, and the United Kingdom to connect National Society branches with local United Parcel Service offices to support local resilience-building priorities.
- The IFRC initiated a study with UNICEF to strengthen capacity and partnership at country level. The study includes:
 - / case studies in six countries on existing collaboration
 - / a workshop to review the case study findings and models for enhanced collaboration, and
 - / follow-up activities in Nigeria to design and plan enhanced collaboration around a shared resilience target and objective.



Community Engagement and Accountability

Community engagement and accountability (CEA) is an approach to programming that integrates participation, feedback, and information provision to communities throughout the programme cycle or operation. It puts communities at the centre by ensuring they have information about our programmes/operations/services available, that all we do is based on their feedback/inputs and that they are able to participate in all decisions affecting them.

Capacity Building and Stronger Emergency Response Systems

The Movement CEA guide and [toolkit](#) continues to be widely adopted across the network. The toolkit helps National Societies to assess, design, implement, monitor and evaluate community engagement and accountability activities in support of programmes and operations. Regional training events were organized in the Americas and in Africa in 2018 to strengthen the capacity of more than 40 National Societies. As part of the Surge Optimization process and operational excellence approach, the IFRC built in 2018 a sustainable network of skilled community engagement experts who can be deployed during emergencies. IFRC also created a feedback-starter kit to support National Societies in setting up simple yet effective feedback mechanisms in different types of contexts.

From tracking migrant perceptions in Italy to collecting feedback from host and guest communities in Cox's Bazar, IFRC and Ground Truth Solutions have worked together to support National Societies in establishing feedback mechanisms. IFRC and Ground Truth Solutions, have launched a guide on "How to Establish and Manage Systematic Community Feedback Mechanism" based on work conducted as part of the migration crisis in Europe with several National Societies.

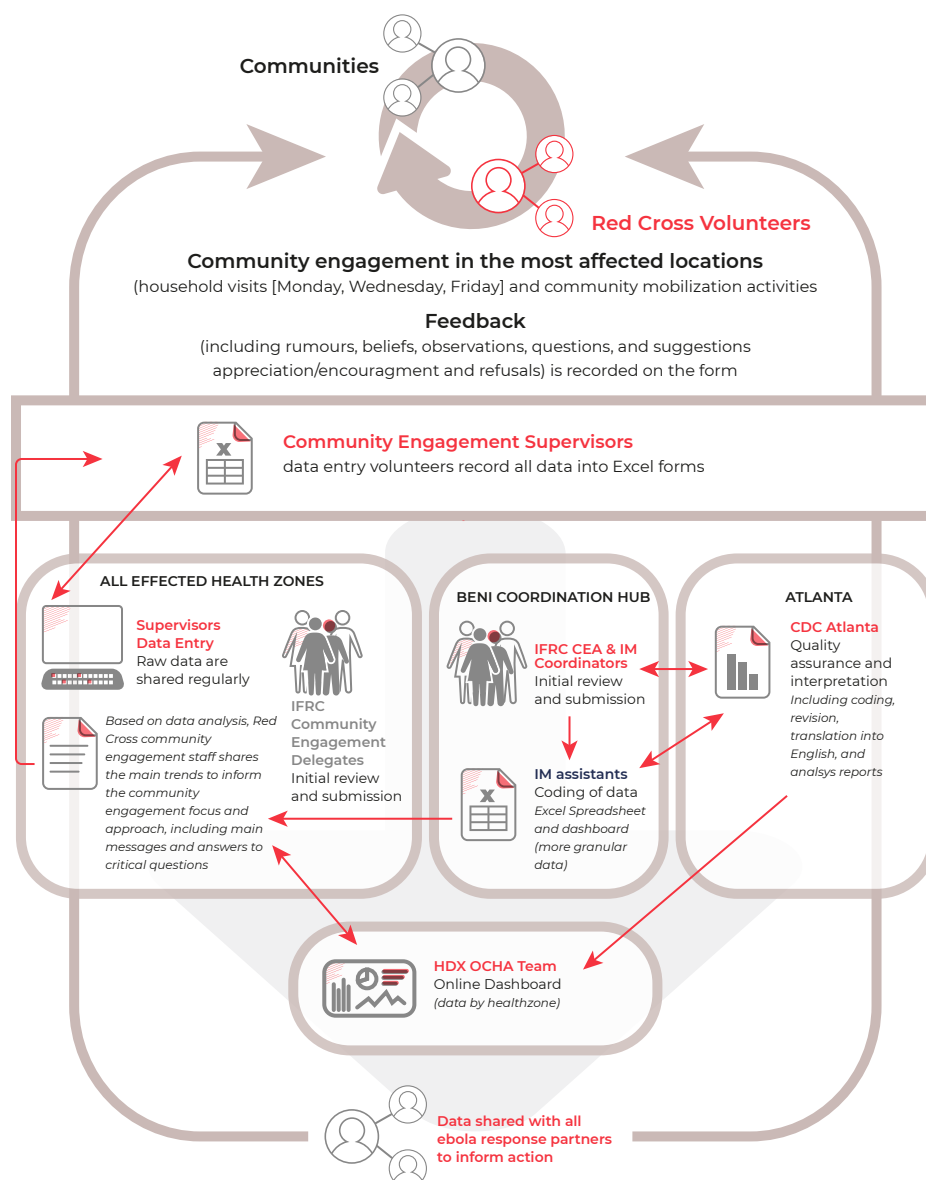
Data to Influence Decision-Making

The wider humanitarian system still struggles to show how feedback from communities can influence better decision-making. The IFRC Network is uniquely positioned within communities to collect and analyse feedback, perceptions, rumours, concerns or complaints from affected people, which can elevate the voice of communities at the collective level and influence decision-making processes. IFRC has led on creating feedback data standards and simple innovative systems so that feedback can be aggregated, analysed and responded to in a timely manner.

IFRC initiated a unique and innovative community feedback monitoring system as part of the Ebola response in the Democratic Republic of the Congo, which collects, analyses and visualizes community concerns, feedback, and rumours to inform decision-making processes. Thanks to a partnership with the Center for Disease Control and OCHA's Centre for Humanitarian Data, an online dashboard was created to share community data more efficiently with all response partners and encourage course correction. IFRC is planning to scale up this system in other responses.

Based on a **recent study** on the work of the Kenya Red Cross, community engagement support/initiatives have led to greater trust and involvement of communities resulting in increased sustainability.

Cox's Bazar (Bangladesh): Regular perception studies with the camp communities demonstrated that the majority of people preferred to receive cash-based assistance or vouchers, as well as cooking fuel. In response to these findings, the Bangladesh Red Crescent (with IFRC) was one of the first humanitarian organizations to pilot a project with unconditional cash grants and Liquid Petroleum Gas (LPG) for both guest and host communities.



A Movement-Wide Approach

Many National Societies have made great progress in making community engagement their standard way of working and are share lessons and strengthening collaboration. In 2018, IFRC launched the process for an evidence-based research on the impact of community engagement to build a theory of change. Together with ICRC, IFRC drafted in 2018 Minimum Commitments and Actions ahead of the 2019 Council of Delegates, to support the Movement in integrating approaches for better accountability to affected people in all its work.



AFRICA

From epidemics like Ebola to food crises, needs in Africa remain immense. IFRC supports African National Societies with technical, human and financial resources to enhance programming, community involvement and leadership.

Regional Risks

The scale of humanitarian needs in Africa remains immense. Hunger, armed conflict and Ebola virus disease outbreaks in the Democratic Republic of Congo stand out among the most devastating crises in 2018. Food insecurity in East and Southern Africa has also severely threatened the lives, livelihoods, and resilience of people and their communities. The IFRC must operate across the continent in environments suffering from recurrent hazards, protracted food crises, epidemics, and conflict, and provide long-term solutions to recurrent risks that strengthen the resilience of communities.





Challenges to Humanitarian Assistance

The main challenges hampering humanitarian assistance in 2018 in Africa were primarily related to the imbalance of extraordinary needs and the limited financial and operational capacity of National Societies. Unlike other regions, the capacity of African National Societies and African governments to contribute financially to operations in neighbouring countries in the region is extremely limited. This context compounds the already poor financial situation and weak financial management systems of many of the National Societies. It requires aggressive fundraising from outside the region and intense oversight or daily support from the IFRC. The governance and leadership abilities of National Societies and the technical abilities of volunteers require significant investment to develop and improve. Logistics capacities across the continent are also low.

Regional Office Priorities

Guided by the IFRC's Strategy 2020, and the Africa Road Map 2017–2020, the IFRC is committed to assisting African National Societies to achieve results in all seven Areas of Focus.

In 2018, the IFRC Regional Office in Africa supported National Societies to increase their capacity to anticipate and prepare for disasters in order to save more lives, reduce the impact of disasters and the cost of emergency response. The IFRC supported National Societies in partnership with communities to increase trust and to ensure that they are influential and effective at building long-term resilience.

By leveraging the IFRC's collective capacity and by sharing accountability with National Societies in Africa, the IFRC augmented and expanded the scope and scale of its support, accelerated capacity strengthening of its members, and enhanced services for vulnerable communities.

This approach was underpinned by the following priority principles:

- to be closer to National Societies through the provision of practical services for shared leadership with and tangible benefits to all 49 members of the IFRC in sub-Saharan Africa
- to design all activities and milestones so that they reinforce the centrality of National Society development with a focus on branches, and to ensure greater investment in strengthening National Societies as essential local actors
- to shift from short-term and project-based funding to multi-year, thematic funding where Partner National Societies work together on aligned National Societies plans
- to recognize that while saving lives remains an essential responsibility of the IFRC and National Societies, that we must also strive to reduce need, and work towards a more resilient world, where dignity is cherished and fewer lives are disrupted or ended from disaster, food crisis, conflict and disease
- to commit to measurable results, such as demonstrating improved capacity within at least 35 National Societies by 2020

A woman in traditional African attire, including a colorful headwrap and a patterned wrap, walks along a dirt path. The background is a warm, hazy landscape with trees and foliage, suggesting a rural setting in Africa.

Emergency Response

In 2018, disease epidemics and floods in East and Central Africa were responsible for the greatest number of IFRC emergency responses. Of the 28 Disaster Relief Emergency Fund allocations and six Emergency Appeals in Africa, eleven were for floods and another eleven for epidemics. There were six for population movement-related crises, two for tropical storms and one each for complex emergencies, food crises, and a ferry accident.

Of these operations, twelve occurred in East Africa (Kenya, Uganda, Tanzania, Rwanda, Burundi and Ethiopia), three in West Africa (Nigeria, Ghana, Cote d' Ivoire), three in Sahel (Mali, Guinea Bissau and Chad), two in Southern Africa (Botswana and Mozambique), two in Indian Ocean Islands (Mauritania), two in Niger, one in South Sudan, one in Sudan and two in Yaoundé Cluster (Cameroon and Central Africa Republic). The timely deployment of human resources, stock prepositioning and use of forecast data—particularly on cyclone response—proved to be significant in enabling timely and efficient response.

The IFRC is currently seeking CHF 93 million to respond to 16 emergencies affecting more than 18 million people in the region. Fundraising has had been mixed success. 75 per cent of the 32 million Swiss franc Emergency Appeal for the response to Cyclone Idai has been funded, while only 50 per cent of the 31 million Swiss franc appeal for Ebola response in DRC has been received.

In 2018, the Africa regional office provided support to National Societies under all four strategies for implementation (SFI).



In 2018, a National Society Satisfaction Survey was conducted to assess progress against the Areas of Focus and Strategies for Implementation. The survey showed that where there was an increase in revenue and support from partner National Societies significant progress could be achieved.

The Regional Office was able to improve in areas where it had previously struggled, such as on compliance with minimum security regulations and the speed of recruitment although the greatest progress was made on Health and Care, Livelihoods and Disaster Risk Reduction. Epidemic preparedness and prevention partnerships were established to support and strengthen engagement with the Global Task Force on Cholera, whose secretariat is hosted by the World Health Organization. As a result, a joint statement was drafted to encourage participating member States', partners' and donors' ownership, commitment and accountability, and their engagement in addressing cholera at the regional, sub-regional and national levels.

Despite Shelter, Protection, Gender and Inclusion being rated lowest in the survey, progress was still made. Prior to 2018, there was no shelter or gender and inclusion focal point. However, the situation has been addressed and staff have been instrumental in laying down the strategy and framework that will help achieve the 2019 objectives. However, improvements are still needed. Migration, resource mobilization for the Lake Chad Basin and the building of resilience in Southern Africa require more resources and attention in 2019.

The IFRC has been promoting information sharing and access in Africa as part of a results-based management approach. This was achieved through the integration of valuable operations information, such as pre-positioned stock, preparedness and resilience programming, and National Society development in the online Operations Room. This has accelerated access to critical information and made it easier for interested partners, including all National Societies, to use the information for decision making.

The Africa Regional Office—Operations Room provides coordination, financial and technical support for disaster operations and longer-term resilience programmes throughout the region. <https://ifrcgo.org/africa/>



Supporting National Societies

Establishing relevant coordination mechanisms

The Joint Task Force meetings chaired by the regional coordination team were an opportunity for IFRC country operations teams to share situation analyses and operational updates with the Regional Office and teams in Geneva; to identify operational challenges, and; to promote lessons and best practices. The operations coordinators also organized regular meetings with field operations, country teams, clusters, regional and global stakeholders to ensure adequate coordination. These meetings focussed on resource mobilization for recurring disasters and on mitigating security risks. Regular Movement Partners' meetings were also organized to inform partners and seek funding for country-based operations. In addition, regional teams leveraged technical resources from various units when providing regional operation services, including technical teams from Programme Operations, Partnerships and Resource Development, Communications, PMER and Finance.

Providing timely and context-specific (surge) support to country operations

The diversity of technical profiles represented within the regional coordination team has ensured highly relevant and timely support to country operation teams, in line with their most urgent needs. The regional Operations Coordinator has been closely involved with each operation in Africa to provide operational guidance and to ensure quality control for new Emergency Appeals, guiding operational planning, rapidly finding (surge) solutions for human resources' gaps and conducting financial reporting. Thematic experts have been providing continuous advice and practical tools from Nairobi and have been deployed for one to four weeks to provide training and support with planning, implementing and monitoring food crisis operations.



Building National Society capacity to respond to (recurring) food crises

Through an approach the region calls “Branches as Centres of Resilience” the IFRC has improved the targeting and driving of support to those branches on the front-line of the most severe crises, including food security. The IFRC has provided National Societies in Africa with material support to become stronger at managing national and local disasters, such as communications equipment to the South Sudan Red Cross HQ and to the branches involved in the food crisis operation. IFRC success in National Society Development was recognized by National Societies in the region through a satisfaction survey, in which they highlighted support to leadership and governance, financial management

and volunteer management. The IFRC also facilitated practical skills-building sessions on information management and data visualization in Somaliland and Nigeria, training on Planning, Monitoring, Evaluating and Reporting (PMER) in Nigeria and Sahel, on Community Engagement and Accountability (CEA) in Ethiopia, South Sudan, Nigeria and Somalia, and lessons-learned workshops in Ethiopia, Southern Africa and Sahel. It also provided support and advice for the conducting of Post-Distribution Monitoring with the development of questionnaires and methodologies, and the provision of guidance notes with practical tips.

Maintaining a strong focus on resilience and community ownership

The IFRC provided technical guidance to IFRC Country Offices, Country Cluster Support Teams and National Societies on integrating long-term community resilience perspectives into food crisis operations. This included revising Emergency Plans of Actions and

promoting innovative approaches that strengthen the capacity of communities to prepare for, respond to and recover from environmental, social and economic disasters and shocks.

Consolidating and using operational data and monitoring information

In 2018, the IFRC developed its flagship data visualization program called the Africa Operations Room that was launched to support operations and National Society development. This tool facilitates information sharing and decision making by mapping, for example, key data related to partner National Society and IFRC assets in the region, National Society profiles, strategic human resource plans. The IFRC provided support to emergency operations in Somalia and Nigeria for the integration of Information Management within their operations and on the implementation of internal file sharing systems. Secondary data analysis products were developed for South Sudan and Somalia while regional coordination tools, such as the Food Security Dashboard, were also developed and fed in part by country operations and regional teams. The dashboard hosts key figures and documents for country operations, such as Regional Situation Reports; Who is doing What, Where (3Ws) maps; Risk Watch situational analysis per country of focus; Food Security Outlooks; Appeals' Overview; experiences, examples and good practices; and references to Food Security resources. To enhance coordination, monitoring and information sharing, 15 Regional Situational Reports were produced in collaboration with country operation teams. The IFRC also worked to improve reporting products and to promote best practices and successes with partners, donors, and other stakeholders through country operations' fact sheets. It conducted reviews and evaluations of operations as well as lessons-learned exercises, such as the 2018 Sahel DREF review and the 2017 Southern Africa operations evaluation, in order to inform future operations and more effective food crisis response tools.



Leveraging existing competencies through peer-to-peer support and partnerships

To reinforce the overall technical expertise and capacity related to food crisis preparedness and response in the Africa region, the IFRC regional food crisis coordination team co-organized regular cross-context learning exercises. This involved, among others, an IFRC/OCHA HDX data skills workshop for humanitarian field staff in March 2018 and a regional workshop on Community Engagement and Communication with OCHA, UNICEF and other partners in May 2018. Such activities have helped to disseminate best practices, to enhance learning on effective operational approaches and to increase efficiency by avoiding duplicate efforts. The IFRC also made use of existing skills within African National Societies to support sister National Societies, for example by enabling quick deployments of RDRTs to food crisis operations.

AMERICAS

The Americas face a myriad of challenges from natural disasters, to non-communicable diseases and population movement. IFRC provides necessary coordination and technical support to National Societies for numerous disaster operations and development programmes throughout the region.



Regional Risks

Most countries in the Americas are vulnerable to natural phenomena. Earthquakes, droughts, floods, hurricanes and volcanic eruptions have been responsible for the loss of more than 300,000 lives and 20 billion US dollars in the last three decades and have affected the lives of more than 15 million people. Climate change is exacerbating these risks and is contributing to food insecurity, water-borne diseases and lack of access to safe water. The region is also experiencing accelerated urbanization which is heightening vulnerabilities such as violence in all its forms, traffic accidents, the concentration and proliferation of slums, and a wide range of environmental problems, such as poor sanitation, water pollution, and deforestation.

In matters of health, chronic or non-communicable diseases are the greatest cause of premature death, morbidity and disability in the Americas causing two of every three deaths in the region and threatening economic development. This situation is complicated by extreme inequity in access to health services, particularly among indigenous populations. Also concerning is the impact of epidemic outbreaks including dengue fever, chikungunya, cholera and more recently Zika.

The Americas region is home to 27 per cent of the world's migrants (62 million people), and complex population movement has a significant impact on equity, social cohesion and local and regional economies. Both Guatemala and Venezuela experienced political and social tension in 2018, with many Venezuelans seeking refuge across the region. Furthermore, the flow of refugee and migrant children from Central America who are trying to reach the United States shows no sign of abating, despite the dangers of travel and the tightening of immigration measures. Significant increases in extra-continental migration have also taken place in recent years, particularly from Africa and Asia into Latin America, and irregular migratory flows from the Caribbean have also increased, particularly from Cuba and Haiti.

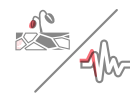
2018 AMERICAS OPERATIONAL PLANS

Aspirational funding
requirement 2018

CHF 20.7 million
coverage of 79%

14.5 MILLION FOR AOF
6.2 MILLION FOR SFI

698,658*
PEOPLE REACHED IN 2018



44,496
Disaster Risk
Reduction



42,781
Shelter



95,972
Livelihoods &
Basic Needs



411,894
Health



79,905
Water, Sanitation,
Hygiene



20,044
Protection, Gender &
Inclusion



86,412
Migration

* Total without double counting



Regional Office Priorities

The Americas Regional Office supports 35 National Societies in North, Central and South America, as well as in the English and Spanish-speaking Caribbean. Through its Country Cluster Support Teams it provides coordination, financial and technical support for disaster operations and longer-term development programmes throughout the region. The Americas Regional Office provided support under all four Strategies for Implementation and within all seven Areas of Focus.

The main IFRC priorities in 2018 were to provide support to National Societies across the region for the strengthening of leadership, the development of resource mobilization strategies and capacities, on the implementation of coordination mechanisms, the mobilization of volunteers, and helping move from a project based to a programmatic approach. Opportunities for peer-to-peer support were identified and maximized.

Emergency Response

In 2018, there were a total of 20 emergency operations in 17 different countries directed out of the Americas Regional Office. A total of approximately 6.4 million people were affected and the budget for the operations reached more than CHF 18 million. Of those 20 operations, 17 were Disaster Relief Emergency Fund operations (DREFs) and three were Emergency Appeal operations. Two of the three Emergency Appeals (the regional migration appeal and the Guatemala volcano operation) started as DREFs before transitioning into appeals due to greater demands for funding.

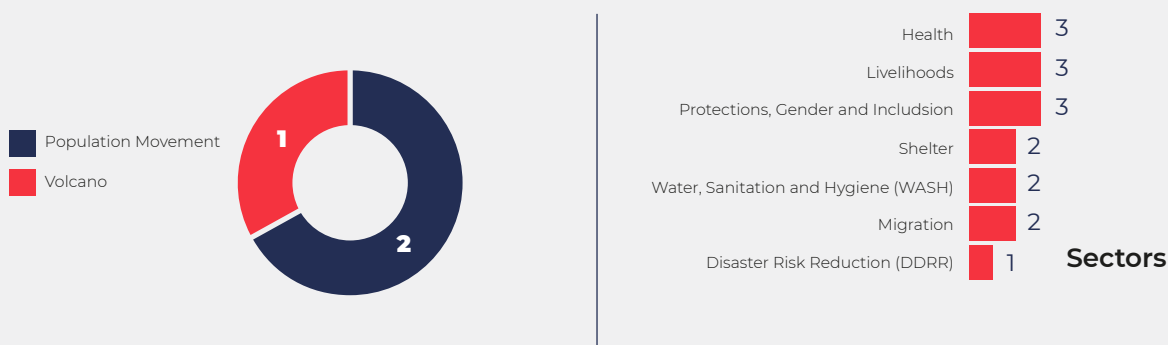
EMERGENCY APPEALS (3)

Operations

Colombia: Population Movement (MDRCO014) **Guatemala:** Volcano (MDRGT013)

Americas Region: Population Movement (MDR42004)

Appeal Coverage **80%**



People affected **2,497,965** | People targeted **408,905** | Budget **CHF 14,899,967**

DREF OPERATIONS (17)

Operations

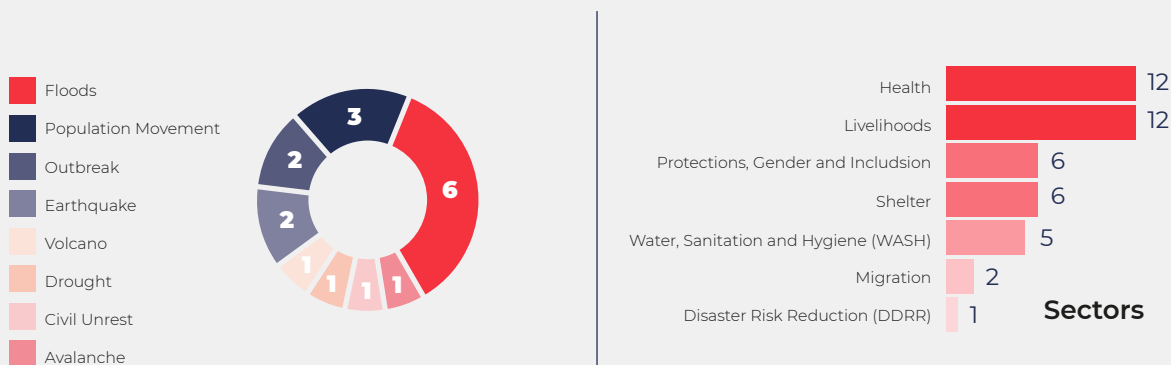
Argentina: Floods (MDRAR014, MDRAR015) **Bolivia:** Influenza outbreak (MDRBO011) **Colombia:** Avalanche

(MDRCO015) **Costa Rica:** Floods (MDRCR017) **Dominican Republic:** Cholera outbreak (MDRDO011)

Ecuador: Population movement (MDREC013) **El Salvador:** Earthquake (MDRSV011) **Guatemala:** Volcano (MDRGT013)

Population movement (MDRGT014) **Haiti:** Earthquake (MDRHT014) **Nicaragua:** Civil unrest (MDRNI008) **Paraguay:**

Floods (MDRPY019) **Trinidad & Tobago:** Floods (MDRTT001) **Uruguay:** Drought (MDRUY003)



People affected **3,934,792** | People targeted **69,892** | Budget **CHF 3,074,325**

Total People Targeted 478,797

Support to National Societies

Strengthening National Societies

In 2018, the IFRC provided twenty-six National Societies in the Americas with support to put in place self-development plans follow on from the Organizational Capacity Assessment and Certification. Five National Societies were supported in the development of national communication plans and five National Societies were helped to assess, analyse, and develop action plans for their preparedness for response capacities and to plan their preparedness actions. Support also included the elaboration of the Regional Volunteering and Youth Strategy and the Regional youth leadership program for the Americas.

Effective disaster management

Thirty Regional Intervention Teams received training from the IFRC on the new curricula. Eight Emergency Appeals and DREF operations with a Cash Transfer Programming component were implemented. Four large-scale international response operations utilized joint coordination tools and mechanisms.

Influencing others

The IFRC provided training to 550 National Society personnel in legislative advocacy, auxiliary role, disaster law, and communication to increase their capacities to influence decisions at local, national and international levels that affect the most vulnerable people. The IFRC helped 19 National Societies to strengthen their resource mobilization capacities and 16 engaged in peer to peer support through the IFRC Network. Four relevant policy documents adopted by governments at the national level were influenced by National Societies with support from the IFRC.

Ensure a strong IFRC

With the support of the IFRC, three National Societies from the northern triangle of Central America designed their safety standards and trained their volunteers using the Stay Safe course. Two National Societies were provided with support to implement their own tailored version of the Fraud and Corruption Prevention Policy.



Under the seven areas of focus, the main achievements across the Americas region supported by the IFRC were:

Disaster risk reduction

10,506 people were reached with public awareness and education campaigns using harmonized messages to reduce, mitigate and respond to identified risks. 7,317 people were reached through Red Cross and Red Crescent programmes for disaster risk reduction and community resilience (excluding public awareness and education campaigns). 1,050 people were reached by climate change mitigation and environmental sustainability awareness raising campaigns. Nine National Societies implementing activities that contribute to climate change mitigation were supported by the IFRC.

Shelter

37,590 people were provided with emergency shelter and settlement assistance and 19,880 people were provided with longer-term shelter and settlement assistance. 2,938 people were provided with technical support and guidance.

Livelihoods

84,724 people were reached with food assistance (in kind or in cash) and 13,778 targeted households were provided with enough food, cash and/or incomes to meet their survival threshold. 3,003 people's livelihoods were restored to or improved from pre-disaster level. 901 people received vocational skills trainings to increase income sources or were supported with in-kind assets, cash or vouchers for starting/strengthening economic activities.

Health

404,122 people were reached by National Societies' health and water, sanitation and hygiene programmes and services and 243,930 people were reached by National Societies with services to reduce health risk factors. 2,588 volunteers were mobilized by National Societies for health activities and 1,068 volunteers were trained by National Societies in epidemic control.

WASH

15,981 households were reached with key messages promoting personal and community hygiene.

Protection, gender and inclusion

94 per cent of the data on people held by National Societies within the Federation-wide Databank and Reporting System (FDRS) was disaggregated by sex and age. Six National Society Annual Plans were able to demonstrate evidence of addressing sexual and gender-based violence. Eight emergency operations (five DREFs and three Emergency Appeals) demonstrated evidence of addressing specific needs to ensure equitable access to disaster response.

Migration

49,731 migrants were provided with access throughout their journeys to culturally sensitive social services. 82,412 people provided with migration assistance and protection services. 6,784 people were assisted with activities to restore family links through Emergency Appeals and DREFs. Four initiatives were carried out with policy and strategic planning decision-makers to promote greater awareness of, assistance for, and protection of migrants.

Regional office advocacy

Many of the advocacy efforts made by the IFRC's Americas Regional Office were focused on improving Red Cross laws and policies and supporting National Societies to update and have their auxiliary roles recognized within government policy and guidelines. These efforts have helped to improve disaster relief access and have led to import tax and customs relief for supplies in several countries.

With the support of the IFRC, six National Societies included a communications component within their humanitarian plans and a multidisciplinary group on humanitarian diplomacy was established in Honduras and in Costa Rica.

The IFRC trained National Society personnel in legislative advocacy, auxiliary role and disaster law and communication, and supported them to complete five legislative advocacy research projects that included a checklist on domestic preparedness in Ecuador and IDRL reports in Dominica, Honduras and El Salvador.

Seven inter-governmental, inter-agency and academic fora actively engaged on IFRC legislative advocacy issues, and three legislative advocacy activities were undertaken for inter-governmental, inter-agency and academic fora including May 2018 Lima Workshop, November 2018 Costa Rica Workshop and December 2018 with OCHA.

A number of external media articles/broadcasts were released that featured the legislative advocacy work of the IFRC and/or National Societies.

Six National Societies became engaged in legislative advocacy activities, as well as providing education and training for branches, and support was provided for National Societies with new materials and methodologies in a legislative advocacy toolkit.

A regional workshop on Humanitarian Law, Disaster Law and Legislative Defence was held in May 2018.



ASIA PACIFIC

Protracted crises are leading to reduced humanitarian access. The IFRC supports National Societies to ensure that life-saving assistance reaches vulnerable people while providing support towards the development of regional National Societies.





Regional Risks

An increasing challenge to the work of the IFRC Network in the Asia Pacific region is reduced humanitarian access, especially in cases of protracted crises. Where access to people in need is impeded or denied because of the political environment this threatens the IFRC's humanitarian imperatives and mandate to help the most vulnerable.

The IFRC is dedicated to ensuring that assistance reaches the most vulnerable communities while avoiding fragmented action, duplication of effort and the wasting of resources. Additionally, reduced engagement by volunteers reinforces the impact of volunteers as an important component of a

well-staffed workforce that must be ready to effectively implement programmes.

Especially in complex situations, the IFRC Network must remain responsive in order to reach and support vulnerable people in a timely, adaptable and effective manner while maintaining integrity and accountability. In order to do this IFRC systems need to be robust which, in turn, helps secure sustainable funding. However, risk-averse approaches, including onerous compliance measures, can cause problems with the implementation of cash programming and the localization of action for example.

Regional Office Priorities

Strengthening National Societies

A two-year joint IFRC and American Red Cross Red Ready initiative to support the development of nine National Societies was boosted by a grant of 2 million US dollars from USAID (OFDA). This was the largest amount of thematic funding received in 2018 in the region. The initiative aims to provide the National Societies with the necessary resources and support to accelerate their capacity development efforts, ensure deeper engagement with local communities and stakeholders, and improve the effectiveness and efficiency of humanitarian response.

The IFRC directly supported National Societies in Bangladesh, East Timor, Indonesia, India, Laos, Mongolia, Pakistan, Sri Lanka and India with their financial sustainability, spending and assessment management efforts. The IFRC also provided National Societies with training and interventions to support fundraising initiatives, as well as workshops, orientation exercises and the creation of 404 peer to peer support initiatives on several other aspects of their work, a fourfold increase from 100 in 2017.

All Asia Pacific Country and Cluster office operational plans are committed to supporting National Societies to enhance their financial controls. Dedicated IFRC Finance Development staff were stationed within the National Societies of Indonesia, Timor Leste, Sri Lanka, Myanmar, Bangladesh and, in collaboration with the American Red Cross, in the Pacific. A specialized company provided finance development support to the National Society in Afghanistan. Direct and dedicated support was provided by the IFRC to improve the Papua New Guinea National Society's financial controls. That support ended in July 2018 due a lack of funds and has since been provided from the Asia Pacific Regional Office. Support was also provided to the development and orientation of National Society leaders from Tuvalu, New Zealand, Papua New Guinea and Australia.

Effective disaster management

The IFRC provided support to National Societies and engaged directly in the response to humanitarian disasters in the Asia Pacific region. In 2018, multiple earthquakes in Lombok, a major earthquake, tsunami and liquefaction in Sulawesi, and a tsunami in Sunda Straits together resulted in the deadliest combination of disasters in a single country. Rather than request international assistance, the Government of Indonesia only welcomed humanitarian assistance that met their specifications, pushing international humanitarian actors to deliver on localization commitments.

In Afghanistan, the IFRC worked with National Societies to launch an operation to address the plight of 2.2 million people affected by a major drought and resulting internal displacement. In the Rakhine State of Myanmar and in areas of Bangladesh the IFRC also delivered a One Window Framework through a Shared Leadership approach to intensify coordination, build response capabilities, and develop partnerships to respond to the mass displacement of people.



Disaster risk reduction

The IFRC supported National Societies to strengthen their capacities to work with vulnerable communities to prepare for and respond to disasters, and to adopt practices that are informed by climate risks and are environmentally responsible. The Red Cross and Red Crescent Stakeholder Group contributed to the Asian Ministerial Conference on Disaster Risk Reduction in July 2018. The network played a significant role in the preparations for and during the conference, which resulted in the Ulaanbaatar Declaration and the Action Plan 2018–2020 to accelerate the implementation of the Sendai Framework in the region. Several of the 17 Asia Pacific case studies published in “Red Cross and Red Crescent Disaster Risk Reduction in Action—What Works at Local Level” demonstrating the IFRC Network’s contribution to climate-smart disaster risk reduction action, were presented in the conference’s technical and thematic events. Through the Red Cross and Red Crescent Action Statement, the Red Cross and Red Crescent Stakeholder Group committed to scale-up evidence-based climate-smart disaster risk reduction programmes to have greater impact, through collective approaches and partnerships.

Part of the conference commitments include establishing partnerships and increasing investment in people-centred, evidence-informed early warning early action such as Early Action Protocols to make National Societies ready for Forecast-based Financing. Significant advances in the development of Early Action Protocols took place in Bangladesh, Mongolia, Philippines and Viet Nam, while there was also progress toward forecast-based action in the Solomon Islands, Nepal and Indonesia.



Emergency Response

Emergency Appeals were launched in 2018 for flash floods in Laos, earthquakes and tsunamis in Indonesia, and Typhoon Mangkhut in the Philippines. There were a total of 25 DREF operations issued and eight active Emergency Appeals as of December 2018. All the appeals included objectives/outcomes and funding to enhance local branch development.

As part of the process to ensure more effective IFRC emergency response, action has been taken to enhance readiness capacity in IFRC's cluster offices in Bangkok, Beijing, Jakarta and Suva, and in the country offices of Afghanistan, DPRK, Myanmar, Nepal, Pakistan, Philippines and Timor Leste. Gender has been mainstreamed by the IFRC in disaster response operations and is better reflected in DREFs and Emergency Appeals. The IFRC has also ensured more systematic and structured training for surge response.



10th Asia Pacific Regional Conference in The Philippines, November 2018

The Manila Declaration was a commitment by the leaders of the National Societies of the Asia Pacific region to implement recommendations of the 10th Asia Pacific Regional Conference under the theme of “Engage Local Humanitarian Action in a Fast-Changing World” and to coordinate and monitor their implementation.

Manila Declaration Targets:

- At least 50 per cent of the elected and appointed leadership of the National Societies and IFRC governance are women.
- At least 70 per cent of National Societies join the One Billion Coalition for Resilience (IBC) by 2022.
- At least 50 per cent of National Societies have a diverse representation of volunteers in leadership and governance with a particular focus on youth.
- Establish a community of practice for income-generating activities and social entrepreneurship.
- The IFRC and all National Societies develop mechanisms and tools to attract and retain volunteers.
- 100 per cent of National Societies use appropriate connectivity tools considering their national and local context.
- At least 60 per cent of all National Societies are “cash ready”.
- 100 per cent of National Societies and the IFRC roll out the Protection, Gender and Inclusion (PGI) Minimum Standards in their operations.
- At least 75 per cent of National Societies integrate the needs of migrants, refugees and displaced people in their strategic planning processes; including through specific needs assessments and the development of migration policies and strategies where relevant.
- At least 50 per cent of National Societies introduce Forecast-based Financing and community-based surveillance systems.
- At least 50 per cent of National Societies engage with Safer Schools initiatives.
- 100 per cent of National Societies have policies in place on: integrity and the prevention of fraud and corruption, sexual exploitation and abuse, to maintain the highest standards of integrity, probity, transparency and accountability to our communities and partners.
- At least 80 per cent of Asia Pacific's National Societies incorporate youth representatives, elected or appointed by youth, at a decision-making level.



Scaling up the individual and collective impact of National Societies to build resilience, provide humanitarian assistance and social care at regional, national and local levels.

SPOTLIGHT: COX'S BAZAR

In August 2018, more than 700,000 people displaced by violence in Myanmar's Rakhine State, the largest population movement crisis in the Asia Pacific region in decades, are living in camps in Cox's Bazar. This equates to a population density of more than 60,000 people per square kilometre—one and a half times that of Manila, the most densely populated city on earth. The Bangladesh Red Crescent Society spearheaded the response, being present in more than half of the 34 camps in Cox's Bazar.

Throughout 2018, the IFRC coordinated with government authorities on Population Movement Operations and provided support to the Bangladesh Red Crescent Society response, including with the deployment of an Emergency Hospital and three Emergency Clinics, strategic and operational technical support, the facilitation of workshops and dialogue on priority issues of concern, such as the repatriation of displaced people to Myanmar and their relocation to an offshore island in Bangladesh.



The IFRC facilitated the participation of the Bangladesh Red Crescent in the UN High-level roundtable convened by the UN Envoy for Youth in Cox's Bazar to discuss strategies for strengthening collective efforts to address the needs and rights of children, adolescents, and young adults of both host and guest communities.

The support also included the deployment of regular surge and partner National Society support missions (Australian Red Cross and Canadian Red Cross) to improve contextual analysis and communication, surge support from the IFRC migration team, and the deployment of a British Red Cross Anti-Trafficking Expert. The American Red Cross plays a shared leadership role on Disaster Preparedness for the district, the Danish Red Cross is leading the Psychosocial support sector and British Red Cross is leading branch development initiatives.

25 National Red Cross and Red Crescent Societies have supported the Bangladesh Red Crescent Society, and 12 still do so. At the end of 2018 the Red Cross and Red Crescent emergency hospital transitioned to providing primary health care, after 15 months of 24/7 operations in which it had treated more than 50,000 people.



EUROPE

Despite hostility towards migrants and restrictive policies, IFRC supports National Societies' continued delivery of vital services, while responding to other regional priorities such as aging, non-communicable diseases and natural disasters.

Regional Risks

In recent years, conflict, poverty, and lack of opportunity have triggered an unprecedented surge in migration towards and within Europe and Central Asia. The political and humanitarian environment in the region has become more challenging with increasing hostility towards migrants.

More than 1.6 million people have been displaced and more than 4 million people in the eastern Donbas region of Ukraine have been directly affected by the continuing crisis.

An increase in older populations and in inequality has disproportionately adverse health effects on the poorest and the most vulnerable people. Many of them, including migrants and displaced people, have little or no access to essential health services. Cardiovascular disease, diabetes, cancer, and chronic respiratory diseases are together responsible for two-thirds of premature deaths, while mental health disorders are the main cause of disability. Tuberculosis and HIV remain a concern, particularly in Eastern European and Central Asian countries.

The region is also prone to floods, landslides, extreme weather conditions, and occasional earthquakes. Persistent poverty in some countries such as Moldova, where the national poverty rate is 11.4 per cent, and increasing urbanization have required more diverse strategies to support people affected by disasters.

Challenges to Humanitarian Assistance

National Societies in Europe contend with uneven financial and human resources and diminishing domestic humanitarian space due to competition with other actors. During the 2018 Almaty Conference, National Societies identified the following trends that are impacting their work:

- New forms of volunteering and self-organizing communities beyond the Red Cross and Red Crescent models, particularly among young people
- Increasing distrust in institutions, including the Red Cross and Red Crescent
- Climate change
- Changing demographics and in particular, a rapidly ageing population
- Migration, increasing xenophobia and shrinking humanitarian space
- Increasing digital challenges including online violence, cyber warfare, and fake news.

Regional Office Priorities

The IFRC Regional Office for Europe provides operational and technical support to 53 National Red Cross and Red Crescent Societies, as well as technical support to Israel's Magen David Adom. It plays a prominent role in developing the capacities of National Societies, building partnerships and responding to disasters and crises. The overall approach focuses on climate-smart, socially inclusive, integrated programming, including mainstreaming gender and diversity, community engagement and accountability, and disaster preparedness. Strong coordination and collaboration are embedded in the design of all programmes. The Regional Office also supports National Societies in their role as auxiliaries to government, developing their capacities to deliver direct response and support to vulnerable people.



The regional office also provides direct operational support when requested by a National Society. The majority of migration-related operations in the Balkans and Italy are implemented directly from the Regional Office in coordination with the Country Cluster office. The Regional Office facilitates information exchange through regional meetings, reporting to donors, the development of new partnerships, and with connections to global initiatives.

The Regional Office's priorities are on:

- health: focusing on healthy lifestyles, active ageing, and health in migration and emergencies
- disaster and crisis preparedness, response and recovery: including revitalizing surge capacity and strengthening capacities in cash-based interventions
- migration: including protection, social inclusion, community engagement, and accountability
- organizational development: including building domestic resource mobilization, and developing branches, leaders, youth, and volunteers
- partnerships, and
- communications.

Emergency Response

In 2018, the IFRC supported National Societies in Europe with the coordination of Emergency Appeals and DREF operations. More than 80,000 people were assisted through 12 DREF operations implemented by IFRC Network in the region and more than CHF 2 million was allocated to help National Societies provide immediate assistance in the aftermath of floods, population movement, fires, and hailstorms.

The IFRC supported around 650,000 people in Europe through the implementation of four Emergency Appeals. Support was provided in 2018 for services to refugees including those through 15 community centres in Turkey where 3.9 million people are registered as refugees. The community centres provide services to migrants and host communities, including support for psychological needs, health, protection, livelihood development, and social and cultural integration activities. In Greece, the IFRC Network implemented CHF 4 million to help 30,000 displaced people during 2018 and following deadly wildfires, support including cash grants was provided to more than 3,000 people affected. Appeals and DREFs were also used to respond to the significant increase in population movements through Montenegro, and Bosnia and Herzegovina.

Almaty Commitments

The 10th European Conference in Almaty hosted by the Kazakhstan Red Crescent, with the support of the Regional Office brought together National Society leaders from the region and charted the response to humanitarian challenges such as migration, social inclusion, ageing, youth, and volunteering. The [Almaty Commitments document](#), unanimously adopted by 53 National Societies, calls for a systemic effort to renew the relevance of National Societies in their domestic context, a new platform for sustainability, and a programmatic focus. It highlights the importance of long-term considerations of migration and calls for increased investment and energy in volunteering, youth support, and innovation.





Population Movement in Bosnia and Herzegovina, and Montenegro

The population movement through the Balkans reached new and severe levels in Bosnia and Herzegovina and in Montenegro.

The IFRC supported the National Red Cross Societies in Bosnia and Herzegovina and in Montenegro

through its DREF allocations, ensuring that they are able to step-up their response to migrants and to the host communities. The support in Bosnia and Herzegovina also contributed to stronger cooperation between Movement components, International Organization for Migration and UN Refugee Agency. As the situation worsened ahead of freezing winter temperatures, the IFRC launched an Emergency Appeal in support of the National Society for CHF 3.3 million. The appeal supported the National Society to provide essential life-saving assistance, such as the distribution of food and provision of first aid, particularly in Una-Sana Canton where the majority of the migrants gathered. Red Cross mobile teams provided food, blankets, hot drinks and first aid to migrants outside reception centres, and shared information on the dangers of unexploded ordinances. The IFRC continues to seek resources for the critical work in these countries.

Kemerovo Shopping Centre fire

On 25 March 2018, a fire broke out in the shopping and entertainment centre Zimnyaya Vishnya in Kemerovo, Russia, killing 64 people including 41 children, and seriously injuring 79 people. The tragic event exposed gaps in the availability of psychosocial and professional mental health services in the aftermath of such events. The IFRC supported the Russian Red Cross to set up a system of psychosocial help which was coordinated with mental health institutes and a referral mechanism was created. The DREF allowed for the recruitment, training, and supervision of a highly skilled team. According to an assessment, 95 per cent of people who were affected by the tragedy retained their social contacts thanks to the Psychosocial Support (PSS) of the Russian Red Cross and the IFRC, and 42 per cent underlined the importance and vital necessity of PSS workers. Among the top three most important factors 18 per cent mentioned the rehabilitative power of the self-support groups that were established and coordinated by PSS workers; 13 per cent of people valued the moral support that they receive. The PSS model was continued with Russian Red Cross funding after the DREF ended.

Strengthening National Societies

In Central and South-Eastern Europe, the regional office supported National Societies with their strategic planning processes, capacity development, and high-level cooperation agreements with the government, revision of Red Cross Law and National Society statutes. The first regional Movement Induction Course was organized jointly by the ICRC and the IFRC in Budapest, at which 19 leaders from 16 National Societies enhanced their leadership skills.

Effective disaster management

The IFRC helped strengthen the disaster management capacity of the Azerbaijan Red Crescent in the Nakhchivan Autonomous Republic, an area of earthquakes and border tensions, with the development of an Emergency Mobile Volunteer Team, a warehouse system and pre-stocked supplies. It also helped the Ukrainian Red Cross to build structures for livelihoods and psychosocial support so they can absorb more funding from multiple donors and to deliver more services nationwide.

There were nine deployments of the Regional Disaster Response Team (RDRT) which provided immediate assistance in 2018 within Europe (Russia, Armenia, Belarus, Tajikistan) and beyond (Lao People Democratic Republic, Indonesia, Mongolia) through seven missions. In 2018, the Regional Office secured funding to revitalise the RDRT including modernizing the training and recruiting new members.

In 2018, the IFRC helped to introduce contingency plans and Standard Operating Procedures for disaster management to the Hellenic Red Cross and to establish the first National Disaster Response Team (NDRT) and Branch Disaster Response Teams (BDRT) as well as health and psychosocial emergency response units. The IFRC Regional Office also provided emergency communications support for the Hellenic Red Cross during this period. These new capacities were successfully applied in the response to wildfires in August 2018.

Influence others as strategic partners

In 2018, the IFRC significantly expanded its resource mobilization capacity development work across Europe and Central Asia. Tailored one-to-one support


was provided to the National Societies in Lithuania, Russia, Belarus, Armenia, Kazakhstan, Ukraine, and Georgia to improve their fundraising skills and capacities. The IFRC conducted seven market studies, co-drafted or reviewed five fundraising strategies, co-launched five new fundraising programmes, and co-developed four new fundraising professionals. The Kazakhstan Red Crescent grew its income in 2018 by more than 50 per cent (CHF 100,000) which allowed it to provide an additional 6,000 families with food and basic goods. The Lithuania Red Cross initiated its first regular giving programme, generating predictable unearmarked funding every month. A regional skill-share was held by the IFRC Regional Office, engaging the largest ever number of fundraising and communications specialists, focusing particularly on the Russian-speaking region.

The IFRC Regional Office established new partnerships with USAID OFDA, UNFPA, the AIDSFONDS Foundation and the World Bank in Russia to strengthen humanitarian response and ensure diversified resources for the region. It engaged 17 National Societies in planning and consultation workshops and partnership meetings during 2018. It established a new framework for cooperation in Tajikistan between the IFRC, the National Society and UNICEF.

Ensure a strong IFRC

The IFRC is collaborating under the Strengthening Movement Coordination and Cooperation initiative to provide a platform for Movement Partners to contribute to the long-term vision of the National Society in Ukraine. Areas of expertise identified for capacity building with the support of ICRC and other National Societies included mobile health units, psychosocial support, branch development, international humanitarian law, volunteer management, home care, communications, organizational development, information management, and livelihood interventions.

Eight National Society representatives from Europe participated in the Global Surge Information Management Workshop in October 2018 and 20 people were trained as trainers in Mobile Data Collection in Madrid in December 2018, to encourage closer coordination and information sharing with UN partners, particularly on migration.



In 2018, the Regional Office reached 31,470 people through Disaster Risk Reduction programmes and the strengthening of preparedness capacities of National Societies in Azerbaijan, Greece and Bosnia and Herzegovina. The staff and volunteers of the Hellenic Red Cross received training in requesting international assistance using Movement response tools. Flood preparedness activities enabled local communities in Albania and Macedonia to build resilience against reoccurring risks and seven National Societies from South Eastern Europe participated in a flood simulation exercise organized by the Regional Office. The Neighbours Help First initiative, a platform for joint disaster preparedness and response in South-Eastern Europe, was strengthened to include ten National Societies.

Health

The IFRC Regional Health and Care team facilitated, coordinated and supported National Societies with health public awareness campaigns on World TB Day and World AIDS Day. Twenty-four National Societies took part and reached more than 50,000 people. The IFRC developed information packs for World TB Day and distributed them to all National Societies in the region. Advocacy around mental health week was organized within the framework of the World Mental Health Day on 10 October 2018. Since October 2018, the videos “Geniuses” and “Speculations”, created as part of the advocacy campaign of the project “Support to people with mental illness”, have been shown in all cinemas in Minsk and shared across social networks. The videos are available through the following links:

Geniuses <https://www.youtube.com/watch?v=29b66Xr9Zic&feature=youtu.be>

Speculations <https://www.youtube.com/watch?v=jt-VMUggAq1U&feature=youtu.be>

An **online platform** was created by the Regional Office to map the health activities of 30 National Societies. It collates information on the number of people reached, the number of staff and volunteers active in health programmes, activities and sources of funding.

In Central Asia, an analysis of first aid found an increasing interest in commercial courses delivered by National Societies. The analysis demonstrated the importance of the legal base for National Societies’ first aid services, as well as the linkages between organization development, resource mobilization, and communications. The results of the analysis were shared at a regional first aid meeting in Bishkek. To encourage National Societies to strengthen their first aid training outreach, funding support was provided to the Red Crescent of Kazakhstan to produce a short film on its first aid courses.



Protection, Gender and Inclusion

The IFRC adopted a comprehensive approach to protection, gender and inclusion focusing not only on migration and the immediate risks and consequences of violations but also on the causes before, during and after a crisis.

The Toolkit for Trafficking in Human Beings was strengthened and rolled out to the National Societies in Slovenia, Belarus, Serbia, and Macedonia. A toolkit addressing child protection in migration to support the rollout of PGI standards in the region was also finalized and a Training of Trainers was held to help embed PGI across services and programmes. The Open Home Centre by the National Society in Belarus with support from the IFRC and partners. The Centre raises awareness of and advocates for the needs of people with mental illness and provides services that help improve life quality and expand social contacts.

Migration

A significant part of IFRC's 2018 work in the region was to address the immediate basic needs of migrants while empowering people to integrate through access to health care, legal services, and with access to employment and education opportunities. The Regional Office coordinated an EU-funded integration programme with the National Societies of Bulgaria, Croatia, and Germany, helping asylum-seekers and refugees with language training, case-work, orientation, skills development, cultural and peer events and access to employment. The programme has captured good practices and essential learning which will inform the social inclusion work of other National Societies and organizations. The Regional Office also participated in a complementary programme in the UK, Latvia, Ireland, and Italy, led by the British Red Cross, that empowers refugees and asylum-seekers to co-create services to meet their own needs.



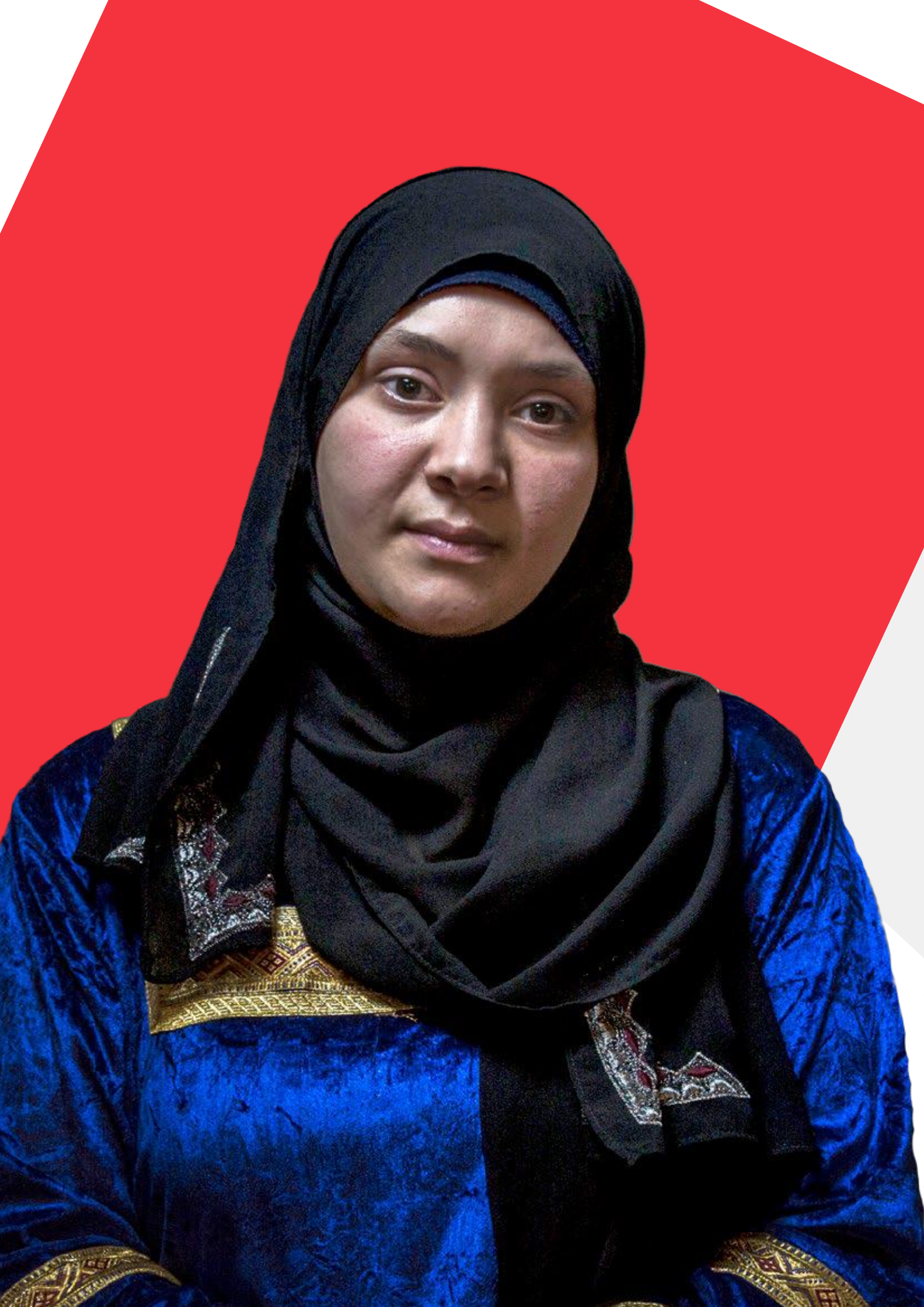
In Russia and Belarus, the IFRC supported the National Societies to help displaced people fleeing the conflict in Ukraine who have not yet received asylum status and people whose status is non-regulated. They are provided with vouchers that can be exchanged for food and essential items and helped with access to legal and health care support.

In Greece and Turkey, the IFRC supported the delivery of major programmes for refugees, migrants and asylum seekers through cash assistance and through integration and social inclusion activities. In the Republic of North Macedonia, Serbia, Croatia and Hungary, the IFRC supported National Societies to provide migrants with food and relief items, hygiene parcels, first aid, psychological support, as well as awareness-raising activities on human trafficking, promotion of humanitarian values, social inclusion and integration.

IFRC Health Support in Turkey

The IFRC delivered Community-Based Health and First Aid training for 41 women volunteers from community and child protection centres. The trained Syrian volunteers then went on to train their fellow Syrians on protection from infectious diseases, reproductive health, healthy lifestyle, first aid, chronic diseases, pregnancy, and baby care. This modality allows for a sustainable transfer of knowledge. As well as teaching people how to remain healthy, it also empowers people and communities become more resilient, independent, self-sufficient.







MIDDLE EAST AND NORTH AFRICA

National Societies rise to the challenge of meeting the needs of the most vulnerable suffering from protracted conflicts. This is coupled with the need to respond to natural disasters; while non-emergency services remain difficult to fund.

Regional Risks

Although the significant upheaval witnessed during the Arab Spring has largely subsided, many countries in the MENA region remain at risk of civil unrest. The region is also prone to frequent natural disasters, such as earthquakes and floods. Ongoing conflict in some countries has led to the mass movement of people, be it refugees or internally displaced persons. Together with the passage of migrants this is placing severe economic strains on host communities.

Significant recovery is unlikely in the near future. There will likely be a need for humanitarian assistance from National Societies for many years.



Challenges to Humanitarian Assistance

In 2018, the National Societies in Libya, Syria and Yemen have been responding to massive population movements and high levels of humanitarian needs due to the complex protracted conflicts in their countries and neighbouring ones. They have had to significantly increase the levels of humanitarian support to refugees, internally displaced populations and host communities.

National Societies have needed to increase their human, technical and financial resources to be able to respond to these humanitarian needs, while maintaining the provision of regular services. At the same time, funding in the region remains challenging for non-emergency activities.



Regional Office Priorities

In 2018, the main activity for the IFRC MENA Regional Office and Country Offices was to support the region's National Societies in line with the priorities outlined in each country's operational plan.

The Regional Office, Country Offices and Country Cluster Offices, provided technical and administrative support and training to the 17 National Societies in the region in order to enhance their capacities in areas such as governance, health, communications, disaster management, human resources, cash programming, donor relations and pledge management.

The IFRC Country Offices and Country Cluster Offices in MENA are geographically situated close to the

respective National Societies enabling direct programmatic and technical support to be easily provided. They also support the National Societies to participate in coordination activities with Movement partners and the wider international humanitarian community, including UN agencies. They accompany and support their National Societies during national and international meetings, and mobilize resources at the country level with partners and donors.

Senior IFRC management provided strategic support to the IFRC Country Offices and Country Cluster Offices to help them meet their objectives and implement the activities in their operational plans.



Emergency Response

An Emergency Appeal provided support to the National Society in Syria. The Syria Complex Emergency Appeal has a total budget of CHF 185 million and as at 31 December 2018 funding coverage stood at 92 per cent. This appeal has been one of the main fundraising tools in support of the humanitarian assistance provided by the Syrian Arab Red Crescent (SARC) and has enabled the SARC to deliver life-saving health, relief and livelihoods support to the most vulnerable people throughout Syria. The funding has also enabled the SARC to develop its capacities in several areas to sustain and enhance its humanitarian response.

The IFRC Regional Office supported the Syria country team with technical matters such as procurement and logistics, and with strategic issues such as partnership meetings and relations with regional bodies including the League of Arab States or UN agencies, and in-country training in the areas of health, communications, disaster management, cash programming, donor relations and pledge management.

In 2018, the IFRC Regional Office submitted two requests to the Disaster Relief Emergency Fund on behalf of National Societies. A request for CHF 249,530 was submitted to assist 17,500 people affected by the cold wave in Morocco and another for CHF 294,452 was submitted to assist 10,000 people affected by flash floods in Tunisia.





In 2018, the MENA regional office provided support to National Societies under all four Strategies for Implementation.

Strengthening National Societies

To strengthen the capacities of National Societies, two training of trainers workshops were held in Egypt and Lebanon for 35 participants from 12 National Societies. The objectives of the workshops were to create a pool of National Disaster Response Team trainers to assist MENA National Societies to establish their own NDRTs.

Effective disaster management

Technical support was provided to National Societies to ensure effective international disaster management by strengthening their capacities to undertake disaster response planning, procurement and monitoring.

Influence others as strategic partners

As part of its priority activities to influence others as a strategic partner, the Regional Office sought to expand the fundraising capacities and activities of the National Societies to achieve a stable and reliable funding base. The IFRC and National Societies were able to ensure inclusion by the Arab Coordination Mechanism for disaster risk reduction of a Red

Cross and Red Crescent voluntary commitment statement on the promotion of actions, in the ministerial declaration of the Tunis regional disaster platform. The IFRC Regional and Country offices represented the IFRC and promoted the work of the National Societies at a series of high-level meetings in the region including with the League of Arab States, the UNISDR regional consultation on Arab Strategy for Disaster Risk Reduction 2030, the 1st Riyadh International Humanitarian Forum, the Dubai International Humanitarian Aid and Development Conference and Exhibition, the Annual Meeting of the Islamic Development Bank Group, UN ESCWA's and League of Arab States Arab Forum for Sustainable Development, the Africa-Arab Regional Platform and High-level meeting for Disaster Risk Reduction and the League of Arab States' Arab Week for Sustainable Development. The regional office also partnered with MENA National Societies and Facebook to launch and jointly promote a blood donation campaign. Facebook provided its platform to promote the campaign within MENA countries, resulting in increased blood donations during the campaign's period.

Ensure a strong IFRC

In April 2018, the 10th MENA Red Cross and Red Crescent regional conference was held in Baghdad, Iraq, co-organized by the IFRC Regional Office and the Iraq Country Office. The IFRC Regional Office also co-organized and provided support to the 10th Asia Pacific Red Cross and Red Crescent regional conference that was held in Manila, Philippines in November 2018. The IFRC Regional and Country Offices worked with some of the MENA National Societies to update their governance regulations to enhance effectiveness, credibility and accountability. They also supported staff and volunteers of National Societies to complete Fraud and Corruption Prevention training.

In 2018, the regional and country office supported MENA National Societies under all seven IFRC Areas of Focus.

Disaster risk reduction

The IFRC supported the capacities of the National Societies to undertake disaster risk reduction through the delivery of life-saving assistance to vulnerable persons, the development of country plans, and with appeals to the DREF and other Emergency Appeals.

Shelter

It also helped the National Societies to develop appropriate urban shelter solutions through the global Urban Collaboration Platform (UCP). The UCP, led by the IFRC and American Red Cross since 2016, aims to help National Red Cross and Red Crescent Societies to be better informed, better connected and better engaged in understanding and working in urban contexts.

Livelihoods

The Regional Office participated in forecasting and scenario planning for return, recovery and reconstruction related to the Syria crisis with other members of the Movement and provided training and technical advice to the National Societies on the strengthening of livelihoods.

Health and WASH

In 2018, health and WASH colleagues of the IFRC Network responded to outbreaks of cholera in Yemen and provided a significant number of ambulances, mobile health clinics and primary health care services in response to the protracted crisis in Syria and other affected countries. The initiative on Mental Health and Psychosocial Support was rolled out across the region and the Community-based Health and First Aid initiative was expanded.

The IFRC Network, together with the ICRC and Movement partners continued to deliver the world's largest emergency WASH services in Syria, Iraq, Lebanon, Tunisia and Yemen reaching more than 7.5 million people affected by conflict, population movement, natural disasters and epidemics.

Migration

The Regional Office, with the support of the North Africa country cluster, participated in the response to the migration crisis, under the global leadership of the IFRC.



REFERENCE CENTRES

The **Red Cross and Red Crescent reference centres** are delegated functions of the IFRC that are hosted in various National Red Cross and Red Crescent Societies. Their primary function as centres of excellence is to develop strategically important knowledge and best practice to inform the operations of the IFRC and National Societies in their key areas of interest and influence.

IFRC Global Reference Centres

- The Climate Centre
- Global First Aid Reference Centre (GFARC)
- Global Disaster Preparedness Centre (GDPC)
- Livelihoods Resource Centre (LRC)
- Reference Centre for Psychosocial Support
- Shelter Research Unit (SRU)

IFRC Regional Reference Centres

- Asia Pacific Disaster Resilience Centre (APDRC)
- Caribbean Disaster Risk Management Reference Centre (CADRIM)
- Reference Centre for Institutional Disaster Preparedness (CREPD)
- Centre for Risk Reduction and Community Resilience (CRCR)
- Regional Reference Centre for Medical Emergencies and Pre-hospital Care (CREMYAP)

RCRC National Society Centres

- Centre for Evidence-Based Practice (CEBaP)
- French Red Cross Foundation for Humanitarian and Social Research
- Global Advisory Panel (GAP) on Corporate Governance and Risk Management of Blood Services in Red Cross and Red Crescent Societies
- International Centre for Humanitarian Affairs (ICHA)
- PIROI Centre (Indian Ocean Regional Intervention Platform)
- Science Foundation of the Belgian Red Cross
- The Red Cross and Red Crescent Training and Research Partnership on Substance Abuse (Italian RC/Villa Maraini Foundation)
- Red Cross Nuclear Disaster Resource Centre (Japanese Red Cross)

Global Road Safety Partnership

The Global Road Safety Partnership (GRSP) is a hosted programme of the IFRC. It was formed by the IFRC, World Bank and the UK's Department for International Development (DfID) to address the unacceptable numbers of traffic deaths and injuries worldwide, and their dramatic consequences on people and livelihoods.

The GRSP helps governments, the private sector and civil society to urgently address road safety issues, especially in low- and middle-income countries. The programme convenes different sectors at the global, national and sometimes local government level, provides them with advice on good practice, and facilitates projects in a growing number of developing and transition countries.

Activities Funded by Bloomberg Philanthropies

The Global Road Safety Leadership Course is run jointly with John Hopkins University to build leadership capacity for effective road safety programmes and policies. Participants come from partner organizations within the Bloomberg Philanthropies Initiative for Global Road Safety, as well as from government agencies, civil society organizations and National Red Cross and Red Crescent Societies who are actively engaged in road safety activities.

The Road Policing Capacity Building Programme aims at improving and enhancing road safety knowledge and to strengthen the capability of road policing agencies to enforce laws relating to primary road safety risk factors in low and middle-income countries.

GRSP is providing professional knowledge relating to road safety enforcement tailored to the local context in nine cities – namely Addis Ababa, Accra, Fortaleza, Bogota, Ho Chi Minh City, Mumbai, Shanghai, Bangkok and Bandung.

Botnar Child Road Safety Challenge

Fondation Botnar and the GRSP launched the Botnar Child Road Safety Challenge to fund projects that address locally relevant road safety problems with practical, innovative and evidence-based interventions. 12 projects were funded in mid-sized cities in South Africa, Tunisia, India, Viet Nam, Mexico and Romania.

STEERING COMMITTEE FOR HUMANITARIAN RESPONSE

In 2018, the Steering Committee for Humanitarian Response (SCHR) initiated and developed the Inter-Agency Scheme for the Disclosure of Safeguarding-related Misconduct in Recruitment Process within the Humanitarian and Development Sector, or Misconduct Disclosure Scheme for short. It establishes a minimum standard for organizations to share information as part of their recruitment process about people who have been found to have committed sexual abuse, sexual exploitation or sexual harassment “Misconduct” during employment.

In addition, in continuation to work started previously, SCHR co-convened the “Participation Revolution” workstream of the Grand Bargain, contributed to Inter-Agency Standing Committee (IASC) initiatives and processes, with a specific focus on issues related to accountability/participation, protection from sexual exploitation, abuse and harassment, and aid effectiveness and continued to promote and advocate for the adoption of the Core Humanitarian Standard on Quality and Accountability and its Verification Framework, with a specific focus on independent verification and certification.

MOVING FORWARD

The IFRC achieved much in 2018, but we are not complacent. There remains far too much suffering and we will continue to work diligently in 2019 to ensure that vulnerable communities have the support they need to live and thrive with dignity. We will continue to support our member National Societies so that they can better serve their communities and continue their journeys to be strong, accountable local organizations.

As we move to 2019, we look forward to finalising Strategy 2030, which will steer the IFRC to succeed within the challenges of the next decade. A new four-year plan and budget will be approved in 2019, which will guide the IFRC's priorities in support of National Societies.

We continue our commitment to innovation both within our programmes and our own ways of working.

We will continue our unwavering commitment to localization through support for National Societies, whose staff and volunteers come from the very communities they serve and are present before, during and after crises.

Through the 33rd International Conference of the Red Cross and Red Crescent, we will ensure not

only that we are pursuing common objectives as a Movement, but that we are coordinated with the wider humanitarian sector and with Governments.

We will continue to prioritize and support our millions of volunteers, ensuring their safety and supporting their development.

We will continue to ensure that we are transparent and accountable, working to prevent fraud and corruption and ensuring strong leadership within National Societies.

We will empower communities to take charge of responses to crises and ensure they are involved in all decisions that affect them. We are accountable to the people we serve. We will continue to expand our cash programming so that vulnerable people can best decide how to ensure their needs are met.

There are many challenges that remain, but together with our global network of National Societies, and with the support of our partners, we will continue to make a positive impact for the world's most vulnerable people.



OFFICE OF INTERNAL AUDIT AND INVESTIGATIONS

2018 Reporting

OIAI role

The Office of Internal Audit and Investigations (OIAI) is in place to meet the International Federation of the Red Cross and Red Crescent Societies' (IFRC's) obligations for good governance, accountability and probity to its stakeholders.

The OIAI is the cornerstone of the IFRC's assurance arrangements. It is the IFRC's third line of defence after management and risk management activities. It provides the Secretary General with necessary assurance to discharge his accountability responsibilities to the Governing Board and more widely the IFRC's stakeholders, including importantly, donors.

The OIAI also supports the IFRC's Audit and Risk Commission (ARC) to undertake its work on behalf of the Governing Board, including providing the ARC with secretariat support.

The OIAI delivers on its remit through the following activities:

- **Audit**
 - delivering risk-based assurance across the IFRC, including across the IFRC's international programme footprint
 - co-ordinating donor audit and assurance services
 - fraud assurance work
 - co-ordinating the work of the IFRC's external auditors, KPMG
- **Investigations**
 - providing the IFRC's fraud and whistleblowing response service, including counter fraud training

- advising on the handling of fraud cases
- handling and overseeing fraud response processes across all concern and allegation types
- leading on major fraud and corruption investigations
- the oversight and commissioning of suitable responses, including investigations to other categories of concern
- oversight and procurement of fraud insurance
- oversight and monitoring of the Safecall service
- retaining and providing the IFRC's official record of fraud caseload and its resolution
- fraud assurance, prevention and response
- consultancy support
- governance support including the Secretariat role for the Audit and Risk Commission for fraud matters
- **Consultancy**
 - providing co-ordination and consultancy support to the management team's risk management process
 - providing independent consultancy support and advice to management colleagues
- **Governance support**
 - supporting the work of the Audit and Risk Commission, including acting as its secretariat and governance support
 - supporting the Governing Board in its risk, control, governance and counter fraud work
 - supporting the work of the Donor Advisory Group.

OIAI excellence

During 2018 a new director was appointed to lead the OIAI, Anthony Garnett. He is a qualified UK Chartered Accountant (ICAEW), internal and IT auditor, and came to the IFRC from the UK's Department for International Development (DFID) where he was head of internal audit and counter fraud.

The OIAI has set out its vision for enhancing its audit work and practice. The OIAI intends to become fully risk-based in its audit work and continue professionalisation its investigations work. This work commenced in 2018 and will continue into 2019.

The OIAI has set out its vision for enhancing its audit work and practice. The OIAI intends to become fully risk-based in its audit work. The OIAI has also set out a vision for enhancing investigations work and practice. This is focused on being more efficient and effective at handling a greater allegations and casework load in terms of quantum, scope and complexity, whilst being more transparent to key stakeholders, in particular, donors.

In a vision, set out in June 2018, the key principles for enhancement are:

- greater focus and prioritisation of the OIAI's work to enhance value for money
- more conscious planning and development of human resource, intellectual property, processes and audit methodology to meet world-class best practice
- improved utilisation and improvement of technology
- balancing of co-sourced assurance and internally delivered assurance to enhance value for money
- increased transparency and engagement with stakeholders, especially donors
- clarification of role and activities to protect independence, whilst continuing to support management colleagues as required.

The OIAI last had a formal external quality assurance (EQA) review, a requirement under the International Standards, in July 2014. PWC conducted the review independently and reported that the OIAI 'generally conformed' with the International Standards. This was the highest rating achievable under the nomenclature set out in advisory notes from the Institute of Internal Auditors (IIA).

The Standards require a review every five years, making a review due in 2019. Given a new, enhanced, risk-based methodology will be delivered from 1 January 2019, it would make sense for this review to be undertaken at the end of 2019 and beginning of 2020. This review process will be discussed with the Secretary General and Audit and Risk Commission during 2019.

IFRC Control Framework

Three lines of defence

IFRC's control environment, and the related assurance over the effectiveness of its design and operation, consists of a complex web and number of assurance providers. The OIAI is one, albeit important, provider of assurance. The OIAI commissions a programme of external audit assurance to supplement its internal audit work programme.

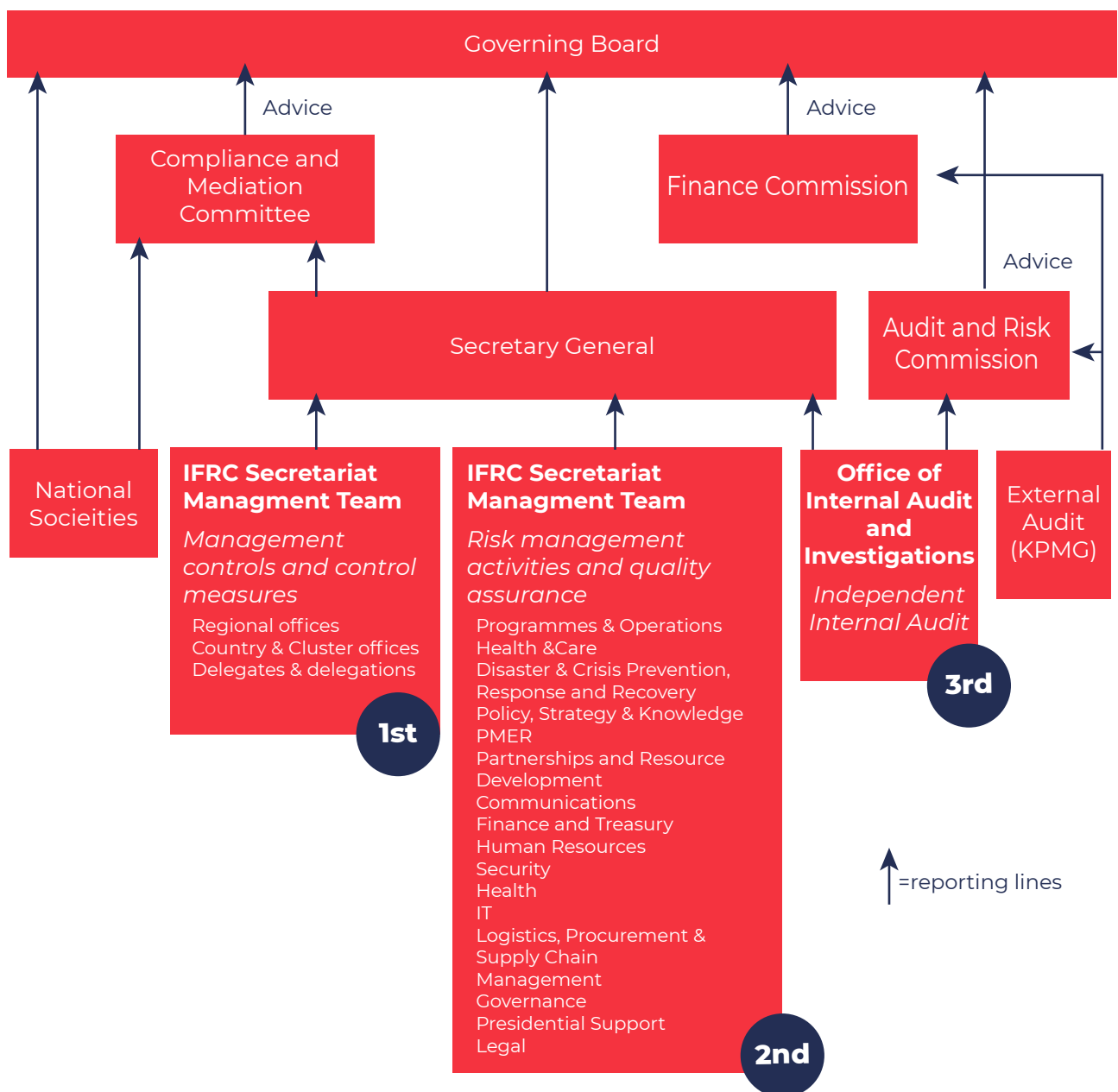
There are, broadly, three sources of assurance (or lines of defence—see below) to IFRC.

- **First line assurance**—This captures assurance from the management team in the operational business.
- **Second line assurance**—This is assurance from the second line of defence, so-called 'risk management' activities. Examples include corporate headquarters departments and departments in the administration departments.
- **Third line independent assurance providers**—Finally there are those agencies that provide assurance as part of IFRC's governance arrangements. These parties are neither overseen, nor commissioned by the management team, and thus represent 'independent' assurance providers. The three key sources of independent assurance to IFRC are:
 - OIAI-commissioned external audit work
 - OIAI-commissioned investigations work
 - finally, OIAI, providing assurance directly to IFRC's Secretary General over the adequacy and effectiveness of IFRC's arrangements for risk management; control; and governance through its internal audit work

The OIAI, therefore, represents one element of the third line of defence. Internal audit is defined by the Institute of Internal Audit as:

“an independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes”.

The OIAI is part of the IFRC’s wider three lines of defence control framework:



Federal Control

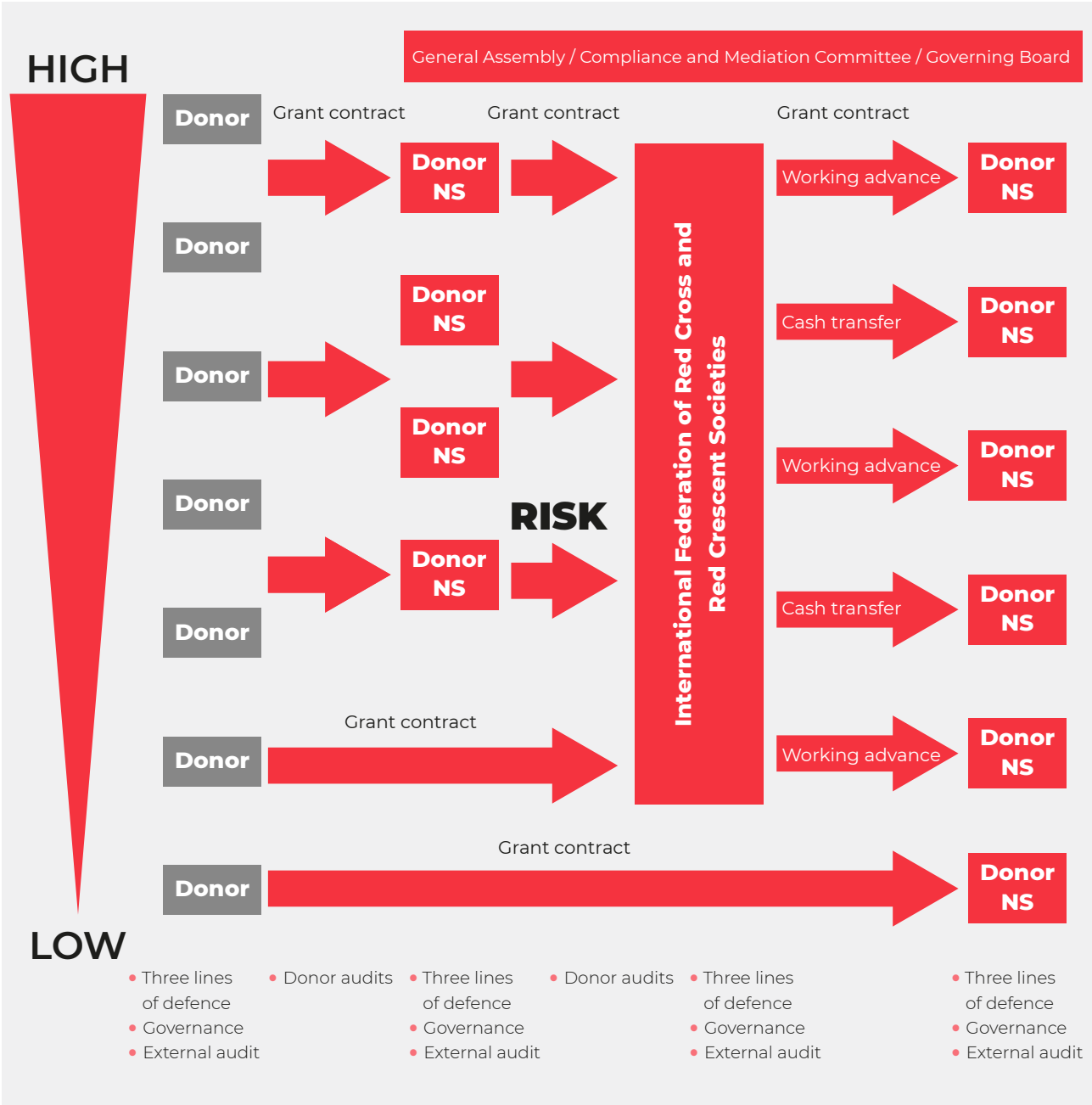
The Federation has a comprehensive and unique control framework. Donors, IFRC, and delivery national societies are all part of a single Red Cross/Red Crescent federal organisation and add to the framework.

This Federal control framework utilises each 'red' organisational component's own three lines of defence. This is supplemented by legal oversight through contracts, flowing from the back donor through to the ultimate delivery national society.

This standard supply chain control framework (as per other international organisations) is supplemented by a number of significant additional elements of the control framework unique to the Red Cross/Red Crescent:

- **Unique aid modalities** from the IFRC to delivery national societies. At present two modalities exist between IFRC and delivery national societies, via cash transfers and working advances. These provide financial and probity oversight through audit work to discharge the aid modalities' oversight requirements. This work is commissioned and overseen by OIAI. The choice of aid modality is driven by a detailed due diligence or assessment.
- **Tied partner choice**—The IFRC is bound to work only with its members. As such its 'supplier relationship' is long and enduring (currently up to 100 years). The IFRC also has a duty to ensure national society development, working towards increasing local capacity. This ensures that risk is understood and shared between the delivery national society and IFRC in an open partnership, whilst maintaining corporate independence and risk control. This means also that the Federation's supply chains are short with delivery undertaken through first tier suppliers, not subcontracted down a long supply chain. This also improves value for money.
- **Governance controls**—In addition to the controls applicable through contractual-legal and aid modality oversight, the Federation has governance controls. As a member of the Federation, funding and delivery national societies are required to abide by the rules of integrity set for it by the Governing Body of the IFRC and Federation. This sets out a range of standards including integrity and governance standards for each national society, thus requiring their own three lines of defence to be in place and operate effectively. Where those standards are not met, the Governing Board, on behalf of the General Assembly, through the Compliance and Mediation Committee, has the power to sanction inappropriate behaviour by any national society.

The diagram below sets out the RC/RC federal control framework:



The Federal integrity standards are captured in the Guidance Document for National Society Statutes and the Integrity Policy. Both are being refreshed and revised for re-approval by the Federation’s governance structures in 2019.

OIAI Delivery in 2018

Internal audit

The OIAI delivered 17 internal audits:

AREA OF REVIEW

Madagascar Country Office	Strategic Sourcing
Trinidad and Tobago Country Office	Africa Regional Office and East Africa Country Cluster
Russian Federation Country Office	Myanmar Country Office
Ukraine Country Office	IT E-mail Security
Bangladesh Country Office	Sri Lanka Country Office
ERP data review	Jordan Country Office
Niger Fleet sales desk review	Travel expenses
Nigeria Country Cluster	Sierra Leone Country Office
South Sudan Country Office	

From OIAI's internal audit reports recommendations to address issues and risks identified are provided to the management team. During 2018, 236 recommendations were issued. During 2018 the management team was positive and engaged in the OIAI's reviews. The higher-risk recommendations were identified across different areas, such as strategic positioning, HR structures, legal status, financial oversight, resource development, procurement processes, planning, monitoring, evaluation and reporting (PMER) processes and cash programming activities. Previously reported issues and risks were also followed up by OIAI and good progress made in addressing these.

External audits

A full programme of OIAI-commissioned assurance work was undertaken during 2018. This programme comprised:

- **Donor audits**—Donor audits are requested by organisations outside of the IFRC directly. The requirement to audit is usually a condition stipulated in the funding agreement or a decision made on an ad-hoc basis.
- **Emergency appeals**—OIAI commissions audits of emergency appeals from IFRC programme systems and review this on an annual basis. Audits are then commissioned on these appeals and an opinion is requested on the individual appeal financial report statement.
- **Cash transfer**—IFRC provides funds to a pre-qualified list of National Societies using direct cash transfer. In this modality, receipts and expenses are not reviewed in detail by IFRC in the daily management of programmes and projects run by National Society. As a result, we request systematic reviews by external auditors who are requested to review the substance of transactions and supporting documentation for selected cash transfers.

58 external audits were ongoing during 2018. Audits cover programmes and projects in all IFRC regions (11 in Africa, 5 in the Americas, 16 in Asia Pacific, 12 in Europe, 7 in MENA and 7 external audits with a global theme). For the 58 external audits, 9 refer to cash transfers, 19 to Emergency Appeals and 30 are specific donor-requested reviews.

Only one audit issued during 2018 was issued with a qualified opinion, although control improvement observations were noted across a number of audits.

Consultancy support

A full programme of consultancy support was provided by the OIAI to the management team during 2018. This covered due diligence advice, policy advice, risk management support and contract reviews.

Investigations

The IFRC, as part of its commitment in the transparency plan of action, created a fraud investigation function. The first investigator was recruited in June 2015, a second investigator in July 2016. The OIAI analyst was converted into an investigator working 100% with the investigation team.

In October 2015, IFRC launched counter fraud e-learning modules (Preventing Corruption 101, Preventing Corruption for managers 102), available online to all; and mandatory since October 2017.

In January 2016, the Risk Management and Audit (RMA) function changed to the Office of Internal Audit and Investigations (OIAI). This was an important message concerning the importance of investigations in the OIAI's work and the IFRC more widely.

The overall progress during 2018 is positive:

- 82% (38%–2017) of the staff had completed the basic course online as of 31 December 2018.
- 70% (29%–2017) of the managers had completed their corruption prevention course online.
- The counter fraud and corruption operational plan is not fully funded but received its first substantive pledge in 2018.
- OIAI received 122 allegations in 2018, an allegation every two business days.
- 152 allegations opened, of which 34 are under investigation, and 46 were under assessment.
- 29 active investigations, a record high since the function's inception.

CATEGORY	ALLEGATION	ASSESSMENT	INVESTIGATION	TOTALS ¹
Corruption	34	12	8	54
Asset Misappropriation	27	7	14	48
Misconduct	5	24	10	39
Human Resources		2	1	3
Fraud	1		1	2
Financial Statement	2			2
Unclassified	2			2
IT		1		1
Governance	1			1
TOTALS	72	46	34	152

IFRC, with OIAI support, has considered seriously ways to enhance engagement of donors and stakeholders in fraud and misconduct matters. Given the risks IFRC faces in working in challenging environments, fraud is an ever-present risk. The first of a regular quarterly 'strategic dialogue' with the IFRC's key stakeholders concerning fraud and misconduct matters was undertaken during 2018. Fraud is the leading number of cases reported: 106 opened allegations. Various forms of misconduct (including bullying, harassment or SEA) accounts for 42 allegations, but IFRC has observed an increased number of such reports.

The trend on allegations and investigations undertaken is upwards. This aligns to the IFRC's approach to enhance staff and stakeholders' awareness and confidence to raise issues of concern with OIAI, and to respond seriously and with a zero tolerance of fraud and misconduct.

During 2018 the OIAI enhanced its investigations capacity and capability. Systems for triage and referral of cases were codified. A digital forensic laboratory was introduced in-house for a 'digital by default' approach. Specialised training for the handling of sexual exploitation and abuse (SEA) cases was undertaken. A number of complex cases were handled using in-house, co-sourced and outsourced approaches.

1.1 OIAI annual opinion 2018

The OIAI forms an annual assurance opinion to support the Secretary General and regular governance oversight and approvals. The opinion is based upon the whole activity and work of the OIAI including:

- the results of internal audits completed (in final or draft) up to April 2019
- any follow-up action taken in respect of audits from previous periods (updated at December 2018)
- the effects of any significant changes in IFRC's control environment
- matters arising from previous OIAI reports to IFRC
- any limitations which may have been placed on the scope of the OIAI—there were no restrictions to report

¹ Note investigations can cover a number of allegations so the total number does not align.

- the results of consultancy work undertaken during the year, in line with IIA Internal Audit Standards
- the consideration of value for money embedded within each review undertaken by the OIAI
- formal audit evidence and work
- evidence gathered through being 'part' of IFRC as an 'in-house' audit service.

Opinion

The OIAI considers the control frameworks at IFRC to be 'well developed in a number of areas, in particular around finance, procurement, security and HR. Outside of these core financial and administrative areas, the control framework is less developed. In particular, the control frameworks over programming, programmatic oversight, and programme delivery require further enhancement, given the challenge of working with a diverse population of National Societies with varying capacity.'

OIAI—Annual Report 2018 vignettes

Amanda

The OIAI was alerted to payment incidents by the IFRC online fundraising service provider. Based on the alert, we opened an administrative investigation that revealed serious irregularities by the service provider. The IFRC referred the case to the criminal authorities in Switzerland late 2017. In November 2018, the service provider CEO pleaded guilty, in a Swiss court, for embezzling millions intended for hundreds of charities, including the IFRC.

Guido

The OIAI detected anomalies in the payment of per diems to volunteers during an emergency operation in Africa. The administrative investigation revealed that some of those charged with the payments to, or the management of, the volunteers were skimming funds, demanding kickbacks or forging receipts to embezzle cash. The IFRC has since tested new payment methods, such as mobile money or prepaid cards, in different emergency operations to secure the payment process to the volunteers, improve transparency and accountability.

Madeleine

The OIAI was alerted by a member of the IFRC that the leaders of a National Society could be embezzling funds from programs. The administrative investigation found evidence of cheque tampering and embezzlement. The country anti-corruption office is actively investigating the case. Several employees and managers of the National Society are under criminal investigation. The IFRC, with the support of its governance, has enforced changes in the National Society leadership, organised new elections of the National Society Board and recommended reforms to restore the National Society accountability and transparency.

Codie

The OIAI received allegations of abuse by medical doctors in a field hospital. The OIAI commissioned a specialised investigator and a medical forensic expert to investigate the allegations. The investigation found the allegations were not substantiated, however, it identified areas for improvement (e.g. medical oversight and governance, whistleblowing and hotline awareness, incident management, and medical consent and records). The IFRC has formed a working group to draft and publish new standard operating procedures for its field hospital in order to address the findings and improve the medical care and attention provided to the population during emergency operations.

INTERNATIONAL



FEDERATION

