



GLOBAL PLAN



2022

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MESSAGE FROM THE SECRETARY GENERAL

Amid ever-increasing disasters and crises, it can be difficult to focus and prioritize. It may even seem counter intuitive. However, they are essential if we want to achieve impact.

We have demonstrated amazing resilience and adaptability as an organization and a network during the response to the COVID-19 pandemic. But our greater purpose has not changed. For over one century we have provided humanitarian assistance to people affected by disasters and crises, invested significantly in building community resilience and combined these with strengthening the capacities of our member National Societies.

What has changed is the need to adapt *how* we work. This means more delivery of services, more impact and more reach that merits more funding.

We must achieve *greater action* by bringing programmes to scale that result in greater impact, especially on pressing challenges such as climate change, COVID-19, future health crises, disaster and migration.

To do this, we must have *greater ambition* as a network so that we can rise to meet the realities of today's challenges. This must be coupled with *greater accountability* through increased risk management as well as investing in issues related to protection, gender and inclusion as cross cutting themes.

Focus. Ambition. Impact. Responsibility.

As we increase our focus on support to our member National Societies, we will work closely with them to ensure that the support we are offering is what they need. We are moving towards more Federation-wide planning to focus on National Society priorities, increase coordination, reduce duplication and cost. Working together, with common purpose, to achieve results.

With clear focus on what is needed from our network, we will support them by prioritizing larger initiatives with potential for impact. We have already begun this through our strategic priorities and Global Flagships. Our strategic priorities lay the groundwork for increased ambition and our Global Flagships provide clearer focus to achieve impact.

We have laid out clear ambitions for 2022 and beyond. Climate and environmental crises are changing the landscape of our world and putting millions at risk. We strive to reach 250 million people each year with climate adaptation and mitigation services to reduce suffering and vulnerability.

As disasters and crises force more and more people from their homes, we will be there at each stage of their journey to provide them services, information, and hope. We will reach four million people each year through migration and displacement programming.

As we respond and recover from the COVID-19 pandemic, we continue to prepare for the future health crises with epidemic and pandemic preparedness, while remaining focused on ensuring adequate primary health services for the millions of people who lack them. We will support 150 million people per year with effective and appropriate health services.

Our greater humanitarian purpose serves as a beacon to strengthen our actions and ambition during these challenging times. It is what makes us stronger together, for the benefit of those we serve.

INTRODUCTION

This global plan will be presented in two main parts. Part I: The IFRC 2022 Global Plan details how the IFRC will support National Societies to make progress on the most pressing humanitarian challenges. This section will be organized by the IFRC's strategic outlook, strategic priorities and enablers. It will detail the IFRC's priority areas of work and how we are adapting to work at scale, while detailing the necessary funding requirements to achieve greater impact. This section will also detail specific priorities per geographic region and illustrate how global priorities will be translated at the local level.

Part II: A Federation-wide perspective, will highlight some of the excellent work that will be undertaken by National Societies in 2022. This will include the work of the IFRC network's reference centers – their 2022 objectives and funding requirements. It will also include a presentation of the funding requirements of some of our member National Societies for their international work in 2022.

Together, these two sections not only highlight the amount and breadth of work being undertaken by the network to support the world's most vulnerable people, but also show the strength of our coordination and our common ambition to bring positive change to the world.

PART I

THE IFRC 2022 GLOBAL PLAN



THE IFRC'S STRATEGIC OUTLOOK



MOBILIZING INVESTMENT BY RESULT

The IFRC's total funding requirement for 2022 is 1.9 billion Swiss francs. This funding requirement is presented in the tables below by (i) strategic priorities; (ii) enablers; (iii) special purpose funds, and (iv) estimated emergency appeals.

Strategic priorities	Swiss francs (millions)	Number of people to be reached globally (millions)
Climate and environmental crisis	53.8	18.0
Evolving crises and disasters	168.3	33.3
Growing gaps in health and well-being	120.0	50.3
Migration and identity	67.9	5.0
Values, power and inclusion	23.5	10.5
Total strategic priorities	433.5	

Enablers	Swiss francs (millions)
Engaged	46.4
Accountable	86.1
Trusted	55.0
Total enablers	187.5

Special purpose funds <i>(not included in the above)</i>	Swiss francs (millions)
DREF including Anticipatory Action	60.0
CBF Capacity Building Fund	15.0
NSIA National Society Investment Alliance	10.0
Total special purpose funds	85.0
Cash assistance in Turkey through the Emergency Social Safety Net Programme	392.0

Emergency Appeals	Swiss francs (millions)
Emergency appeals ongoing in 2022	602.0
Estimation of new Emergency appeals to be launched in 2022	200.0
Total emergency appeals	802.0

Grand total 2022	1,900.0
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IFRC GLOBAL FLAGSHIPS

As the largest humanitarian organization in the world, the IFRC network is raising its ambition and increasing its focus, with clear priorities for humanitarian action across all countries.

As part of its 2021–2025 Plan and Budget, the IFRC identified what we believe are the most pressing existing and emerging risks that confront the IFRC network, which will require committed local action to manage and drive positive global change. To respond to these challenges, the IFRC has organized its work into 5 strategic priorities which, while presented as distinct areas, are highly interconnected. These priorities are i. climate and environmental crises, ii. evolving crises and disasters, iii. growing gaps in health and wellbeing, iv. migration and identity and v. values, power and inclusion.

The IFRC's strategic priorities are also aligned with and support progress in other global initiatives such as the Sustainable Development Goals, the Global Compact for Migration and Refugees, the Grand Bargain, the International Health Regulations and the Paris Agreement for Climate Change.

Contributing to progress on the IFRC's strategic priorities are six IFRC Global Flagships. These flagships are i) Local action – strong National Societies, ii) Going to scale on humanitarian action and risk reduction, iii) DREF including anticipatory funding to triple by 2025, iv) Global cash leadership, v) Reduce cholera-related deaths by 50 per cent, and vi) Global health security – epidemic and pandemic preparation and response. Each Global Flagship contributes to multiple IFRC strategic priorities, through concrete targets that will help the IFRC to focus and increase impact. They represent a concerted effort to achieve global impact through local action.

These Global Flagships will act as a catalyst for action both locally and globally to meet the world's most pressing challenges. The following section will detail each Global Flagship, its goals and how the IFRC will achieve progress. The Global Flagships and their link to strategic priorities are presented in the section that follows.

Global Flagship Local action – strong National Societies

Red Cross and Red Crescent National Societies face growing demands from communities and Government authorities due to increasingly complex emergencies and development challenges, but this is not matched by substantive investment in capacity enhancement. This flagship contributes to all the IFRC's strategic priorities.

Investing in organizational transformation and increased capacity of the IFRC network to adapt and learn enables millions of Red Cross and Red Crescent volunteers - at the frontline of our local action - to impactfully engage with communities. This is the essence of our **National Society Development** work.

Through this flagship, the IFRC will achieve a network of National Societies that continuously develops, contributes to improved community resilience, local sustainable development and the maintenance of peace.

Local action and volunteering: The capacity of volunteers to transform community needs into concrete action is a unique feature of our global network. Protecting volunteers and enabling them to perform their work is the precondition for success.

The IFRC will ensure that volunteers are fully engaged, motivated, equipped and protected during their work – both physically and psychologically – and enable them to connect, co-design and co-develop innovative approaches across the globe without any limitations of language or location.

A sustainable network: Volunteers are supported by a network of local branches and units. The IFRC will focus on branch development as the fundamental knots of a global distributed network.

Financial sustainability of National Societies is crucial to reducing dependency on external funds. The IFRC will work with National Societies to further develop income generation activities that will contribute to maintaining essential humanitarian services, promote peer and expert support and strengthen National Society financial risk management skills.



Peru, 2021 Supporting the national vaccination campaign against COVID-19 of the Health Ministry of Peru for indigenous communities, in 2021 the Peruvian Red Cross together with the IFRC and the ICRC is implementing the project “Facilitation of community dialogue and logistic support to the COVID-19 vaccination for hard-to-reach communities” © Sebastian Castaneda / IFRC

The IFRC will continue enhancing its integrity risk management approach for a sustainable IFRC network that is accountable to the communities it belongs to.

A learning network: Daily action by millions of volunteers creates a unique treasure of local knowledge, experience and expertise. The IFRC will gradually expand the number of communities of practice to enable peer learning and support as well as expert support on specific thematic areas to exchange ideas and request expert support when needed.

Data across the IFRC will be better analysed to extract evidence on National Society development advances, support evidence-based decision-making while analyzing emerging trends to drive anticipatory action on emerging priorities and trends.

Transformational Leadership: IFRC Strategy 2030 calls for radical transformations in the way we work, as individuals, teams and as a network. This requires two types of transformational leaders: the formal leaders of National Societies who inspire change and lead by example, and fully empowered staff and volunteers who lead change in their fields of expertise and in their communities.

National Society Development benefits from predictable and sustained **unrestricted funds to the IFRC’s regular resources**. The IFRC can use these funds to support multiple National Societies in parallel when and where most needed. In addition, it can also be supported through more specialized instruments such as:

- supporting the **Capacity Building Fund**, 15 million Swiss francs for 2022
- supporting the **National Society Investment Alliance (NSIA)**, 10 million Swiss francs for 2022
- supporting the annual **IFRC operational plan**.

Funds are not the only resources we need: the IFRC looks for partners to incubate innovative ideas and approaches as well as access knowledge and specific expertise.

Global Flagship Going to scale on humanitarian action and risk reduction

Scaling up climate action is an absolute priority. With predictions becoming a reality, in relation to the impacts of climate change, the unprecedented numbers of migrants and displaced people and public health crises, the need to act now is more urgent than ever before. To do so, every National Society must prepare, adapt and respond at levels previously unimagined. The IFRC will provide leadership, coordination, legislative advocacy support and mobilize critical resources to reduce and meet the unprecedented needs through National Societies. This flagship contributes to all the IFRC's strategic priorities.

The IFRC has identified climate, migration and public health crises as areas where needs are growing most acutely and where the IFRC network can make a difference.

'Scaling up' means that the response must be equal to the challenge – and global challenges require global solutions. This does not mean more international aid- in fact, the opposite. Local action becomes even more crucial when responding to multiple crises at the same time around the world. These local responses should not happen in isolation- they must be supported. Every National Society must prepare, adapt and respond at levels previously unimagined.

Through this flagship initiative, the IFRC network will focus on how we can come together to tackle these challenges and respond at scale.

Climate change

The IFRC will support National Societies to reach 250 million people by 2025.

The IFRC will mobilize urgent action to adapt to rising risks as well as adopting environmentally sustainable practices and contributing to climate change mitigation.

The IFRC network will work together more effectively and efficiently through our [Movement Ambitions to Address the Climate Crisis](#), which explains our vision and sets out pillars for action with a cross-cutting ambition of greening our way of working. The IFRC is working with up to 50 National Societies in the most at-risk countries to design their multi-year plans for climate action. We give a special focus to nature-based solutions.

In line with the Movement ambitions, the IFRC and the ICRC have developed a [Climate and Environment Charter for Humanitarian Organizations](#), focusing on how climate and environmental considerations can be better integrated and prioritized within our humanitarian work. The Charter is now open for adoption, including by every National Society and there are many signatories already. The IFRC has developed its own targets against the commitments.

For more information on the IFRC's work in climate and environmental crises please see page 27

Migration

The IFRC will support National Societies to reach 4 million people by 2025.

The IFRC is concerned about the ability of migrants and displaced people to cover their most essential needs, such as food, water and sanitation, shelter, healthcare and protection. Many IFRC emergency operations address population movement, such as Afghanistan, Venezuela and Myanmar crises.

Through Humanitarian Service Points, we will scale up support for the most at-risk migrants and displaced people, enhancing cross-border and route-based cooperation among National Societies along the most dangerous and complex migration routes in the world.

In 2021, we launched a three-year programme across 34 countries in Africa, the Middle East and Europe for more than 2 million people on the move and 500,000 people from host communities. The programme focuses on access for all migrants and displaced people, irrespective of their legal status, to life-saving humanitarian assistance and protection throughout their journeys, both on land and at sea. A similar programme is being developed for the Americas and Asia Pacific.

For more information on the IFRC's work in migration and displacement please see page 34.

Public health crises

The IFRC will support National Societies to reach 150 million people by 2025.

The IFRC will improve safe and equitable access to health, water, sanitation and adequate living conditions by expanding integrated community-based health, care and first aid as well as water, sanitation, and hygiene programmes. We will invest in epidemic and pandemic preparedness, and the ability of community-based responders to detect disease outbreaks and other health risks.

Three specific areas where the IFRC is investing to scale up include:

Routine immunization: globally routine immunization services coverage moved back more than a decade, with 23 million children missing out on routine vaccines in 2020. We, therefore, prioritize children who missed routine vaccine doses during the pandemic.

Primary health/first aid: COVID-19 has exposed underlying healthcare system weaknesses and inequities. Expanding and improving primary health care systems is important for the efficient delivery of health services, especially in emergencies, to alleviate pressure off hospitals.

Water, sanitation and hygiene: COVID-19 caused an airborne pandemic. Investing in water and sanitation systems lowers the risk of a waterborne pandemic. Therefore, we will target low-income countries to support them in building WASH systems.

For more information on the IFRC's work in growing gaps in health and wellbeing please see page 32

How we will work to scale

The IFRC will support 100 National Societies to engage in structured preparedness and capacity building processes.

The IFRC works with National Societies in Preparedness for Effective Response initiative (PER)- strengthening local preparedness capacities to ensure timely and effective humanitarian assistance.

PER empowers National Societies to become more innovative in their disaster management and contribute to improved coordination. This assessment enables staff and volunteers to identify the areas of their response system that need improvement and supports the National Society to translate this into an action plan to enhance preparedness. 71 National Societies are currently engaged in the PER process.

Enhanced support is also provided to National Societies to adapt to needs in urban settings, to become more anticipatory, and expand action for food security, protection of livelihoods, recovery, and community resilience.

The IFRC network is committed to safeguarding affected populations, staff, and volunteers from harm in all that we do. Safeguarding includes preventing and responding to sexual exploitation and abuse (PSEA), child safeguarding, ensuring a workplace free from sexual harassment and harassment, and ensuring whistle-blower protection.'

This has led to the development and adoption of a new Safeguarding Action Plan in partnership with the British and Canadian Red Cross, from 2022–2025, which recognizes the need for a survivor-centred approach to all safeguarding work, and that cultural change is critical for people to feel safe and able to speak up and report concerns. The overall aim of the action plan is to create a safe environment where safeguarding incidents do not occur and are managed appropriately when they do.

The IFRC is supporting National Societies to develop PSEA policies and plans of action plan to enforce prevention and support to survivors and with feedback mechanisms across programs and services. We also work with National Societies to institutionalize community engagement and accountability in their policies, operations and procedures.

Global Flagship DREF including anticipatory funding to triple by 2025

Every year, small and medium-scale disasters, including a rapidly increasing number of climate-related disasters, occur in silence, generating little media attention or financial support. Yet they are deadly and devastating. National Societies in disaster-hit countries often lack the financial resources or capacity to immediately respond, especially if they are tackling multiple crises. The COVID-19 crisis showed the world that the future of humanitarian action is local. This flagship contributes to all the IFRC's strategic priorities.

That's where IFRC's Disaster Relief Emergency Fund (DREF) makes all the difference. The DREF was established in 1985 to provide immediate financial support to National Societies, to carry out their unique role as first responders after a disaster, and since 2018 also for anticipatory action.

The DREF is the fastest, most efficient and most transparent way to channel global funding directly to local responders. It is a central pot of money through which funds can be made available rapidly and directly to National Societies for anticipatory action and immediate disaster response. DREF including Anticipatory Action has been critical in ensuring that National Societies with pre-approved plans can access funding to act early to protect those at risk before emergencies happen. This will include the use of DREF for imminent crises and early action.

The DREF has been growing over time, and in 2021 up to mid-November, has allocated a new record 35 million Swiss francs through 119 allocations including grants and loans.

As part of its ambition to grow DREF by fundraising 300 million Swiss francs for the next three years (2022–2024), the IFRC seeks to grow the DREF to at least 50 million Swiss francs in 2022, and to reach at least 100 million Swiss francs per year by 2025 to address the alarming rise in small and medium scale emergencies. A pledging conference was held in October 2021, which facilitated multiyear commitments from some of the IFRC's most prominent partners. However, there remains a need for additional funding in 2022 and beyond.

In line with the [DREF strategic ambition 2021-2025](#) we will:

- explore new funding streams to ensure predictable funding from the DREF
- support an increase in the number of National Societies that use the DREF
- grow the use of anticipatory action; develop the role of DREF in protracted crises, slow onset scenarios and complex events; and clarify and promote its use for early recovery
- increase compliance and accountability through a more robust control framework and risk management approach
- implement a new management structure for the DREF through a high level DREF council for key partners.

Global Flagship Global cash leadership

To ensure a future where people affected by crisis make their own decisions about how to recover, by 2025, the IFRC commits to deliver 50% of humanitarian assistance through the use of cash and vouchers. We believe that by supporting communities and local economies in this way, we will improve our accountability, effectiveness and efficiency. This flagship contributes to IFRC strategic priorities 2,3 and 4.

The growth of cash and voucher assistance (CVA) is shaping the way humanitarian actors deliver support to affected people. CVA increases people's dignity and empowers them to address needs such as food, household items and rent, education and healthcare costs. CVA contributes to strengthening localization of humanitarian assistance but requires local actors to build their capacity and to listen to those affected by crises and disasters to ensure that our work is driven by their needs.

To ensure that people affected by crisis receive the assistance they need in a timely and appropriate way, we must continue to invest in local actors such as our network of National Societies. The IFRC is committed to scaling up CVA and the Movement's CVA [Strategy](#) provides a common framework for IFRC, ICRC and National Societies to be "cash ready".

In Turkey, 1.5 million refugees receive cash assistance each month through the Emergency Social Safety Net (ESSN) programme, a partnership between the IFRC and the Turkish Red Crescent Society and with funding from the European Union. It is the largest humanitarian programme in the history of the EU and the largest programme ever implemented by the IFRC. It is a model for delivering CVA at scale and we are learning from the ESSN to strengthen cash reach across the membership.

The key elements of the IFRC's CVA approach are National Society cash preparedness, cash in emergencies, cash innovation and information management, and cash and markets capacity building.

In 2022 we will:

- provide technical support (including surge personnel) in needs and market assessments, mitigation of risks, implementation, and monitoring and evaluation to ensure quality and accountable delivery of assistance
- continue to invest in the development of systems and tools that will ensure the delivery of cash at speed and scale in an accountable, efficient and effective manner, (e.g. RedRose data management, digital cash and exploration of global and regional payment mechanisms)
- promote CVA in areas like WASH, health, migration, shelter, livelihoods, and social protection
- continue to strengthen the use of cash in anticipatory action.

The IFRC works closely with other organizations, governments, academia and the private sector to improve cash programming, towards collective goals and commitments on cash. We leverage the power of our membership and the Movement through the Red Cross Red Crescent Cash Peer Working Group, Leadership Cash Advisory Group, and the [Cash Hub](#) (hosted by the British Red Cross) which brings together the latest resources, training and information to support an increase in the delivery of cash and voucher assistance.

Global Flagship Reduce cholera-related deaths by 50 per cent

Cholera continues to threaten the lives of millions of people and yet with the provision of safe water and sanitation so many lives can be saved. The IFRC's Global Water and Sanitation Initiative (including OneWASH) will be expanded to ensure equitable, sustainable and affordable access to water and sanitation to reduce cholera related deaths by 50% by 2025. This flagship contributes to IFRC strategic priorities 2,3 and 4.

Cholera is a major public health challenge for millions of people, mainly in the poorest areas in Africa and Asia. Many lives could be saved with better access to safe water and sanitation, better access to adequate care and wider use of the cholera vaccine.

The IFRC's Global Water and Sanitation Initiative, including One WASH, will be expanded to ensure equitable, sustainable and affordable access to water and sanitation to reduce cholera-related deaths by 50% by 2025. The presence of the IFRC network in local communities makes the IFRC ideally placed to reach this objective.

Under its One WASH initiative, in 2021, the IFRC began hosting the Cholera Country Support platform. The role of the platform is to improve country cholera preparedness by supporting cholera-affected countries to:

- set up a multisectoral national cholera plan which is operational
- implement a resource mobilization strategy, ensuring the needed resources identified in their national Cholera plan
- increase technical skills and expertise for the successful implementation of their national cholera plan.

This initiative is part of and contributes to the work of the Global Task Force for Cholera Control which includes more than 50 partners and is hosted by WHO.

In 2022, the IFRC will continue to work towards improved capacity to prepare for, detect and respond early to cholera outbreaks.

- The IFRC's overall work on Cholera will include incorporating cholera risks, hotspot mapping and triggers into anticipatory action protocols and guidance for National Societies (including Anticipatory action through the DREF); continued early detection and early action to cholera outbreaks; and developing and deploying global cholera epidemic response tools.

- The Cholera Country Support platform will support 7 more countries.
- One WASH will continue to focus during 2022 on advocating and mobilizing funds cholera-affected countries where Red Cross and Red Crescent National Societies are committed.

Global Flagship Global health security – epidemic and pandemic preparation and response

In a safe and secure world, people anticipate, respond to, and quickly recover from crisis, lead safe, healthy and dignified lives, and have ample opportunities to thrive. The IFRC promotes community action to strengthen resilience, reduce risks and better prepare for disasters and crises such as natural hazards, epidemics, technological accidents, or population movement. Improved epidemic response is grounded in strengthening resilience and building capacity at all levels. Communities and local actors must be equal partners across all prevention, preparedness, response, and recovery phases. This flagship contributes to IFRC strategic priorities 2,3 and 4.

The COVID-19 pandemic spotlighted local action's critical role in epidemic preparedness, readiness, and response. The ability to act fast, engage communities, adapt to local needs, and maintain access to the most at risk has determines the humanitarian sector's ability to meet its commitments.

Through this flagship, we will further focus our efforts to ensure that the IFRC and its member National Societies can **strengthen community systems to better prepare for and respond to future crises**. We will continue to put communities and local needs first while drawing upon the strength of our global network. This flagship strengthens **epidemic and pandemic prevention, preparedness, readiness and response** grounded in resilience and capacity building at all levels:

- the communities
- the National Societies
- the key stakeholders such as the governments, private sector, media, religious leaders and traditional healers, and the humanitarian architecture

Resilient communities: Often, communities facing epidemic risk lack the knowledge or skills to take preventive action. We work to change this by ensuring communities are informed about the spread of diseases and trust recommended measures to prevent and control them. When appropriate, we support the extension of existing health surveillance systems through community-based surveillance.

Resilient National Societies: The IFRC network contributes significantly to individual, community, national, regional and global health and stability through effective epidemic prevention and control. National Societies have extraordinary reach in communities the world over. In their supporting role to governments, they are often central to emergency responses amid outbreaks. However, to anticipate tomorrow's crises and continue to meet the needs of those most affected, their disaster risk management capacity needs to be regularly reviewed and strengthened.

Resilient Societies: Epidemics threaten lives and all aspects of society, including food production, trade, transportation, and education. When services and employment are disrupted, day-to-day life is turned upside down. Therefore, engagement with key stakeholders such as governments, the private sector, and the media is essential to share lifesaving information, detect outbreaks early, take public health measures to avoid the spread of infectious diseases, and respond to large epidemics or pandemics. This flagship will develop long-term strategies and policies for the to contribute to local and international health and disaster management frameworks and legal and institutional frameworks to manage public health emergencies.

Target: By 2025, we will reach 150 million people with community-based epidemic prevention, readiness and response activities, ensure that at least 100 National Societies are preparing for today's and tomorrow's global health threats, and 30 National Societies are active in immunization activities.

THE VALUE OF REGULAR RESOURCES

Funding requirement in Swiss francs

120 million including 45 million from donations

Going to scale for those in need cannot be an ambition. It must drive everything we do. As a membership organization, the IFRC's purpose is to support the work and development of 192 National Societies around the world. They, in turn, save lives and bring support and hope to millions of vulnerable people each year. Their work is as varied as the communities they serve. To live up to the trust National Societies have placed in us, we must be ambitious, focused and flexible. Flexibility in our funding is crucial for this to be possible.

Regular resources are funds that have no earmarking and can be used by the IFRC in support of multiple National Societies in parallel when and where they are most needed.

To ensure that the IFRC network can work effectively and at scale, we are undergoing transformational change in how we support and engage with our members. Through our headquarters in Geneva, 5 regional offices and 60 country and cluster delegations around the world, the IFRC supports our National Societies when and where most needed thanks to these resources.

As part of this transformation, under our *Agenda for Renewal*, we are working with National Societies towards a new financing structure for the IFRC so that we can increase focus on the core aspects of our mandate:

- 1. National Society development:** The IFRC's principal objective is to support the work of National Societies. This means helping National Societies to be strong, effective local organizations that are trusted, accountable and capable to carry out programmes for vulnerable communities at scale.
- 2. Coordination:** When crises surpass the capacity of a local National Society to respond, the IFRC coordinates the network's response providing international assistance. The IFRC's coordination also supports National Societies to connect with and learn from one another to capitalize on existing capacities, reduce overlap and make the network stronger.
- 3. Representation:** The IFRC represents the network to influence global discussions and decisions to serve vulnerable communities. Profiling the work of National Societies increases understanding of their work. We advocate for vulnerable people and support National Societies to engage in domestic advocacy efforts. The IFRC's international organization status means that we can facilitate access for National Societies to global discussions and funding.

Concentrating on these core aspects of our mandate enables the IFRC to increase its focus on the needs of its members – helping them to become more effective local organizations. To ensure more impactful support to them, we will concentrate on fewer, more ambitious initiatives. We will replicate the approach taken in response to the COVID-19 pandemic, coordinating local responses for global impact, in other areas requiring global action like climate change and migration - maximizing resources, minimizing waste and overlap, improving data collection and accountability while supporting the localization of humanitarian aid.

Regular resources are key to our success. Our objective in 2022 is to increase donations to regular resources from 30 million Swiss francs to 45 million Swiss francs. By 2025, we aim to reach 80 million Swiss francs in donations from partners per year. Changing our operating model to focus on the core aspects of our mandate mentioned above will require more flexible resources, which will allow us to invest more in National Societies. This is equally an investment in localization.

There are no other resources (earmarked funds) without regular resources (unearmarked funds). Each year, 120 million Swiss francs of regular resources help to generate 1.9 billion Swiss francs in thematic and emergency programs. Regular resources make the IFRC's presence in the field and support to National Societies possible and sustainable.

Like other organizations, it is vital that the IFRC receive regular resources to make progress in core areas and support its members. However, despite being a membership organization, membership fees and cost recoveries are currently not sufficient to ensure that the IFRC can play this role and effectively support its National Societies. Voluntary contributions are critical in closing this gap. Without these resources, the IFRC would be unable raise programmatic funding, sustain its field presence, provide strategic direction, develop essential policies (like prevention of sexual exploitation and abuse, fraud prevention, etc.), or provide tailored support to develop the capacities of National Societies.

Today, donations to regular resources are made by a limited number of partners, mainly governments. Most of these have supported the IFRC with regular resources for years - recognizing their importance and encouraging other partners to follow suit. However, their precious contributions make up less than one third of the total amount of regular resources. The IFRC seeks to grow the amount of donations to regular resources and diversify the pool of donors providing these vital funds for greater sustainability and support to our National Societies, allowing them to respond quickly and adequately to different crises..

As the IFRC continues to adapt to better serve its member National Societies, regular resources will become even more important.

Why regular resources are important

Regular resources support *flexibility* based on needs. The IFRC reviews its budget every quarter, identifying savings and/or new needs that have arisen. As regular resources are flexible, we can redirect them where they are needed most. This flexibility will support us to reach 52 million people with health services, 33 million people to prepare and recover from disasters and crises and reach over 18 million people with services to address the climate and environmental crises.

They provide *stability* for on-going support in the field. In the past, many of our country/cluster offices were financed as part of operations. However, when an operation ends, the office cannot be sustained. A sustained country presence is crucial for National Society development and in contexts with frequent emergencies that do not receive international attention and funding. Regular resources ensure *core functions* needed to support National Society sustainability. This means that the IFRC can provide support to multiple National Societies in parallel all year long on an ongoing basis – not just during disasters. It also means that when a disaster strikes, we can scale up quickly.

They provide *start-up investments* to leverage other resources. Seed funding can be a catalyst for IFRC to engage with partners and secure programmatic funding.

Programmatic funding typically supports a specific programme with a specific outcome in one country. While this is important to carry out programmes, regular resources have the added benefit that the IFRC can support multiple National Societies at the same time in multiple areas including programming and developing their core capacities.

Having presence in countries allows the IFRC to work with the National Society to secure funds for its work, and to link National Societies to global funding opportunities. For example, as an international organization, the IFRC has access to funds that National Societies do not and can thus, facilitate additional funding for them.

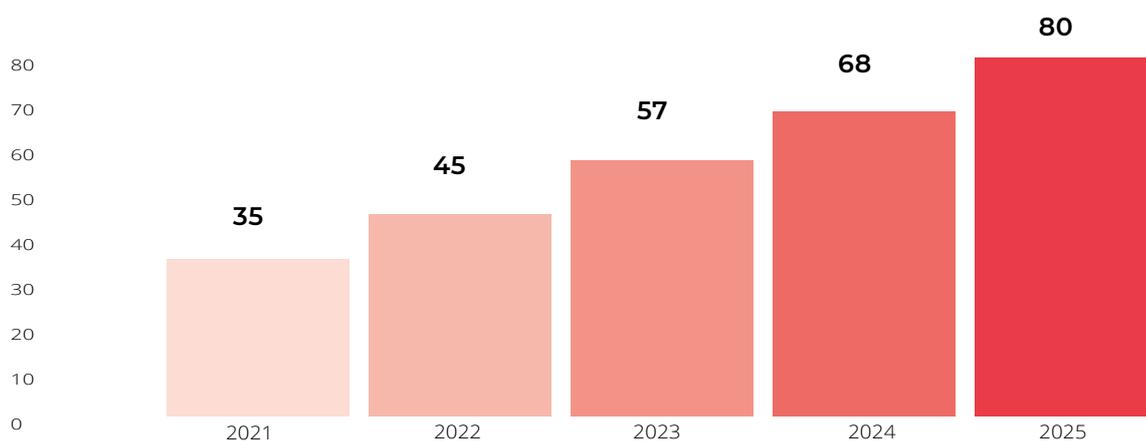
120 million Swiss francs of Regular resources help to generate 1.9 billion Swiss francs for thematic and emergency programs.

IFRC 5-year ambition

The strength, expertise and knowledge in the IFRC network make it possible to achieve the ambition for change we have set out - supporting local solutions that culminate in global impact.

To do this, we will continue to count on your support to provide and grow the IFRC's regular resources to ensure the flexibility we will need to reach our goals. By 2025, we aim to reach 80 million per year in donations from partners to support this vital work and we count on partners' continued support.

■ Regular resource projection in million Swiss francs



What regular resources comprise

Regular resources come from multiple sources and are used in multiple areas:

- **Statutory contributions** – Member National Societies pay membership fees each year, which are part of regular resources. These funds are an investment in the IFRC and intended to cover costs like governance, the IFRC Global Leadership team (Geneva Headquarters and 5 regional offices) as well as accountability and coordination functions at headquarters and basic administration support.
- **Other income** – This income consists mainly of realized finance income.
- **Cost recoveries** – These incomes contribute to services for National Societies such as logistics and procurement. These functions operate with full cost recovery, allow us to preposition stocks and ensure an effective and efficient supply chain which operates around the clock.
- **Donations** – Globally, these contributions support thematic work in climate, disasters, health, migration and National Society development. These are the most strategic resources as they cover essential functions at country level that support accountability, surge capacity, and building technical capacities.

■ Regular resources income and cost recoveries in 2022

Type of income	Swiss francs (millions)
Statutory contributions	36.5
Donations	45.0
Other income	3.5
Cost recoveries	35.0
Total	120.0

How regular resources are allocated

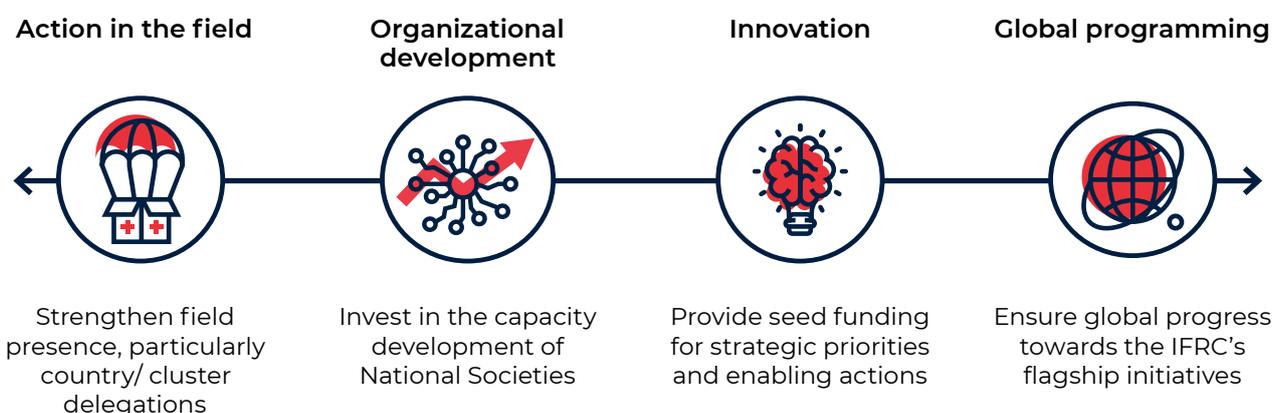
Allocation process

The IFRC Secretary General holds decision making authority in the allocation of regular resources with inputs from senior management. The process begins with an initial analysis of planned or anticipated thematic and emergency work for the coming year and identification of gaps or difficulties to fund specific areas. This takes place at the beginning of the year and is based on the IFRC's Plan and Budget, operational plans and ongoing emergency appeals. When considering potential areas for allocation, priority is given to **strengthening field presence and National Society development** and strategic priorities such as digitalization.

After allocations are made, there is a review process. Quarterly reviews, the IFRC reviews completed and intended spending, identifies costs savings, and analyses events that may have changed priorities. This allows the IFRC to adjust the use of regular resources to support the most important strategic priorities benefitting multiple National Societies.

Allocation priorities

■ The priorities for regular resources



Action in the field

Strengthening our field presence is one of our top priorities for regular resources. As of 2021, 100% of the IFRC's country and cluster offices receive support from regular resources, ensuring that these offices can remain open. With additional regular resources, the IFRC aims to further strengthen our field presence with additional thematic positions in some offices, to provide stronger programmatic accompaniment to National Societies in required areas.

Adding additional support in country/cluster delegations could, for example, include a health expert in a field office in Africa which is regularly affected by infectious diseases like Ebola, or a climate expert in the IFRC office in a vulnerable country in Asia Pacific.

Response to emergencies is supported by regular resources. Having an IFRC presence when a disaster strikes, enables fast support. Much of this support is possible thanks to the flexibility of regular resources.

■ **IFRC support in emergencies**



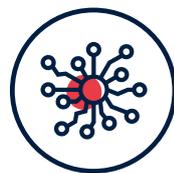
Planning



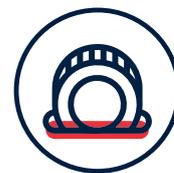
Appeals



Coordination



Technical expertise



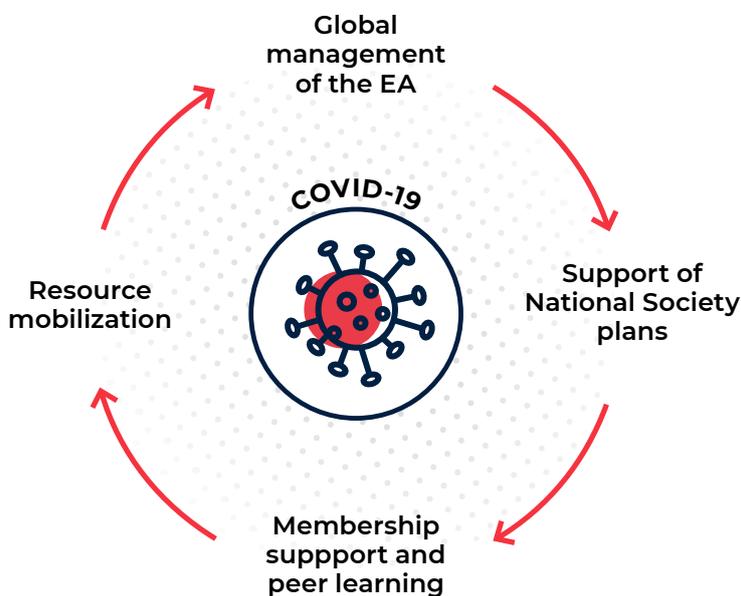
Fundraising

The IFRC's leadership in the delivery of *cash and voucher assistance* continues to grow. Global cash programming is increasing and through our flagship initiative, we commit to delivering 50% of our humanitarian assistance through cash and vouchers by 2025.

In 2022, regular resources will continue to contribute directly to our ability to ensure that more National Societies are ready to deliver cash and voucher assistance. We will capitalize on the learning from the European Social Safety Net programme to support more National Societies to provide cash and voucher assistance as an integral part of their humanitarian assistance.

In *extraordinary circumstances like the COVID-19 pandemic*, the flexibility of regular resources is essential. The IFRC's coordination role, including management of the global appeal, is important during exceptional circumstances where multiple National Societies are responding to the same event and whose capacities to respond individually, may be surpassed.

■ **IFRC support during response to the COVID-19 pandemic**



As we address the lasting impacts of the COVID-19 pandemic, we are working to prepare for future global crises with a new way of working. Global coordination of local responses based on local needs is essential to ensure more impactful responses based on information sharing and learning. It will continue to become even more important as we face the global consequences of climate change and future global health threats. Regular resources are instrumental in providing that support.

Organizational and programmatic development

The IFRC is investing heavily in National Society development thanks to regular resources. We support National Societies to strengthen systems like finance and human resources, strengthen leadership through trainings, improve accountability, strengthen governance, legal statutes, and National Societies' auxiliary role. Improvements in these areas impact National Societies' ability to carry out effective programmes at scale.

Regular resources contributed to the launch of a reengineered Capacity Building Fund in 2021. With an initial allocation from regular resources of over 14 million Swiss francs, the Capacity Building Fund focuses on four main areas: Financial Sustainability, Volunteering and Youth Development, Integrity and accountability, System Development and Digital Transformation. Going forward, this fund will have a lasting impact on National Societies' ability to deliver effective services.

System development is one of the most concrete ways to help National Societies to ensure increased accountability and transparency.

Supporting National Societies to develop and implement financial systems, policies, procedures, reporting and monitoring facilitates stronger programming with improved budgeting and tracking capabilities of expenditure while the development of volunteering management systems ensures that National Societies have the support they need to reach communities and that volunteers are trained, protected and have the opportunity to grow.

The IFRC develops **standards and technical guidance** to support National Society strategies and programmes to ensure more effective work and a more coordinated approach on global issues.

Related to the climate crisis, the IFRC is working to provide support and training for National Societies to ensure that we can act as together as a network for greater impact, supported by regular resources. This includes the development of a climate finance strategy, development of executive education for National Society leadership on the climate and environmental crises with the Climate Centre and capacity strengthening on nature-based solutions, for example.

Developing and revising their **statutes** can help National Societies to carry out their humanitarian mandates effectively and in accordance with the Fundamental Principles of the Movement. In addition, support Red Cross Red Crescent laws to reinforce the capacity of National Societies to apply Principles of Humanitarian action in humanitarian operations.

The IFRC is working with National Societies to ensure that they have revised, up to date statutes that will effectively support their work. We have the objective to ensure all National Societies have revised their statutes by 2025.

Innovation

The IFRC is undergoing a digital transformation with the support of regular resources. The IFRC network aims to use data and digital tools to deliver humanitarian services faster, at larger scale, with higher quality and greater relevance to people in need.

The IFRC's digital transformation strategy will accelerate the adoption of data and digital technology for the IFRC network. This includes building data literacy, facilitating peer-to-peer support among National Societies, and forming purposeful partnerships with private sector, academic, and other humanitarian actors.

The **Solferino Academy** has been spearheading innovative approaches to leaders' conversations on priority issues and supported the ability of leaders to influence the global agenda, supporting global events like the Planet: Red Summit.

In 2022, the IFRC will continue exploring new partnerships with academia to equip leaders with cutting-edge skills on strategic risk management.

The funding provided by regular resources, enables the IFRC to develop global partnerships that benefit National Societies. In these cases, the IFRC can be a valuable conduit to connect National Societies with resources they may, otherwise, not have access to.



Turkey, 2021 Amal, 30-year-old mother of three, loves cooking. She is one of the 1.8 million refugees in Turkey receiving small cash assistance each month from the Turkish Red Crescent and IFRC, with funding from the EU. © IFRC

European Social Safety Net (ESSN) programme

The ESSN programme, funded by DG ECHO and in partnership with the Turkish Red Crescent, provides monthly assistance to refugees living in Turkey and is the largest single programme in the IFRC's history. This partnership has been a model for how the IFRC can support National Societies to work at scale.

It has also opened further opportunities that have led to a pilot programmatic partnership between the IFRC, European National Societies and DG ECHO to support strengthening of local capacities and response to humanitarian and health crises. For the IFRC, it is changing how we engage with National Societies in Europe and constitutes a new, more strategic way of working with DG ECHO that can have implications for our work with other multilateral partners.

Global programming

The IFRC's six flagship initiatives, explored earlier in this plan, are all in support of National Societies and will all require the concerted efforts of our teams around the world, to make progress towards our targets.

Regular resources support the IFRC to coordinate these global efforts; to provide information, data and learning necessary to develop expertise and programming; and to work with National Societies in their development of tailor-made local solutions and programmes. At the same time, the IFRC is able to engage in global discussions to influence policy change and ensure an enabling environment for progress.

THE IFRC'S WORK IN 2022



THE IFRC'S STRATEGIC PRIORITIES

■ At a glance: strategic priority funding requirements and people to be reached

Strategic priorities	Funding requirement Swiss francs (millions)	People to be reached (millions)
Climate and environmental crises	53.8	18.0
Evolving crises and disasters	168.3	33.3
Growing gaps in health and wellbeing	120.0	50.3
Migration and identity	67.9	5.0
Values, power and inclusion	23.5	10.5
Total for strategic priorities	433.5	

CLIMATE AND ENVIRONMENTAL CRISES

Funding requirement in Swiss francs
53.8 million

People to be reached globally
18.1 million

Introduction

Climate change is a humanitarian emergency that threatens human survival, now and in the future. The frequency and severity of extreme weather events continue to increase. Since the beginning of the COVID-19 pandemic, floods, droughts, storms, and wildfires have affected more than 139 million people. The number of people requiring assistance annually due to extreme weather events could reach 200 million by 2050.

The IFRC seeks to generate systemic and transformational change by integrating climate and environmental risk management across all programmes, operations and advocacy activities. As part of that effort, the IFRC and ICRC launched the Climate and Environment Charter in 2021, which will galvanize urgent, ambitious and collective action by humanitarian organizations to address the climate and environmental crises.

Meanwhile, people are already feeling the effects of climate change all around the world. In addition, global environmental crises around biodiversity loss and ecosystem degradation, as well as land, air and water pollution are directly undermining human well-being. The people who suffer the most from the climate and environmental crises are – and will continue to be – the world's poorest, most vulnerable to shocks and stresses.

Strategic approach

The main focus for the IFRC in 2022 will be to ensure that the IFRC and National Societies have the knowledge, tools and resources needed to address climate and environmental crises.

The Movement Ambitions to Address the Climate Crisis explains the IFRC role and vision. It describes where increased efforts and capacity are needed to effectively scale up action and address needs. This includes addressing climate as one of the most imminent risks to the health and wellbeing of people across the world. The IFRC will also focus efforts on reducing the impacts of heatwaves, one of the most ignored but rapidly rising climate risks, by increasing the number of people protected from heat in cities and towns, aiming to reach at least *250 million people across 150 municipalities by 2025*.

The IFRC will increase its support to National Societies to implement end-to-end early warning and anticipatory actions at scale, including forecast-based financing. This will help to ensure that assistance is provided to more people ahead of predictable shocks across larger geographic areas and more types of climate-related events.

The IFRC will also work to address slow-onset climate events, such as sea level rise, desertification and drought which are leading to migration, displacement and the relocation of communities.

IFRC will work on locally led climate-resilient livelihoods and nature-based solutions. Nature-based solutions are increasingly recognized as one of the most effective and cost-efficient means to reduce disaster risks and adapt to climate change, increasing resilience of the most vulnerable through working with nature.

The IFRC has contributed to positive change within major climate finance investments and projects, encouraging a focus on “the last mile” and local level impact. During the COVID-19 pandemic, the IFRC reached over 122 million people, through 172 National Societies, on pandemic-proof community preparedness, response and disaster risk reduction. The IFRC intends to double investment in locally led disaster risk reduction and climate action. This investment will support National Societies to implement locally led solutions and inspire others, including governments and the private sector.

The IFRC ensuring environmentally sustainable practices throughout its operations, programmes and institutions. This includes supporting National Societies to adopt the Climate and Environment Charter, set climate targets and implement commitments at the local level, while contributing Federation-wide targets.

The Planet:Red Summit convened by IFRC in October 2021 and the consultative process adopted by the IFRC and the ICRC to develop a Climate and Environment Charter for Humanitarian Organizations are examples of the global leadership the IFRC will continue to pursue within the humanitarian sector. In 2020, the IFRC launched the Anticipation Hub with the German Red Cross and Red Cross Red Crescent Climate Centre and also hosts the Risk-informed Early Action Partnership (REAP). It will continue to encourage and support the shift from humanitarian action being reactionary to anticipatory using the fund for forecast-based action (DREF including Anticipatory Action) that has supported National Societies in 30 countries. It will increase funding set aside for anticipatory action, reaching at least 25 per cent of the total DREF allocations by 2025.

Taking action in 2022

Climate change adaptation

In 2022 the IFRC will:

- **ensure** staff and volunteers have the **knowledge, capacity and resources** to serve as agents of change and mobilize urgent action to adapt to climate and environmental crises
- **support a scale-up of action** by National Societies in the most climate vulnerable countries, in partnership with communities, governments and the private sector
- **strengthen community capacity and engagement** to address impacts of climate change
- **integrate climate and environmental risks into programmes and operations**, including through operationalization of the Climate and Environment Charter
- **promote new and innovative types of programming** including addressing heatwaves and implementing nature-based solutions
- enhance **advocacy and humanitarian diplomacy for climate change adaptation** to be reflected in climate and disaster-related laws, policies and plans.

Climate change mitigation and environmental sustainability

In 2022 the IFRC will support National Societies to:

- **adopt** the Climate and Environment Charter and set targets, ensuring local engagement and ownership of programming

- **promote** environmentally sustainable practices in their offices
- **promote** environmentally sustainable practices in communities
- **identify** and mitigate adverse environmental impacts from humanitarian response and long-term programming
- **mainstream** Green Response across all IFRC network systems and practices, ensuring all programming and operations are environmentally sustainable.

The Climate and Environment Charter for Humanitarian Organizations

The IFRC and ICRC led a consultative process to develop a [Climate and Environment Charter for Humanitarian Organizations](#). The Charter was launched in May 2021 and aims to galvanize and steer collective action in response to climate change and environmental crises, focusing on how these considerations can be better integrated and prioritized within humanitarian work.

Signatory commitments include scaling up response to growing humanitarian needs to help people adapt to the impacts of the climate and environmental crises, reducing greenhouse gas emission and developing evidence-based solutions, among others.

COP26

IFRC was actively engaged in COP26, emphasizing that climate action is needed now, to address the already present humanitarian impacts, particularly for those most at risk. This requires addressing adaptation, loss and damage, and scaling-up climate finance. The ambition to remain under 1.5°C of warming was kept and commitments to additional finance were made in Glasgow, yet these remain too vague to save the lives and livelihoods of the most vulnerable.

At COP26, IFRC President Francesco Roca called on world leaders to put those who are most vulnerable to climate change at the heart of all discussions and decisions. He warned that the cost of inaction at this critical juncture would be far greater than the financial commitments promised at the climate summit.

IFRC will continue to work to scale-up urgent climate action, ensuring focus on the most vulnerable people, focusing on locally led solutions, working with communities and governments to prevent climate hazards from becoming disasters, and promoting access to essential services to all people displaced by climate change and extreme weather events, irrespective of legal status.

Honduras, 2020 After having lived for 30 years in the same place, Secundino Orellana, became homeless overnight when hurricanes Eta and Iota destroyed large parts of Honduras © Johannes Chinchilla / IFRC



EVOLVING CRISES AND DISASTERS

Funding requirement in Swiss francs
168.3 million

People to be reached globally
33.3 million

Introduction

Humanitarian crises are becoming more common, complex and costly. Disasters happen when hazards exceed the capacity of a community to cope using their own resources. They can disrupt all aspects of life and destroy development gains. However, they can also be prevented. Anticipating and preparing for disasters saves countless lives, speeds up people's recovery and saves money.

The IFRC is committed to strengthening the ability of National Societies to respond to new and evolving crises and disasters, reduce the risks facing local communities, and support the recovery from the impacts of COVID-19.

Strategic approach

In 2022, the IFRC will increase its ambition and focus, supporting National Societies to respond to crises quickly and at scale, and to invest in risk reduction, anticipatory action and resilience as the best way to avoid disasters. We will work closely with National Societies to ensure that our support is in line with their needs- increasing their capacity and effectiveness.

This work is at the core of what we do and, as such, it is closely linked with other IFRC strategic priorities and enablers such as climate, health, migration and National Society capacity development. Close collaboration across these areas enables us to improve the support we provide, reduce duplication of efforts and increase our impact at scale.

We will prioritize preparedness- both within communities and within our network, ensuring the necessary capacity, people and funds. This includes striving for operational excellence and supporting preparedness for effective response (PER).

We will prioritize effective response by:

- increasing our use of cash and voucher assistance, enabling those impacted by crises to drive their own recovery
- growing the DREF to ensure funds are available quickly and for crises that may not receive international attention and funding (including Anticipatory Action)
- ensuring coordination and quality oversight of operations for greater accountability
- enabling data-informed disaster risk management for operational and strategic decision making, including to risk reduction and early warning, early action
- supporting governmental authorities to strengthen disaster risk management and disaster risk governance through climate, health and disaster-related laws and policies
- strengthening of the auxiliary role of National Societies.

Throughout all our work we will continue to engage with partners to ensure not only the most effective, but the most efficient response to crises. This includes strengthening the IFRC's role in global level emergency coordination, such as by leading the Global Shelter Cluster.

Taking action in 2022

Prepared and ready to respond

- The IFRC will invest in integrating climate change adaptation, working closely with the Red Cross Red Crescent Climate Centre, hosted by the Netherlands Red Cross, disaster risk reduction, preparedness, and coordination across our work.
- We will support National Societies in community-based and people-centred disaster risk reduction and resilience. We will prioritize end-to-end early warning and early action at scale, leveraging technology and innovation together with local presence to assist the most disadvantaged and hard to reach communities before crises strike.
- National Societies will expand **anticipatory action** by accessing the DREF. Based on meteorological forecasts and risk analysis, money is released automatically when pre-defined thresholds or 'triggers' are met, ensuring communities are supported before disasters strike. National Societies will be supported in developing early action plans for a wider variety of hazards. The Anticipation Hub, an online knowledge and exchange platform for practitioners, scientists and policymakers on anticipatory action hosted by the German Red Cross and developed in collaboration with IFRC and the Red Cross Red Crescent Climate Centre, will help support the network and others to strengthen anticipatory humanitarian action.

When crises do strike, responding quickly is vital. Every year, small and medium-scaled disasters, including a rapidly increasing number of climate-related disasters, occur in silence, generating little media attention or financial support. That's where IFRC's DREF makes all the difference. It provides immediate financial support enabling National Societies to carry out their unique role as first responders after a disaster. The Fund is the fastest, most efficient and transparent way to channel global funding directly to local responders. This is why the IFRC has identified it as one of its six Flagship Initiatives.

DREF and anticipatory funding will triple in size by 2025 to at least 100 million Swiss francs.

Emergencies can still happen in even the most developed nations. Being ready beforehand is key.

- The IFRC will mainstream its **Preparedness for Effective Response (PER)** approach beyond the more than **70 National Societies** currently assessing, measuring, and analysing the strengths and weaknesses of their response systems to strengthen response capacity. Special attention will be given to the preparedness needs of National Societies working in fragile contexts, complex emergencies, and protracted crises.

Integrated quality humanitarian support

In 2022, the IFRC will implement a people-centred vision through integration of community engagement and accountability, and protection, gender and inclusion in humanitarian operations. We will expand climate-smart programming and environmental sustainability to address climate change and environmental degradation.

The IFRC will expand its leadership in the delivery of **cash and voucher assistance** to strengthen choice and dignity of people affected by crises.

- We will continue to implement the Emergency Social Safety Net (ESSN) programme, providing cash assistance to more than 1.5 million refugees living in Turkey in partnership with the Turkish Red Crescent Society and with funding from the European Union. We will continue to learn from this largest programme ever delivered by the IFRC and support more National Societies to be 'cash ready' as we commit to delivering 50% of humanitarian assistance through cash and vouchers by 2025 as part of our Flagship Initiative.

IFRC works closely with the Cash Hub, hosted by British Red Cross, which aims to accelerate the use and increase the scale-up of cash assistance in the Movement to improve the effectiveness and efficiency of humanitarian action. The Cash Hub focuses on technical and operational support for cash preparedness, training, policy, research and advocacy as well as innovation and use of new technologies for cash programmes.

Sustainable **livelihoods** increase the resilience of the people and communities, reducing their vulnerability to disasters, food insecurity and poverty while contributing to their empowerment and their personal dignity. This is where the focus of the IFRC Livelihoods Resource Centre work lies.

- In 2022, we will ensure that food security and livelihoods programming in the network include synergies with cash and voucher assistance and climate and resilience. We will develop a new food security & livelihoods strategy for the membership in 2022, working closely with the Livelihoods Reference Centre.

To ensure safe and dignified **shelter** solutions for vulnerable people, the IFRC will continue its work with the Shelter Research Unit (an IFRC reference centre), focusing on operational learning and professionalization of volunteers and staff of IFRC network. We will enhance linkages between shelter programming and environmental sustainability, climate smart approaches and anticipatory action.

- Addressing the needs relating to **urban** settlements will also be given increased focus, as well as supporting National Societies to develop shelter and urban strategies with a target of 50 National Societies by 2025. The IFRC will continue to play a vital role in coordinating **surge support** for the network through a rapid response personnel digital management system. Emergency Response Units will be optimized to deliver quality services while contributing to localization. Capacities for **emergency needs assessments** across the network will be a focus for 2022.

The presence of National Societies before, during and after disasters and crises will be further leveraged by better integrating support for **recovery** into humanitarian operations and aligning longer-term work and emergency response into **unified planning**.

As a global leader in **disaster law**, the IFRC will support more National Societies to advise their governments to adopt effective, climate-smart and protective laws and policies for disaster risk management, including public health emergencies.

We will support National Societies to strengthen their unique auxiliary role in areas such as disaster risk management, health, migration and social welfare to position them to provide effective support.

COVID-19 and learning

The global response to COVID-19, while difficult, has been an important learning experience in working as a Federation of National Societies. During the response, the IFRC had unparalleled information sharing, collaboration and coordination of the individual National Society responses, which profited from support and learning throughout the network.

Unfortunately, it is likely that COVID-19 will not be the last large-scale emergency we face. Moving forward, the IFRC aims to continue to build upon the collaboration during the pandemic to increase the impact of its work.

Learnings from emergency operations, supported by the evidence collected from National Societies, will be integrated into new operations and especially into mid-long-term programming.



Zimbabwe, 2020 Red Cross staff, volunteers and engaged villagers organize the monthly in-kind distribution at Mola village. Approximately 550 households receive food items at Red Cross food distribution. Zimbabwe food distributions are supported by Finnish Red Cross, Danish Red Cross and ECHO. © Ville Palonen / Finnish Red Cross

Transforming our engagement with partners

Following a call for proposal from DG ECHO, The IFRC together with European Union National Societies will engage in a Pilot Programmatic Partnership (PPP), to boost local capacities of National Societies to support affected people, communities and local actors across the continuum of preparedness, anticipatory/early action and response efforts.

Through the partnership, we will work with National Societies in 10 countries in Africa and the Americas during the six months inception phase that started in October and an additional 15 countries during the three-year roll-out phase as of April 2022. It is planned to include countries from all five of our regions during the roll out.

This is a new way of working with our European National Societies, which also contributed to developing the concept of the PPP. This type of funding is only available to international organizations and by working together with European National Societies we were able to facilitate access to it. These European National Societies are very active internationally and their experience in target countries will be crucial for the programme to succeed.

This is also an entirely new way to work with DG ECHO, moving away from short term project-based funding and progressively into longer term multiyear funding that has the potential to become a new way of working for the IFRC, allowing for greater efficiency and stronger collective impact.

GROWING GAPS IN HEALTH AND WELLBEING

Funding requirement in Swiss francs
120.0 million

People to be reached
52.0 million

Introduction

Although significant advances have been made in health and medicine around the world, particularly in the rapid response to the COVID-19 pandemic, considerable challenges remain. A rapidly ageing global population is putting increasing pressure on health and social care services that are already struggling, and a lack of equitable and safe access to health, water, sanitation, and adequate living conditions is contributing to the spread of disease among vulnerable communities.

The COVID-19 pandemic continues to have a negative effect on access to healthcare for specific groups. Health provision for people affected by HIV and tuberculosis has suffered in many countries. The stigma and discrimination often associated with these diseases are also likely to affect access to care and other essential health services for the most vulnerable people affected by COVID-19. Related restrictions have amplified inequalities in the provision of basic healthcare to migrant populations, with record-high inflows of migrant people in several countries resulting in growing numbers of displaced people globally.

In addition, climate change is negatively affecting the livelihoods of the world's poorest people, impacting health and WASH services, nutrition, labour productivity and income, and increasing their displacement.

Mental health and psychosocial support services continue to be in demand in countries that routinely experience disasters and crises, with the loss of loved ones, property, and livelihoods, as well as incidences of sexual and gender-based violence, having a significant impact on mental wellbeing.

Strategic approach

In 2022, the IFRC will ensure that people have safe and equitable access to health, water, sanitation, and adequate living conditions. The IFRC will expand its integrated community-based healthcare and first aid, and water, sanitation and hygiene programmes to address the unmet needs of vulnerable or marginalized groups. This expansion includes significant investment in epidemic and pandemic preparedness, specifically for local actors, networks, and community-based response volunteers to be able to detect and respond to disease outbreaks and other health risks.

The IFRC's Community Health Strategy "*Healthy and More Resilient Communities and Individuals 2020–2030*" guides National Societies and promotes a community health approach for communities, local volunteers, and community health workers to complement and strengthen the health system. The Community Health Strategy provides a foundation for each National Society and the IFRC to collectively contribute to improved health outcomes through local volunteers and community health workers acting alongside formal health systems, to achieve greater responsiveness to needs.

The IFRC will support National Societies to expand the scale and quality of their health and water, sanitation, and hygiene services at the community level in emergency and non-emergency settings, in high-income countries and low resource contexts.

Taking action in 2022

In 2022, the IFRC will support National Societies to:

- define active health, water, sanitation, and hygiene **strategies**
- be active members of public health emergency preparedness and response **coordination platforms**

- **influence** national plans, policies, and laws on epidemic and pandemic preparedness and response and health system strengthening
- regularly **engage** in fora at the country level
- deliver health promotion, disease prevention, and community-based **care and support services**
- help communities **identify and reduce health risks**
- adapt and expand health programming to meet the growing needs resulting from **climate change**
- provide **first aid education** to vulnerable or inaccessible communities, and commercially to private and public institutions
- expand **mental health** services
- promote fair and equitable **access to new vaccines**, including COVID-19 vaccines
- address the needs of **migrant communities** and people living with communicable diseases, such as HIV and tuberculosis.

Water, sanitation and hygiene (WASH)

The IFRC will continue to expand OneWASH as a vital programme of the Global Water and Sanitation Initiative, including strategic investments in menstrual hygiene management and the integration of WASH with other sectors, such as nutrition, protection, gender, and inclusion, shelter, cash, and climate change.

The IFRC will also expand the scale and scope of emergency response mechanisms for WASH to include high and middle-income countries vulnerable to the effects of climate change. This work will support the rehabilitation of community water supplies and household water treatments during emergencies, improve the management of faecal sludge, and increase the use of cash and voucher assistance to achieve WASH objectives.

The IFRC will support National Societies to:

- expand the reach, scope, and impact of long-term WASH programmes
- use urban-specific community-led decision making and behaviour change processes to increase the reach and scope of urban WASH programmes
- address increased flooding and weather-related issues
- continue the development of WASH technology with academia and the private sector, focusing on faecal sludge (wastewater treatment) and inclusive facilities
- expand menstrual hygiene management action in communities and schools, e.g., installing female-friendly toilets and ensuring access for disabled people.

The COVID-19 pandemic

The IFRC is positioning itself as the partner of choice for COVID-19 vaccination services. It is contributing to national immunization targets in the countries where it operates and strengthening immunization capacities across the IFRC network. The IFRC is also working closely with ministries of health and other partners to extend immunization services to the most vulnerable communities and address misinformation and mistrust in vaccinations.

National Societies continue to play a vital role in the COVID-19 response, with much of the IFRC global effort now focused on supporting them to ensure fair and equitable access to the COVID-19 vaccine for everyone. Effective and coordinated community engagement has proved crucial, particularly in challenging environments where vaccination coverage is low and access to these essential services is limited for the most vulnerable.

MIGRATION AND IDENTITY

Funding requirement in Swiss francs
67.9 million

People to be reached
5.1 million

Introduction

Migration and displacement of people, whether voluntary or forced, is one of the defining features of the 21st century. For millions of people on the move, migration has led to safe and meaningful lives, and enabled contributions to countries of origin and destination. However, for millions of others, being on the move has led to a host of unacceptable risks and humanitarian impacts. They have faced challenges in accessing essential services, protection risks, hostility and inclusion in destination and transit countries. Many people who have been forcibly displaced are confronted with protracted and ongoing displacement and uncertain futures in camps and urban settings.

The number of migrants and displaced persons is expected to grow, as are the risks they face connected to conflict, poverty, human rights violations and the adverse effects of climate change. These people also face rising stigma, xenophobia, and marginalization including through laws and policies that aim to exclude and disenfranchise them in destination countries.

Strategic approach

The IFRC is committed to scaling up assistance, protection and advocacy for migrants and displaced persons, regardless of legal status. The IFRC, together with its member National Societies, is aiming to reach at least four million migrants and displaced persons annually with assistance and protection services.

In 2022, the IFRC's support for National Societies will address all aspects of migration and displacement – cross-border, internal and along migration routes – in countries of origin, transit, destination, and return, in both emergent and non-emergent contexts.

Route-based programming ensures that humanitarian services are available at critical locations along migratory routes and as people cross countries and regions, facilitating access to services in a safe and dignified way. The IFRC will support National Societies to negotiate policies, agreements and legal provisions with relevant authorities to strengthen their auxiliary role in providing support to vulnerable migrants and displaced persons.

The IFRC support will focus on scaling up Humanitarian Service Points that provide a safe environment and essential services to vulnerable migrants. These fixed or mobile neutral spaces along migratory routes provide services informed by migrants' needs. In 2022, the IFRC will increase the number of Humanitarian Service Points along migratory routes and the services offered.

Alex, a young man from Honduras who was displaced due to climate change, tells Aljazeera: "I will take a bath, can you believe it? I was lucky because I saw the Guatemalan Red Cross and they gave me help. Here is the hygiene bag from the Guatemalan Red Cross. It contains items to take a bath, soap, shampoo, and everything to brush my teeth. Also, some sweets, cookies, water. And this map so that I won't get lost." [Exit Honduras: A climate in crisis](#)

The IFRC will support all National Societies to develop and implement migration preparedness and response plans and national migration and displacement strategies. The IFRC will equip National Societies with the online tools needed to rapidly share and analyse information on migration and displacement – ranging from emerging regional and global trends and opportunities to local community perceptions – to inform programming and public advocacy campaigns.

Looking towards the future, the IFRC will strive to support at least 75 per cent of all National Societies to develop programming for migrants and displaced persons while conducting and integrating migration and displacement policies into their strategic plans by 2025.

The IFRC will enrich global and multi-regional research on global trends related to migration and displacement through the Migration Leadership Group, the Migration Lab, the Movement Leadership Group and the Global Migration Taskforce. These teams will identify emerging opportunities and challenges where the IFRC can have the greatest impact through the collective action of its members. A major focus of this work will be on urban and internal displacement and developing strategies to better respond to these conditions while strengthening efforts to address the conditions that lead to internal displacement.

The IFRC will build on the experience and expertise of National Societies at the local level to engage in global humanitarian diplomacy and advocacy on access to essential services for all people on the move, climate-related displacement, stigma, and discrimination against migrants and displaced persons. Important engagement opportunities in 2022 will include the International Migration Review Forum, the follow-up mechanism for the Global Compact on Migration and the Global Platform on Disaster Risk Reduction.

Taking action in 2022

In 2022, the IFRC will support National Societies to:

- **engage** with migrants, displaced persons and host communities to more effectively assess, understand and respond to their needs through the development of a needs-assessment methodology
- **expand** the number of Humanitarian Service Points and protection services offered through them to ensure that migrants and displaced persons have access to humanitarian assistance and protection at critical points along migratory routes
- **develop** and implement longer-term programming for communities affected by internal displacement
- **enhance** cross-border and route-based cooperation that enhances assistance and protection for migrants and displaced persons
- **advocate** in support of migrants and displaced persons' access to essential public services, irrespective of legal status, through principled dialogue with authorities and humanitarian diplomacy at regional, national and global levels
- **increase** collaboration with local and national authorities, as well as other organizations, to develop, coordinate and deliver humanitarian assistance and protection services
- **integrate** migration and displacement dimensions across humanitarian activities, guidance, tools and methodologies
- **implement** the IFRC Migration Policy, Movement Policy on Internal Displacement and the IFRC Global Migration Strategy
- **develop** national migration and displacement strategies in collaboration with Regional Offices.

VALUES, POWER AND INCLUSION

Funding requirement in Swiss francs
23.5 million

People to be reached
10.6 million

Introduction

The persistent inequalities that so often lead to discrimination, violence and exclusion have been exacerbated by the COVID-19 pandemic. One hundred and thirty-one million children have missed three quarters of their in-person learning because of lockdowns and school closures. They have been deprived of the many other vital benefits that schools usually provide. An estimated one billion children experience violence every year, and no country is on track to [eliminate child marriage by 2030](#).

Sexual and gender-based violence is ongoing, and sexual exploitation and abuse continue to occur in the communities served by the IFRC. Trafficking in persons is the fastest-growing criminal activity. The number of people worldwide living with a disability is rising. Imbalanced power structures maintain inequalities and exclusion, and drive violence, conflict and hate crimes.

The IFRC will promote a culture of non-violence and peace by promoting dignity, access, participation and safety. Respect for human dignity requires an understanding of the fundamental principles and humanitarian values that define the IFRC and the way it works.

The IFRC's three core complementary areas of focus are:

1. the protection and inclusion of the most vulnerable communities
2. the promotion of positive change, based on humanitarian values and principles
3. access to quality inclusive education.

Strategic approach

The IFRC will continue to support National Societies to address inequality by focusing on the interrelated and complementary areas of education, protection, gender and inclusion. Its work in 2022 builds on achievements made over the last four years, particularly the General Assembly's adoption in 2019 of the *Strategic Framework for Education 2020–2030*, and the *Gender and Diversity Policy*.

Taking action in 2022

Education

In 2021, the IFRC scaled up the *Youth as Agents of Behavioural Change (YABC)* initiative by digitalizing its toolkit content and training processes. In Argentina, Iraq, Myanmar and Uganda, the implementation was combined with an innovative Football for Development programme developed in partnership between the IFRC and the Qatar 2022 World Cup.

The IFRC also developed a comprehensive, competency-based curriculum framework for the new Education Plus flagship programme in collaboration with National Societies. It strengthened cooperation with government and academic institutions around humanitarian education, while networking and sharing of good practice increased. Its work on access to education in emergencies included efforts to tackle child labour in Ecuador, Egypt, Nepal and the Gambia.

In 2022, the IFRC will continue its education-related activities in accordance with the priorities and global statutory commitments contained in the *Strategic Framework for Education*. It will strengthen its capacity to address emergency education-related needs, deliver humanitarian education, and broaden technical support for partnerships and collaboration.

In 2022, the IFRC will:

- **increase** technical and financial support for youth-led education and action, building on the *Youth as Agents of Behavioural Change (YABC)* initiative
- **strengthen** or establish strategic partnerships and mechanisms for humanitarian education through collaboration, networking and the sharing of resources
- **develop** an IFRC toolkit for education-related humanitarian needs in emergencies
- **enhance** protection, equity, inclusion, safety and well-being in education across the IFRC Network
- **improve** the IFRC's positioning and education activities for all boys and girls affected by disasters, crises or displacement.

Protection, gender and inclusion

The IFRC work on policy and strategy development, programmatic integration and institutional reform is the basis for its plans in 2022. It drafted the *Strategic Framework on Protection, Gender and Inclusion (PGI)* that has become the basis for reviews and revisions across the IFRC network. The PGI policy and operational framework will be further developed to strengthen capacity, develop programming, and influence others through advocacy, partnerships, and learning.

The IFRC child protection activities in 2021 strengthened collaboration between the IFRC and National Societies, UNICEF, governments and others while emphasizing COVID-19 related issues, climate change and child marriage. It launched the *Child Safeguarding Policy* and developed a new safeguarding self-assessment tool.

In 2022, the IFRC will build on this work in line with the strategic objectives in the *PGI Policy and Operational Framework*. It will work closely with 15 priority National Societies to assess their organizational PGI capacities and develop action plans to address the gaps. It will continue to focus on child protection and safeguarding, sexual and gender-based violence, trafficking in persons, disability inclusion and include considerations for broader community violence and prevention programs.

In 2022, the IFRC will:

- **foster** a comprehensive approach to PGI through sector-specific guidance, the Learn to Change methodology, and better coordination of the PGI community
- **deliver** training on the minimum standards for PGI in emergencies
- **support** people at risk or survivors of sexual and gender-based violence more effectively, in line with the IFRC Call to Action on SGBV
- **campaign** against trafficking in persons, and roll-out prevention and response training throughout the Movement
- **ensure** that people with disabilities have access to the IFRC and National Societies' programmes and services
- **support** National Societies as they provide and improve upon localized child protection programming
- **integrate** the Restoring Family Links resolution into IFRC preparedness and response activities
- **build** stronger institutional capacity for PGI within National Societies and the IFRC.

Prevention of sexual exploitation and abuse

The IFRC network is committed to safeguarding affected populations, staff, and volunteers from harm in all that we do. In the IFRC network, safeguarding includes preventing and responding to sexual exploitation and abuse (PSEA), child safeguarding, ensuring a workplace free from sexual harassment and harassment, and ensuring whistle-blower protection.

The IFRC network is working to continuously enhance safeguarding systems. This has led to the development of a new Safeguarding Action Plan in partnership with the British and Canadian Red Cross, from 2022–2025.

The specific deliverables within the Safeguarding Action Plan (2022–2025) are to:

- **ensure** that 40 National Societies sign-up to the action plan by 2025
- **strengthen** mechanisms for coordinating safeguarding within the IFRC network and humanitarian sector-including regional Safeguarding Working Groups
- **carry out** institutional safeguarding assessments and risk analysis using IFRC's self-assessment tool and develop action plans to deliver enhancements following these assessments – ensure that all IFRC offices have undertaken a self-assessment by 2022
- **ensure** that 150 National Societies have a PSEA policy and action plan to enforce by 2025.

SPOTLIGHT ON IFRC INFLUENCING FOR POSITIVE CHANGE

COVID-19 pandemic: Recognizing that ‘no one is safe until everyone is safe’, we will promote the equitable delivery of vaccines, medicines and treatments. The IFRC will advocate for the strengthening of outbreak preparedness and response capacities globally, and the strengthening of national health systems. We will ask governments to link COVID-19 recovery efforts with efforts to address the climate crisis in a green, resilient and inclusive recovery.

Climate crisis: The IFRC seeks a coherent and integrated approach to climate change adaptation and disaster risk reduction, particularly in high-risk countries and at community level. We request increased financing for climate-adaptation action that targets the most vulnerable countries and communities. We will advocate for “climate-smart” approaches to humanitarian action, around anticipatory action, locally led climate adaptation, risk transfer mechanisms and nature-based solutions, and reduce the sector’s own carbon and environmental footprint.

Locally led action: The IFRC seeks increased quality funding to local responders, especially for long-term institutional capacity needs and removal of barriers to humanitarian action by local actors, such as earmarking, counter-terrorism measures and zero-risk approaches. This includes bridging gaps between humanitarian, development and climate funding sources. We will continue to press for greater recognition and support for local actors in humanitarian response, particularly when international agencies partner with National Societies. We seek adequate support for the protection of local humanitarian actors including volunteers.

Greater codification of the auxiliary role: We will seek to strengthen the formal recognition of National Societies’ auxiliary role to their governments, not only in Red Cross and Red Crescent laws but also in sectoral laws, policies and agreements specific to key sectors. National Societies should be seen by their authorities as the partner of choice, with the necessary freedom to operate.

Stronger, more integrated climate-smart disaster laws and policies: We will support National Societies to engage with and advise their governments to adopt and implement more effective, climate-smart, and protective laws and policies for comprehensive disaster risk management, including for public health emergencies preparedness and response, that are well integrated with domestic climate frameworks.

Meeting the assistance and protection needs of vulnerable migrants and displaced persons: We will advocate that governments ensure vulnerable migrants and displaced persons have access to basic services, including rescue, protection, health care, information, and other forms of humanitarian assistance. We seek to ensure that migrants, in particular the most vulnerable, can access our services without fear of arrest and that data privacy will be respected. We will also support efforts to better address mobility and displacement due to climate-driven disasters.

The IFRC will prioritize and ensure representation, by National Society staff or volunteers with practical experience of humanitarian action and lived experience of the issue being discussed at the most important inter-governmental events, whether at the global, regional or country level.

The IFRC will also provide advice and development of materials to support National Societies to engage with their authorities at the domestic level. This will also include support for the development of humanitarian diplomacy strategies tailored to their own context, relevant skills and capacities.

THE IFRC'S ENABLERS

■ At a glance: Enabler funding requirements

Enablers	Funding requirement Swiss francs (millions)
Engaged	46.4
Accountable	86.1
Trusted	55.0
Total for enablers	187.5

ENGAGED

Funding requirement in Swiss francs: 46.4 million

Meeting today's challenges will require combining strengths, resources and working in partnership. We will increase coordination within our network and work with partners to achieve greater impact. We will support local communities, amplifying their voices, to foster change. This includes influencing both public behaviour and policy change at the domestic, regional and global levels.

Making progress will require the IFRC network to rapidly modernize to keep pace and meet its objectives under the five strategic priorities. This is not only about technology but the process of digital transformation.

Engagement with our membership

The IFRC will strengthen its brokering role within the network to advance common priorities that make our humanitarian services more impactful and the IFRC network the partner of choice. We will promote more co-creation around one plan per country and will increase peer to peer support among National Societies to advance institutional and humanitarian agendas. As part of the engagement, the IFRC will continue bringing together the different networks and communities of practice to advance on knowledge, expertise and opportunities for collaboration among the membership. For example, the IFRC continues to support National Society reference groups on priority topics like immunization, health and mental health and psychosocial support.

The IFRC is supporting the network to ensure an up-to-date and relevant policy base through a policy review process, and processes for the adoption of new or revised policies.

Strengthening our engagement with partners

The IFRC will strengthen its engagement with partners to work collectively on the key challenges facing communities.

One of the IFRC's main priorities is localization, recognizing the importance of National Societies as auxiliary to their public authorities in the humanitarian field and key trusted local organizations that can effectively respond to the needs of the most vulnerable. As such, we will continue our leadership as the Grand Bargain Localization Workstream co-convenor, including on country level engagement and capacity strengthening to continue a strong focus on enabling local actors like National Societies. We will support interested National Societies to co-lead multi-stakeholder country level dialogues on localization.

We will come together to tackle global issues like climate change, by co-leading the Inter-Agency Standing Committee (IASC) sub working group on the climate-crisis or other climate change initiatives and organizing a series of climate science humanitarian dialogues. This will promote the development of 'climate-smart' approaches to humanitarian action and to reduce the sector's own climate and environmental footprint as part of the IFRC's flagship action on Going to scale on humanitarian action and risk reduction.

We will continue to prepare for future epidemics and pandemics by engaging actively in international negotiations for a pandemic and epidemic instrument with our long-standing experience in disaster law as well as promoting lessons learned for the humanitarian community on epidemic and pandemic preparedness in the 2022 World Disasters Report.

Shelter cluster

The IFRC has convened the Shelter Cluster for natural disasters since 2006. This provides a unique position to shape agendas and humanitarian policy.

In 2022, the IFRC will partner with, support, and enhance the capacity of National Societies who wish to take a leadership role at the global, regional or country level to advance the IFRC Global Shelter Cluster commitment. At the global level, we will focus on wrapping up the implementation of the 2018–2022 strategy, as well as developing the next strategy.

2022 Target: The IFRC and/or National Societies lead the shelter coordination mechanism at the country level in response to natural disasters in 80% of countries

Bangladesh, 2021 Bangladesh Red Crescent, with support from the IFRC and other Red Cross and Red Crescent partners, is helping more displaced people to have shelters that meet Sphere standards, contributing to people's overall safety, privacy and dignity. These durable shelters are also designed to provide stronger protection from the monsoon rains and cyclones. © Ibrahim Mollik / IFRC



Localized partnering

The IFRC supports National Societies and their more than 165 thousand local branches, with millions of volunteers, to develop as strong local actors and the main conveners for local action. This constitutes the first line of partnership for the IFRC. In addition to ongoing global partnerships, the IFRC also recognizes the strong potential for engaging global and regional partners in stronger “localized partnering” with National Societies on climate, health, and disaster resilience of communities. These networks include:

- diaspora networks
- other volunteer and membership organizations (e.g., Scouts and Guides, Rotary, etc.)
- local offices of private sector companies
- local governments within city networks
- schools within public and private school networks
- local programmes within NGO or UN networks.

These partner networks are similar to one another in that they seek local change and collective impact, often operate in a decentralized manner that is well suited to local partnering and are still globally or regionally linked through a common network and principles that provide an opportunity for establishing shared commitments with the IFRC network. In 2022, the IFRC is building an action kit for this type of “localized partnering” and as inspiration and guidance for interested partner organizations and National Societies.

Influencing for global priorities

The IFRC has enjoyed Permanent Observer status at the General Assembly of the United Nations (UN) since 1994. The IFRC Delegation to the UN will continue to be at the forefront of the humanitarian diplomacy efforts to raise awareness and persuade decision makers and opinion leaders to act in the interest of people in vulnerable situations, with full respect for humanitarian principles. Priorities for humanitarian diplomacy are the COVID-19 pandemic, the climate crisis, locally led action, greater codification of the auxiliary role, stronger and more integrated climate-smart disaster laws and policies, and meeting the assistance and protection needs of vulnerable migrants and displaced persons. For more information on the IFRC’s work in this area, please see the Spotlight on: IFRC Influencing for positive change in this plan on page 38.

A digital transformation for the network

The IFRC Digital Transformation Strategy supports National Societies to leverage data to enhance their humanitarian services while increasing accountability. We aim to use data and digital tools to deliver faster, at larger scale, higher quality and greater relevance to people at need. It is not just about internal systems, but process, people and culture. It focuses foremost on boosting National Societies at the lowest levels of digital maturity into higher capability levels while supporting National Societies across the network to exchange experiences and leverage partnerships.

Priorities include increasing digital maturity of National Societies, developing common data standards and data literacy.

The IFRC will work with National Societies to ensure foundational IT digital systems to efficiently run and ensure accountability in their daily operations and are ‘data ready’ for engagement with their staff and volunteers and operational decision-making. Our target is to support 80 National Societies over the next 4 years to reach the next level of digital maturity. We aim to ensure that leaders can use and understand data in their work, drawing on evidence and research to guide humanitarian action.

We will develop common data models, standards, and tools for coordination of resources and capacities within the IFRC network. In 2022, this will include volunteer data management and engagement systems, supporting volunteers to provide humanitarian services in their communities; and ambulance services- digital solutions for team/vehicle dispatch, communication of diagnostic information, and communication coordination with local

hospitals to increase the speed of life-saving response, improve patient health outcomes, and enable pre-positioning and deployment of medical first response teams.

We will work to enhance data and digital skills so that projects, programs, and staff are supported and equipped to manage potential digital and data protection needs.

Data and digital tools have a direct impact on the progress we will make in each of our strategic priorities:

Strategic priorities	Why digital transformation matters
Climate Change	<ul style="list-style-type: none"> • Mobilizing volunteers and RCRC movement to respond to global challenge • Impact-based forecasting & early warning to support community resilience • Sharing of local adaptation solutions between communities
Crisis & Disasters	<ul style="list-style-type: none"> • Providing life-saving information to communities • Providing data and digital services to guide decision-makers • Tapping into the quality data produced by the network and partners to inform disaster preparedness, response and recovery
Health	<ul style="list-style-type: none"> • Enabling community health workers and volunteers to assess risks and extend health agenda and services to local communities • Collect community feedback for informed action and improved accountability • Getting closer to communities, including most vulnerable, to serve them efficiently
Migration & Identity	<ul style="list-style-type: none"> • Analyzing migration trends and patterns and migrants needs and extending service delivery to hard-to-reach communities • Enabling migrants and impacted communities to connect with relatives • Helping migrants mitigate their digital risks
Values, Power & Inclusion	<ul style="list-style-type: none"> • Working across functions and organizations • Enabling continuous and multi-ways communications with communities • Sharing concerns, ideas, knowledge and skills and fostering a common culture

ACCOUNTABLE

Funding requirement in Swiss francs: 86.1 million

Introduction

The COVID-19 pandemic has demanded that the IFRC readjusts its approaches in different contexts, and, as a result, it is benefitting from new and improved ways of working.

The IFRC and the National Societies will achieve their collective ambition to reach more people in need by increasing financial resources and creating efficiency and accountability throughout the IFRC network. National Societies will submit audits to the IFRC, adopt training programmes and resources and deliver feedback on all programmes and services to ensure this.

Accountability to those we serve

First and foremost, the IFRC network is accountable to the vulnerable people and communities we serve. We will continue strengthen our commitment to amplifying the voice of communities and ensuring that our humanitarian

work focuses on needs in a principle-based approach. This includes greater investment in supporting National Societies to have the capabilities to carry out continuous assessments and setting conditions to constantly improve the quality of the humanitarian work and respect individuals, households and communities in humanitarian context and in their path for resilience.

Audit and investigations

The IFRC supports National Societies to develop and build their integrity capacity. Currently, only 34 per cent of National Societies have a whistleblowing hotline system, and the IFRC aims to double this number in the next two years with a target of 45 National Societies by the end of 2022. This will be done by implementing an [integrity line](#), which is a reporting system for any misconduct or integrity incident, involving Red Cross or Red Crescent operations or personnel. This support directly contributes to the IFRC's Global Flagship on Local action – strong National Societies.

To increase our audit and investigation capacity in the field, the IFRC is developing regionally based investigators who can then be integrated into a National Society to help develop their integrity capacity.

The IFRC continues to prioritize management of risks emerging from the COVID-19 appeal employing a dedicated auditor to support direct audit reviews of COVID-19 risks. We are focusing on how National Societies can maximise the impact of IFRC funding to address COVID-19 and how the IFRC can mitigate risk. This work contributes to the IFRC Global Flagship – Global health security – epidemic and pandemic preparation and response.

The IFRC continues to strengthen internally as well, refining and developing our internal audit approach. Audit services will continue to focus on significant risk areas, such as the COVID-19 appeal, the ESSN programme, fraud, movement coordination, the prevention of sexual exploitation and abuse, and IT and digital systems development. To maximise the value of field-based audits, all audit teams will provide fraud, audit and risk management training to the National Society when in country.

Strengthening legal compliance and risk management

In increasingly complex and challenging working environments, the IFRC is working to strengthen its regional legal and risk management capacity. We continue to expand our data protection office and the tools, guidance and advisory services offered to National Societies. The legal department will provide legal advice on National Societies integrity cases. Further, it provides legal advice on labor and disciplinary cases as well as investigative matters with the membership and staff, coordinating with local lawyers as needed and working on referral to authorities, fostering transparency and accountability and managing legal and reputational risks.

Strategic planning and monitoring

The IFRC will implement its Agenda for Renewal to support a culture of continuous improvement, prioritizing evaluations and research to inform decision-making in collaboration with National Societies.

The COVID-19 Emergency Appeal's extension will include a fourth real time learning approach in 2022. This will inform the COVID-19 operation and provide other programmes with information that enables continuous improvement that reflects the needs of National Societies and the communities they support.

The IFRC and National Societies will continue to adapt the programming and training they developed since the start of the pandemic, making resources available remotely to expand access. The IFRC will also adapt planning, monitoring, evaluation and reporting training to work in remote contexts in 2022.

The COVID-19 response has provided an opportunity to strengthen the IFRC's global planning, monitoring, evaluation and reporting activities. Further development will focus on shared working and learning to build a more robust delivery with a broader skillset.

Strengthening security management

The IFRC will continue to prioritize the safety and security of staff and volunteers in line with its 2025 target to ensure that all National Societies have comprehensive, functional mechanisms for volunteers' safety and security.

We will strengthen IFRC's existing security risk management structure, approach, and resources and ensure that we are 'fit for purpose' and meet both legal and moral 'Duty of Care' obligations to all personnel under its security management responsibility.

We aim to increase the security awareness, skills and capabilities of IFRC and National Society managers, deployed personnel, staff and volunteers while concurrently improving their security management capacity. In doing so this will, in turn, allow the IFRC and National Societies to better fulfil our humanitarian mandate by enabling them to operate in a safe and secure manner, within any given security context.

TRUSTED

Funding requirement in Swiss francs: 55.0 million

National Society Development, cornerstone for local action and community resilience

Strong, independent, self-sustained, and trusted National Societies play a vital role in delivering effective local action and building resilience in communities. As well as anticipating the fast-changing needs, National Societies provide life-saving humanitarian action amid disaster and crises, focusing on vulnerable and marginalized people.

The COVID-19 pandemic highlighted the growing demand from government authorities for National Societies to support their operations and respond to humanitarian crises. This unprecedented situation also heightened the need for the strategic leadership of National Societies to manage the challenges associated with the pandemic and other potential crises.

The scale, quality, and effectiveness of the IFRC's local action is dependent on the capacity of National Societies to adapt to complex local needs and better relate to communities and authorities. This requires the continuous development and transformation crucial in the IFRC's National Society Development (NSD) work.

In 2022, the IFRC will pilot the ONE NSD Plan in 15 countries, involving all the IFRC membership in a particular country. This is a process where National Societies identify their development priorities and ensure that external support aligns with those priorities. The IFRC will concentrate globally in advancing in six critical areas for the development of National Societies:

- strengthening integrity and put in place early warning actions to support National Societies
- reinforcing volunteer and Youth initiatives
- enhancing the financial sustainability of National Societies through more focus on income generation
- developing systems that allow National Societies and their local branches to work more effectively, efficiently and accountably
- increasing the capabilities of local branches to achieve greater standards of quality and capacity for impact delivery
- supporting the digital transformation of National Societies.

The IFRC will launch the full-feature version of the V-Community platform for National Society volunteers and aim to achieve 50,000 users before the end of 2022. The IFRC General Assembly will approve the revised organizational capacity assessment approach and discuss a new Verification Protocol to support National Societies to ensure that their statutes, policies, and resolutions are resilient against integrity issues. It will launch the first community

of practice on financial development. The IFRC will also aim to double the number of National Societies that adopt the integrity line. The reengineered Capacity Building Fund will continue supporting National Societies on their development priorities.

Strengthen mechanisms to protect volunteers, promote psychosocial wellbeing and provide greater support to those killed or injured in the line of duty, and their families.

Protection of volunteers

While most National Societies have by now a proper mechanism to ensure the full coverage of volunteers that may face accidents, health issues, or to support their families in case they pass away when on duty, there is still a relevant number of National Societies that need extra support to establish such mechanism. New support to those National Societies where no coverage exists will be developed based on lessons learned from such experience. Peer support among National Societies facing or having faced similar challenges will be facilitated to increase impact.

The IFRC aims to ensure that all 192 National Societies have a proper, tailored and effective mechanism to insure and protect their volunteers.

In 2022, we will support 25 National Societies to develop local volunteer solidarity funds or access to private insurance.

Local ownership

The IFRC's humanitarian action must be effective, inclusive, sustainable, and enable local people to influence the decisions that affect them and their communities. To achieve this, Strategy 2030 proposes that local people be at the very centre of change, shifting leadership and decision-making to the most local level and fostering collaboration and accountability between National Societies and the communities they serve.

The IFRC will support National Societies to integrate community engagement and accountability into their programming and operations in 2022. It will provide safe and equitable access for local people to participate in decision-making actively and empower them to take up leadership roles. The IFRC will also support National Societies to better understand the diverse needs, vulnerabilities, and capacities of the communities they operate in.

By 2025, the IFRC will aim for 50 National Societies to integrate and institutionalize the Movement-wide commitments for community engagement and accountability into their policies, operations, and procedures.

Building trust

National Societies must be owned, valued, and supported by the IFRC, and trusted by the communities they serve. To maintain the good governance that enables National Societies to operate reliably and with credibility, the IFRC will scale up investment in National Society Development activities. It will place a stronger emphasis on different forms of leadership and ensure that National Societies have a sound legal base to work from.

The IFRC will support National Societies to develop systems and structures that allow them to perform their auxiliary roles with agility, efficiency, and accountability. It is aiming to support all National Societies to revise their statutes by 2025, bringing them in line with the new guidance for National Society statutes.

Additionally, the IFRC will submit a proposal for a new verification protocol for National Societies for discussion at the 2022 General Assembly, replacing the previous certification that formed part of the organizational capacity assessment. The verification process will support National Societies to address integrity issues and compliance with set common standards that they must adhere to. The IFRC will also expand the number of National Societies that adopt the Integrity Line in 2022.

The IFRC will support National Societies to implement the outcomes from their organizational capacity assessments. This work will help foster more effective localization within National Societies, ensuring that they meet specific community needs with relevant services.

Youth engagement is also a priority for the IFRC and forms another of its 2025 targets: 50 per cent of National Societies will create and implement a youth engagement strategy by 2025. To achieve this, the IFRC will support National Societies to actively involve young people and volunteers in decision making and innovation. The IFRC will also support National Societies to ensure that they reflect the needs of young people and volunteers from all backgrounds in their programmes.

Membership and Movement Coordination

Building on progress made in the last two years, the IFRC will continue to prioritize strengthened membership coordination in 2022. At the strategic level, the IFRC will regularly engage with National Society leaders through the National Society Advisory Group, discussing challenges and solutions and exploring new ways of working as a membership.

The IFRC will create a compendium for coordination that will cover all aspects of the IFRC's coordination work. This will also include a handbook for coordination in operations that will provide guidance to promote effective coordination in emergency operations- both within the IFRC network, and with other actors.

With the support of a large group of National Societies, the IFRC will launch a pilot programme to operationalize a new model for membership coordination at the country level in a number of different country contexts. This project aims to put the local National Society at the centre of membership coordination, including joint planning and shared leadership approaches.

The IFRC will continue to support global and regional reference centres, hubs, and other similar initiatives in 2022. It will provide strategic advice on creating new centres and make proposals to modify existing centres. The IFRC will also identify opportunities for reference centres to share knowledge and solve common challenges.

The IFRC will continue to facilitate its reference group on global health with 41 National Societies to ensure that they foster dialogue, coordination, and collaboration on global health and WASH strategies.

The IFRC will continue working closely with the ICRC and National Societies in implementing the Strengthening Movement Coordination and Cooperation resolution. The focus will continue to be resource mobilization, interoperability, data management and accountability.

The interoperability of systems will ensure agile and flexible support to operations, while utilizing the capacities of Movement components will contribute the domestic competencies of National Societies, providing efficient and quality services.

We will increase Movement readiness for response by employing existing tools to promote common planning, analysis and coordinated activities. This also includes promoting complementary domestic and international response while ensuring the coherent and sustained development of local capacities.

Community engagement and accountability

The IFRC focuses on ensuring that people and communities, vulnerable to and affected by crises, are empowered to influence decisions affecting them and trust the Red Cross Red Crescent to serve their best interest.

We will help National Societies to develop the mechanisms need to ensure communication, participation and feedback and complaints within programmes and operations. In 2022, we will work with 10 National Societies to deploy tools to ensure their ability to engage more effectively with communities. We have developed new feedback data standards to support this and a global peer-to-peer mentoring network to provide direct support to National Societies in setting up feedback and participation mechanisms. We have also developed a global trust index which will be launched and tested for at least three countries in 2022.

SPOTLIGHT ON DIGITAL TRANSFORMATION

Data and digital tools have real and significant impact in on our ability to serve the most vulnerable. The IFRC network aims to use data and digital tools to deliver humanitarian services faster, at larger scale, with higher quality and greater relevance to people in need.

This goes beyond optimizing processes and adopting new technology. We talk about *transformation* because real change is a process that involves people and a shift in culture to be equitable.

The IFRC's digital transformation strategy is a first of its kind initiative to accelerate the adoption of data and digital technology for the IFRC network. We will transform humanitarian services and optimize operations by engaging people in need and empowering the network's millions of volunteers. This includes building data literacy, facilitating peer-to-peer support among National Societies, and forming purposeful partnerships with private sector, academic, and other humanitarian actors.

Data can change how we understand our *global impact*. With common data standards and digital National Societies, we can more easily collect data that shows the impact of humanitarian services delivered by National Societies across the network, and the progress we make as a collective network, and increases accountability.

Data and digital tools can change *how we work*. For example, they can help us to strengthen volunteer management. The IFRC network relies on volunteers for humanitarian service delivery. Digital solutions can improve how we recruit, train, retain and engage with qualified volunteers.

Data and digital tools can also change *how we respond*. For instance, by improving early warning and early action we can better understand hazards, the risk level of communities, and calculate potential impact at community level. We can use this information to identify what can be done before an event happens, and how long in advance activities can be activated. This information can help prepare communities in the face of humanitarian crises.

We are combining ambition with realism. The IFRC network will use a digital value case process, which is a cost/benefit analysis to determine what the added value of adopting data and digital technology is. This ensures that the changes we seek will be needs-driven, have return on investment and benefit the resilience of our network.

In 2022 the IFRC will:

- continue rolling out a digital maturity approach, to structure our collective digital transformation journey, and offer National Societies guidance to mature their data and digital capabilities, as a key investment in localization
- create common data standards to increase interoperability and enable a wider-range of cross border and network-wide services
- enhance data literacy and digital skills, ensuring a strong focus on people as well as process and technology.

Data and digital tools will be essential in achieving impact across all the IFRC's strategic priorities and enablers. Whether it's providing life-saving information to communities, impact-based forecasting & early warning to support community resilience, collecting community feedback for informed action and improved accountability, or sharing knowledge and skills –data and digital tools help us to ensure more effective and efficient services to the world's most vulnerable.

THE IFRC'S WORK BY REGION

AFRICA

Funding requirement in Swiss francs: **205.0 million**

■ Africa at a glance: funding requirements and people to be reached

Strategic priorities and enablers	Funding requirement Swiss francs (millions)	People to be reached (millions)
Climate and environmental crises	36.0	12.8
Evolving crises and disasters	60.7	22.0
Growing gaps in health and wellbeing	51.5	33.1
Migration and identity	13.2	3.7
Values, power and inclusion	10.4	9.4
Engaged	9.7	
Accountable	11.1	
Trusted	12.4	
Total	205.0	

Context

The Africa region is home to more than 1.3 billion people who face more frequent, intense and unpredictable disasters. Climate change has increased the number and severity of extreme weather events that cause flooding, drought and food insecurity, leading to disease outbreaks, civil unrest, internal displacement and migration. Urbanization is also rapidly advancing, which is likely to exacerbate vulnerabilities of urban and temporary populations.

By mid-October 2021, the Africa region delivered 58 emergency operations across 36 countries, especially floods, drought and tropical storms. The COVID-19 pandemic also put health systems in Africa under unprecedented strain.

The region is made up of 49 National Societies that provide humanitarian and development services to people in need and hard to reach communities through more than 12,000 local branches and around 1.6 million volunteers. The IFRC supports these National Societies and their volunteers through 15 delegations. Despite being chronically under-resourced, National Societies in Africa face increasing demands to support and address profound humanitarian needs across the region.

Contributing to Global Flagships

The IFRC will work with National Societies in 2022 to increase their ability to address local priorities of flagship programmes where demand for their support has increased. This includes:

- **Local action – strong National Societies:** The Africa region will contribute to progress through its Africa Red Ready and National Society Development and Sustainability regional initiatives to strengthen National Societies and promote local action with focus on good governance, good leadership and accountability. Through Africa Red Ready, IFRC will support National Societies to be better prepared to respond to local disasters through their first line responders at branch level. In 2022, 19 National Societies will be supported to strengthen their integrity and reputational risk management mechanisms such as statutes, policies and

systems. The IFRC will support National Societies to mobilize and manage volunteers through the development of volunteer management systems ensuring duty of care is provided to them. We will work with National Societies to increase the number who have insurance coverage for volunteers from 6 to 19 National Societies.

- **Going to scale on humanitarian action and risk reduction:** The IFRC will build on ongoing work to support African National Societies to scale up humanitarian action and disaster risk reduction. Through guidance and tools, we will support National Societies to mainstream disaster risk reduction in their plans. We will support their engagement in anticipatory action, forecast-based financing approaches and other early warning, early action initiatives. We will support 23 National Societies to institutionalize community engagement and accountability to ensure operations are affected persons-centric and accountable to those we reach. We will support 12 National Societies to develop prevention of sexual exploitations and abuse (PSEA) policies.
- **Global cash leadership:** Almost all African National Societies are prioritizing cash and voucher assistance in 2022. Two-thirds of the National Societies in the Africa Region are engaging in cash preparedness efforts and are on track to be cash ready by end of 2022. Through the Zero Hunger food security initiative, National Societies will scale up cash transfer modalities for livelihood protection, including cash for work activities, micro and small business development across the continent.
- **Reduce cholera-related deaths by 50 per cent:** The IFRC Africa Region has supported 20 National Societies to preposition oral rehydration kits and conduct branch level training for volunteers and staff as part of cholera response preparedness. As part of the support to countries to develop national cholera elimination plans, the Cholera Support Platform initiative has been kick-started in Zambia, Nigeria, and the Democratic Republic of Congo.
- **Global health security – epidemic and pandemic preparation and response:** African National Societies will continue to be at forefront of COVID-19 response including by supporting vaccination roll out and addressing vaccine hesitancy across the region. In 2022, we will assess how best to approach recovery, through increasing household economic as well as food security, health system recovery, and protection of the most vulnerable. We will integrate response, including vaccination, within an overall health system strengthening strategy, reinforcing vaccination services and facilitating access to preventative and curative health services.

IFRC 2022 priorities

Over the next five years, the IFRC will focus on four Pan-African initiatives to address ongoing and emerging humanitarian needs on the continent, which contribute to global and regional commitments including those of the African Union.

National Society development and sustainability

The IFRC will support National Societies to deliver quality, sustainable services that are relevant to the communities they serve and leave no one behind. Activities will focus on developing branch capacity, good governance, supporting leadership skills, domestic resource mobilization and improved membership coordination.

Africa Red Ready

This initiative strengthens National Society response to localized crises and disasters. The IFRC will support 25 National Societies to provide timely response to humanitarian needs at the local level and receive, manage and be accountable for the resources that facilitate an effective response.

Tree planting and care

The IFRC will support African National Societies to mobilize the power of their humanitarian mission, auxiliary role, network of volunteers and branches to plant and care for five billion trees across the continent by 2030 as part of the African Union Great Green Wall Initiative.

Zero hunger

This initiative aims to reach zero hunger for up to 25 per cent of vulnerable people in Africa by 2030 through investment in small-holder farmers, scale up of cash assistance and support to youth entrepreneurs.

Taking action in 2022

Climate and environmental crises

The IFRC will contribute to reducing current and future humanitarian impacts of climate and environmental crises by strengthening the capacity of National Societies in climate action and environmental crisis response. In 2022, we will assist 49 African National Societies to build knowledge and awareness on climate action through technical support and information sharing.

We will support National Societies to implement nature-based solutions. This includes the Pan-African tree planting and care initiative, in which the IFRC will support 39 National Societies to plant and care for 500 million trees in 2022. This also contributes to increasing food security and improving livelihoods.

In 2022, we will scale up anticipatory actions, in collaboration with regional climate centres and National meteorological hydrological services, strengthening early warning, early action. In 2022, we will increase the number of National Societies engaged in forecast-based financing to 20.

We will also increase our advocacy efforts on climate issues to effect lasting change by supporting at least 15 National Societies to develop targeted climate action campaigns with their governments.

Evolving crises and disasters

The IFRC will support National Societies in their preparation for and response to evolving crises, including imminent, sudden and slow-onset disasters. It will provide technical assistance in climate risk analysis, early warning support and disaster risk reduction. The IFRC will also support the development of multi-hazard contingency and response plans at national and regional levels. These actions will enhance community and climate resilience while reducing lives lost and suffering in emergencies.

While it supports National Societies in Africa to scale up the use of cash and voucher assistance across programmes and operations, the IFRC will increase DREF for anticipatory action in the region.

The IFRC will also support National Societies to strengthen their auxiliary role to public authorities, which will enable them to conduct their operations more efficiently and effectively through their inclusion in coordination activities and decision-making processes. This will enable National Societies to advise their respective governments on adopting effective, climate-smart policies for disaster risk management.

Growing gaps in health and wellbeing

In 2022, IFRC will work closely with Africa Centre for Disease Control and Prevention (Africa CDC) to deliver the commitments outlined in the Memorandum of Understanding signed in 2021. IFRC will support African National Societies to deliver the risk communication component of the 'Saving Lives and Livelihoods' programme, which seeks to vaccinate 70% of the continent against COVID-19 by the end of 2022. In addition, IFRC will work with Africa CDC to initiate a joint programme which aims to scale up to 5 million trained Community Healthcare Workers across the continent over 5 years.

Furthermore, IFRC will prioritize tackling infectious and non-communicable diseases and improving access to water, sanitation and hygiene services across Africa. It will also aim to achieve universal health coverage by increasing the number of community health workers within the region and ensuring they receive appropriate training.

To combat the COVID-19 pandemic and other potential infectious diseases, the IFRC will support National Societies in developing epidemic and pandemic response and resilience plans. It will also support National Societies to integrate these plans into their health system strengthening efforts.



Sudan, 2020 Retag Alel Omer Alawad lives in Altomanyat camp in Bahri, just north of Khartoum. She was at home with her mother during the recent flooding and they had to leave their home in a rush. Now the whole family lives in a temporary tent. © Anette Selmer-Andresen / IFRC

The IFRC will support National Societies to develop and revise WASH strategies and cholera preparedness plans that align with IFRC policies like One WASH and integrate them within national and regional action plans.

Through these actions, in Africa in 2022, the IFRC will:

- reach 30 million people with contextually appropriate health services
- reach 10 million people with contextually appropriate WASH services
- reach 3 million people with mental health and psychosocial support services
- train 4 million people in first aid.

Migration and identity

The IFRC is focused on ensuring that all people who migrate are safe, treated with dignity and have the assistance they need to thrive in host communities.

To achieve these goals, the IFRC will support National Societies to implement route-based strategies for migration that are aligned with the [IFRC Case for Support](#). This includes providing National Societies with technical guidance on the development of Humanitarian Service Points. Through this initiative, there will be a particular focus on migration routes in and around the Mediterranean Sea, seeking to leverage route-based approaches to provide humanitarian assistance and protection for people on the move. The case for support proposes a multi-regional approach, encompassing 34 countries, including 14 in Africa.

The IFRC will provide relevant technical assistance to National Societies in areas including the development of Humanitarian Service Points; protection, gender and inclusion; safe referrals; child protection; anti-trafficking, and more. We will also support National Societies in instances of internal displacement due to disasters by focusing on anticipatory action and durable solutions.

We will promote National Society capacity development through peer exchange and learning within regional migration networks in the Sahel and Central Africa and create new ones in Eastern, Western and Southern Africa.

Values, power and inclusion

The IFRC will continue to support National Societies to address risks, causes and consequences of violence, discrimination and exclusion by helping to provide 280,000 young people with technical support and training to enhance youth engagement across the region and ensure that no one is left behind.

Equitable access to quality education in emergencies is also a priority. The IFRC aims to reach 400,000 children affected by disasters, crises or displacement by 2025 by partnering with schools, educational institutions and National Societies.

The IFRC will also support National Societies to mainstream protection, gender and inclusion approaches across all operations and programming. This includes supporting the scale-up of projects that protect women from sexual and gender-based violence in emergencies.

Engaged

The IFRC will support National Societies to influence policies while strengthening the region's visibility to partners, governments and communities by identifying strategic dialogue opportunities that advance agenda for renewal and the pan-African initiatives. We will work to influence in key areas by focusing on how our work links to national development plans or policies.

The IFRC will support 20 National Societies and their branches on data literacy, analysis, and visualization to bridge the digital divide. We will support National Society capacity in use of real-time data to inform program and operation progress and improve emergency decision-making. We will support 11 National Societies on innovation for volunteering platform including Missing Maps with partners like Missing Maps founding members.

To increase accountability and transparency, the IFRC will support African National Societies to carry out consolidated internal audits and produce annual consolidated financial statements.

Accountable

In 2022, the IFRC will prioritize supporting 10 National Societies to increase their accountability and transparency through the development of internal controls, to ensure they are robust and in compliance with industry-level standards. Fraud and anti-corruption trainings will be included in finance training as a prerequisite ensuring value for money in activities. Assistance will include the development of National Society anti-corruption procedures.

We will encourage surge deployments and secondments of National Society finance staff as a clear step to capacity development.

We will achieve an improved risk-aware culture through integration of risk management in programmes and operations.

The IFRC will also develop and operationalize a holistic risk management program to mitigate the risk of fraud, corruption, sexual harassment, exploitation and abuse across the network.

IFRC will leverage our international organization status to broker major, multi-country and long-term funding envelopes for the benefit of National Societies operating in Africa.

Trusted

The IFRC will support National Societies to institutionalize community engagement and accountability across all operations and programming, including disaster preparedness.

We will support National Societies to adopt policies and tools that integrate standards on protection, gender and inclusion, sexual exploitation and abuse, and child safeguarding.

More diverse engagement and leadership in the Africa region will be supported through inclusive onboarding processes. We will strengthen protections for volunteers and promote their wellbeing by providing training, technical support and mentorship, leveraging established volunteer protection mechanisms.

AMERICAS

Funding requirement in Swiss francs: 63.4 million

■ Americas at a glance: funding requirements and people to be reached

Strategic priorities and enablers	Funding requirement Swiss francs (millions)	People to be reached (millions)
Climate and environmental crises	2.4	.3
Evolving crises and disasters	14.6	1.1
Growing gaps in health and wellbeing	19.9	1.2
Migration and identity	9.6	.2
Values, power and inclusion	1.9	.1
Engaged	3.3	
Accountable	5.4	
Trusted	6.3	
Total	63.4	

Context

Latin America and the Caribbean have long been afflicted by humanitarian challenges, including recurring natural disasters, poverty, extreme violence, chronic and acute food insecurity, and widespread displacement. The region is the second most disaster-prone in the world. These challenges provided a foothold for the COVID-19 pandemic, which became the global epicentre of the disease for much of 2020. Independent of the pandemic, the region's well-documented climate vulnerabilities were exposed to historic impacts in 2020, including the most active hurricane season ever.

In addition to food insecurity, the northern countries of Central America feature chronic violence, inequality, weakened institutions, and socio-political volatility that continue to drive mass displacement within borders.

Countries continue to deal with direct and indirect impacts of migration, displacement, and livelihoods, while the COVID-19 pandemic remains active in the region. The virus' spread is likely to exacerbate existing vulnerabilities. Refugees and migrants in the Americas are especially vulnerable to COVID-19 and other diseases due to high geographic mobility, instability, informal or precarious income, overcrowding, lack of sanitation, language barriers, and lack of access to health care or vaccination programs.

IFRC 2022 priorities

Given the array of vulnerabilities in the Americas, the region focuses heavily on support to evolving crises and disasters with a focus on National Society responses to hurricanes, for example.

Migration continues to be a priority due to increased population movements brought about by the COVID-19 pandemic, recent disaster events such as hurricanes Eta and Iota, La Soufrière volcanic eruption in St. Lucia, the latest earthquake in Haiti, and the situation in Venezuela, among others which are linked with climate change.

Health crises remain a serious challenge in the Americas and therefore a priority for the IFRC. These include the continuing impacts of the COVID-19 pandemic, but also inequality in accessing basic health care services, particularly for vulnerable groups such as migrants or indigenous people.

Contributing to Global Flagships

The IFRC will work with National Societies in the Americas to contribute to the IFRC's flagship initiatives, including:

- **Local action – strong National Societies:** Promotion of the National Society Preparedness Framework, and Preparedness for Effective Response will be the common approach for disaster preparedness.
- **Going to scale on humanitarian action and risk reduction:** Increase efficient and effective response to the accelerated increase of disasters and crises in the region. Capacity, knowledge, and resources will be strengthened to scale up humanitarian operations for those impacted by crises. The IFRC will promote a better understanding of predictable situations and slow-onset crises such as population movements, to support durable solutions developed together with communities.
- **Global cash leadership:** We will support National Societies to ensure their CVA responses are systematic, structured, and aligned with other regions. In 2022, 12 to 15 National Societies will be supported to develop their cash approach.
- **Reduce cholera-related deaths by 50 per cent:** We will increase access to safe drinking water, improved water supply and basic sanitation and hygiene promotion while establishing community-based cholera surveillance. Preparedness and response teams will be active in programmes and operations mainly in Haiti and the Dominican Republic, but also in migration operational sites.
- **Global health security – epidemic and pandemic preparation and response:** Our community-based programming involves working with governments to make it possible to reach those most in need with activities that range from providing educational material, PPEs, and psychosocial support, to providing transport for communities to mobile clinics and vaccination centers. We will also continue to develop materials to support effective communication on community needs and the work of National Societies in the region.

Taking action in 2022

Climate and environmental crises

To address the ever-growing climate and environmental crises, the IFRC has identified three areas for priority action in the Americas. These are improving knowledge and advocacy, undergoing an internal green transformation, and generating community resilience.

The IFRC's primary focus will be to reduce the humanitarian impact of climate and environmental crises and support National Societies with climate adaptation and mitigation.

The Regional Roadmap on Climate Change and Environment-oriented Actions for Latin America and the Caribbean is a three year-plan that summarizes the actions the IFRC and National Societies will undertake to reach a more sustainable, resilient future, with urgent actions to address the climate change and environmental crises.

In 2022, with the support of its technology partners, the IFRC will continue to provide coordination and technical support to make all programmes and operations climate-smart by 2025. We will co-lead new capacity strengthening initiatives across the Americas that set the basis to scale up climate and environmental actions that are simple, smart, inclusive, and scalable. This includes mainstreaming nature based solutions into the network's actions.



Guatemala, 2021 Heavy rains, floods, and landslides have affected more than 2.5 million people in all Central American countries, from Panama to Belize. © Guatemala Red Cross

Evolving crises and disasters

The breadth of crises in the region means that no one organization can respond alone, and COVID-19 affirmed the importance of strategic alliances at local and regional levels. We will focus on securing interagency agreements to strengthen National Societies preparedness and local response capacity. Particular attention will be paid to integrating National Society development activities in Central and South America and the Caribbean.

To prepare for hurricane season we will work with National Societies to revise contingency plans and align response strategies. We will support the pre-positioning of household items in National Societies for their response during hurricane season and offer training to National Society staff and volunteers to increase preparedness and response time.

We will support the implementation of the 2021–2025 Shelter & Settlements Roadmap to develop National Societies' shelter and settlement capacity, from emergency to recovery and resilience. This includes integrating shelter as part of the national plans.

The region's livelihoods support will focus on the development of micro-enterprises and seed capital funds to prevent the negative impacts of COVID-19 on the livelihoods of the most vulnerable. For this reason, an online business plan course and an online tutorial for using the Atlas Ready for the Business app are currently being developed.

A focus on anticipatory action will be supported in Latin America, with seven countries having at least one Early Action Protocol (EAP) financed and approved by the DREF including Anticipatory Action financial mechanism, with support from the Climate Centre.

Growing gaps in health and well-being

As we continue to feel the impacts of COVID-19 we look to preparing for future health crises. The IFRC will support National Societies to engage in public health emergency and epidemic and pandemic preparedness platforms and response at national and local levels. To ensure effective response to future health crises, we will support training of National Society staff in preparedness and response planning for public health and pandemics and epidemic emergencies.

The IFRC will prioritize health, water, sanitation and adequate living conditions in 2022. To achieve this, it will support National Societies to expand the scale and quality of health and water, sanitation and hygiene services at the community level in both emergency and non-emergency settings.

To address the unmet needs of vulnerable or marginalized groups and improve the ability of National Societies to detect and respond to disease outbreaks and other health risks, the IFRC will:

- increase integrated community-based health, care and first aid
- expand water, sanitation, and hygiene programmes
- invest in epidemic and pandemic preparedness
- empower local actors, networks and volunteers as community-based responders.

Migration and identity

It is a priority for the IFRC to make sure that all people who migrate and are displaced are safe, are treated humanely and with dignity, and have the assistance and protection support they need to thrive in inclusive societies.

To achieve this, the IFRC will dedicate significant resources to enhancing the capacity of National Societies to understand migration dynamics in their contexts, including in urban settings. It will also support them to deliver appropriate humanitarian services to migrants, displaced people and those impacted by migration and displacement, including families who stay behind.

The IFRC will promote the standardization of Humanitarian Service Points, developing guidance, supporting resource mobilization and expansion of the model. We will assist National Societies to create new services and strengthen existing ones, including establishing mechanisms to safeguard and respond to sexual exploitation and abuse.

Values, power and inclusion

The IFRC's work in the region in 2022, will focus on capacity development of National Societies to scale-up actions related to the prevention and response of gender-based violence and trafficking. We will focus on integrating our work in areas such as shelter, disaster risk reduction, community engagement and accountability and WASH. Our technical support will focus on internal safeguarding such as the prevention of sexual exploitation and abuse (PSEA) and child safeguarding.

We will focus on gender equity in leadership of emergency operations. Thanks to the Spanish Agency of International Cooperation for Development (AECID), the Gender Equity program is bringing transformative change to the IFRC and its membership in the Americas and will be in its second year in 2022. We will also support the implementation of child-friendly spaces in emergencies and provide training opportunities for child protection standards.

Engaged

Youth and volunteering are critical areas of work in the Americas. We will support strengthening networks to strengthen capacities of these vital groups. We will provide technical support to National Societies working with their government to develop national policies related to volunteering and/or youth in order to empower their work.

We will innovate to improve our services. In 2022, we will develop an innovation strategy for the region to promote learning and knowledge sharing through research, development and experimentation. We will create a digital innovation hub within IFRC and National Societies that promotes the use of emerging technologies, creates a network with external partners for research and boosts the exchange of knowledge in the humanitarian tech field.

Accountable

The IFRC prioritizes Prevention of Sexual Exploitation and Abuse across all its work. We will support National Societies to develop and implement their own policies on the Prevention of Sexual Abuse as well as Child Protection/Safeguarding policies, when requested.

We will work with National Societies to ensure feedback mechanisms are linked to clear referral systems and ensure linkages between reporting mechanisms and feedback mechanisms as part of regular programmes.

Trusted

The IFRC actively listens to the needs of its members and responds accordingly while recognizing the collective value of the organization. Leadership teams at local and national levels will address humanitarian and development issues with relevant cooperation and coordination.

We work to ensure our National Societies have an enabling environment for their work, including through the development of new or revised statutes and will continue this work in 2022. We will conduct a mapping on the latest revision of National Society statutes and work together with the ICRC to establish a roadmap for statutes revision.

The IFRC will continue to work closely with National Societies on their financial sustainability. We coordinate peer to peer, webinars on diversification of income sources and income generating activities and will hold innovation labs connected to the University of the West Indies to explore complex fundraising issues for Caribbean National Societies.

ASIA-PACIFIC

Funding requirement in Swiss francs: 76.4 million

■ *Asia-Pacific at a glance: funding requirements and people to be reached*

Strategic priorities and enablers	Funding requirement Swiss francs (millions)	People to be reached (millions)
Climate and environmental crises	7.0	3.6
Evolving crises and disasters	20.1	5.2
Growing gaps in health and wellbeing	15.6	11.6
Migration and identity	12.9	.4
Values, power and inclusion	3.7	.7
Engaged	4.7	
Accountable	4.7	
Trusted	7.7	
Total	76.4	

Context

The Asia-Pacific region is home to more than 4.6 billion people and is the most disaster-prone region in the world. In 2020, the IFRC Asia-Pacific region supported 53 emergency operations, reaching 4.7 million people across 18 countries. This was a record figure for the region, with the COVID-19 pandemic increasing the difficulties caused by natural hazards. Additionally, 34 National Society Response Plans were launched to tackle the pandemic, which has infected more than 52 million people and killed over 800,000.

The region is experiencing new waves of COVID-19 infections and new variants of the virus. Several countries are reporting increasing mistrust in the health system and the COVID-19 vaccinations.

Migrants, refugees and other displaced people have faced additional barriers to basic services during the pandemic. The region hosts several countries with weak health systems, and services have not met the needs of patients.

IFRC 2022 priorities

The IFRC's priorities over the next five years focus on scaling up local capacity in disaster preparedness and response capacity. Climate change and extreme weather are increasing in the region, and large-scale displacement and migration will affect the most vulnerable.

Increased conflict in some parts of the region, including the Rohingya crisis in Myanmar and the Taliban takeover in Afghanistan, has contributed to a surge in migration and will require humanitarian response.

A localized response to COVID-19 will underpin preparedness in all National Societies, ensuring that a potential new wave of the virus will be met with an increased capacity to respond.

Contributing to Global Flagships

The IFRC will work with National Societies in Asia-Pacific to contribute to local needs relevant to the IFRC's Flagship Initiatives. This includes

- **Local action – strong National Societies:** The IFRC will focus on strengthening National Society's access to DREF, empowering their principled interaction with national militaries, disaster risk management and urban resilience, branch-level epidemic preparedness and response and the Red Ready project supports for strengthening organizational and response capacities.
- In 2022, we will support 17 National Societies to cover health, accident and death compensation for all the volunteers; 10 National Societies to achieve financial sustainability; 15 National Societies to strengthen their auxiliary role; and 20 National Societies to have strengthened their integrity and reputational risk management mechanisms.
- **Going to scale on humanitarian action and risk reduction:** Prioritizing the development of a new tool for protracted crises for Bangladesh, Afghanistan and Myanmar; expanding DREF access across preparedness, response and early recovery; supporting local health authorities in microplanning to reach zero dose children in hard-to-reach areas; and supporting emergency health and WASH.
- In 2022, we will reach 150,000 migrants and displaced persons reached with services for assistance and protection; 2.9 million people with climate and environmental activities; 1.4 million people with contextually appropriate health services; and ensure that 7 National Societies have a PSEA policy and action plan and that 12 National Societies have institutionalized community engagement and accountability in their policies, operations and procedures.
- **Global cash leadership:** Including cash readiness capacity and rolling out cash and market WASH training. Accelerate cash readiness capacity for 23 National Societies to be cash ready by the end of 2022.
- **Reduce cholera-related deaths by 50 per cent:** Prioritizing contributing to the Global Roadmap to End Cholera, and support for the "One WASH" approach for Bangladesh, Pakistan, Afghanistan, and Indonesia.

- In 2022, we will reach 10.5 million people with a high risk of being affected by Cholera and support 18 National Societies to be prepared and ready to respond to Cholera.
- **Global health security – epidemic and pandemic preparation and response:** Continue the effective implementation of the COVID-19 emergency operation in health, socioeconomic and National Society strengthening, supporting National Societies in implementing the five-pillar plan to rollout the COVID-19 vaccine, and preparedness for potential new waves.
- In 2022, we will reach 189 million people through risk communication and community engagement. We will support 32 National Societies develop contingency plans for COVID-19 response and other concomitant emergencies. We will work with 30 National Societies to develop their epidemic and pandemic preparedness. We will assist 30 National Societies to become active in immunization.

Taking action in 2022

Climate and environmental crises

In 2022, in the Asia-Pacific region, the IFRC network will support coastal cities and small island states to adapt to climate change and sea level rise. We will protect people from heat waves and adopt nature-based solutions to reduce risks and mitigate climate change.

We will support National Societies to campaign for behaviour change to protect the environment and ensure that our programmes are green and climate-smart, including logistics and supply chain.

Supporting anticipatory action will be a priority to ensure that National Societies can act quickly upon forecast information for early warning and risk reduction.

We will work to integrate nature-based solutions into National Society disaster risk reduction programming, through a pilot with USAID in the Philippines and Viet Nam, supported by the American Red Cross. Climate-smart nature-based solution examples may include urban wetlands and green lungs in cities to reduce urban heat island effects, planting mangroves along vulnerable coastlines, reforesting hillsides.

Evolving crises and disasters

Strengthening community resilience, risk reduction and recovery, including urban communities will be prioritized through assisting communities with timely and high-quality support services, material assistance and cash. We will prioritize National Society preparedness and response, including peer-to-peer support. The IFRC will mobilize human, financial, technical and material resources to support locally-led humanitarian action.

We will focus on strengthening disaster laws across the region and civil-military relations, promote economic security, food security and livelihoods, and ensure durable shelter solutions for disaster-affected people.

The IFRC will promote better information management for real-time evidence-based decision-making, early action and forecast-based financing to reduce the humanitarian impact of hazards, while ensuring community engagement and accountability in programming.

Growing gaps in health and well-being

2022 priorities for supporting National Societies include tackling the health and humanitarian impacts of COVID-19, expanding emergency operations to address health emergencies and pandemics, and supporting survivors of sexual and gender-based violence in emergencies.

Water, sanitation and hygiene (WASH) remain a high priority. More than 80 per cent of the network's active operations in the region focus on this. The IFRC will ensure that people have safe access to health, water, sanitation and adequate living conditions by supporting National Societies to expand community-based healthcare and WASH programmes. These will focus on development, emergencies, public health and the urban context.



Malaysia, 2021 Volunteers of the Malaysian Red Crescent provided vaccination assistance to over 150 people at a local church. To date, the MRCSS has successfully vaccinated more than 7,000 migrants. © Malaysian Red Crescent Society

Links between WASH and health will be emphasized, especially in WASH and nutrition, cholera, pandemic/epidemic preparedness, population movement/migration, Red Cross Emergency Clinic and WASH training and health and ageing.

Additional focus areas include emergency medical services, immunization (specifically targeting Polio and COVID-19), non-communicable diseases, blood services and first aid.

Migration and identity

The IFRC will work with National Societies in Asia-Pacific to better address population movement crises; provide protection, assistance and integration for people along main migratory routes; and advocate for protection and basic services for all migrants regardless of their legal status.

Priority issues in the region include climate-related displacement, refugee protection, access to basic services for all migrants, irrespective of their legal status, and supporting cross-border and route-based cooperation between National Societies.

It is important to work to prevent the conditions that lead to internal displacement in disasters and climate change, including through disaster risk reduction, resilience-building, and climate change adaptation. The IFRC network will facilitate humanitarian response and provide protection services for internally displaced persons (IDPs), in line with protection, gender and inclusion guidelines. This includes legal assistance, safe referrals, restoring family links, child protection and anti-trafficking initiatives. We will support durable solutions for IDPs, whether return, resettlement or relocation.

Values, power and inclusion

The aims of the IFRC focus on inclusivity and education. The IFRC will enhance the inclusivity and diversity work of National Societies by expanding their work with youth volunteers and engaging with the education community.

The IFRC will support 80 National Societies to collaborate to provide 4 million young people access to humanitarian education, aiming to leave no one behind. This is a critical contribution, especially during disasters, crises and displacement, where access to education can be restricted, and discrimination can occur. The IFRC will ensure that commitments to protection, gender and inclusion are incorporated into all partner emergency programmes.

Engaged

The IFRC acknowledges the world's faster pace and embraces modern ways of working, including fully deployed digital technologies to meet the demands created by a changing world and engaging with partners from all sectors.

The IFRC will support National Societies in training and development and strengthen the network's data and digital culture to develop self-managed volunteer platforms. We will strengthen our ability to analyse and use information for stronger programming, working to analyse sensitive issues such as the regional refugee crises, population movement operations in Cox's Bazar, COVID-19, and immunization. The IFRC coordinates peer-to-peer support for National Societies to build in specific areas of data literacy, applying lessons learned and learning skills.

The IFRC will enhance National Societies' civil-military relations by expanding knowledge and expertise, helping National Societies to coordinate, complement and co-exist with the growing presence of military actors in natural disasters and health emergencies.

Accountable

Ensuring the IFRC's reputation as a trusted global partner is essential for National Societies. The IFRC will support them in financial management and quality control to improve the management of resources and ensure risks are identified.

The IFRC will establish an operational risk management and monitoring system and review its impact on programme delivery based on the Operational Plan Risk Register. This will aid National Society development and support in emergency programmes.

Additionally, the IFRC will encourage staff to report cases of suspected misconduct using a whistleblowing mechanism, ensuring a trusted and reliable future in all National Societies, extending to prevention and response to sexual exploitation and abuse.

The IFRC will support the Red Ready initiative, seeing the development of nine National Societies strengthen their preparedness to respond to disasters and crises. Establishing the Emergency Relief Fund and supporting National Societies to build on and sustain this is an important part of this initiative.

Trusted

The IFRC will provide National Societies with the ability to assert their own organizational capacities and preparedness in carrying out branch development activities for localized actions. The IFRC will support National Societies to strengthen their legal base and self-assessment processes. This will extend to strategic plans and branch development initiatives.

By focusing on National Societies' core strengths in sustainability, predictability and good governance, the IFRC can foster trust to further the reach of programmes and partnerships. The IFRC will operationalize joint action plans with the Asia Pacific Disaster Resilience Centre, the Climate Centre and others. It will also support National Societies to establish knowledge-sharing hubs in Afghanistan, China, India and the Philippines that cover women's empowerment, vulnerability tracking, urban disaster resilience and migration.

The IFRC will support National Societies to centralize youth volunteers into their plans and development, including promoting the National Youth Policy and Youth Engagement Strategy, utilizing the assessment toolkit and peer-to-peer learning. It will support National Societies to adopt policies, guidelines, tools and mechanisms that deal with discrimination, harassment, sexual exploitation and abuse, and ensure the safety of children.

EUROPE

Funding requirement in Swiss francs: **92.2 million**

■ Europe at a glance: funding requirements and people to be reached

Strategic priorities and enablers	Funding requirement Swiss francs (millions)	People to be reached (millions)
Climate and environmental crises	1.7	.6
Evolving crises and disasters	35.5	1.7
Growing gaps in health and wellbeing	6.2	1.8
Migration and identity	26.9	.4
Values, power and inclusion	1.8	.1
Engaged	6.3	
Accountable	9.3	
Trusted	4.5	
Total	92.2	

Context

Europe faces natural hazards and other emergencies, including civil unrest, conflict and population movements and migration. Impacts of climate change and environmental crises are increasingly felt across the region, with more widespread, frequent and geographically unpredictable consequences. Such events are testing the capacities and preparedness of high-income countries, challenging existing paradigms of how we view risks.

Climate change brought unprecedented disasters in 2021 and recurrent emergencies in other countries hit by floods, deadly heatwaves and wildfires, among other extreme weather events that disrupt the lives and livelihoods of thousands of people every year.

Europe has remained an epicentre throughout the COVID-19 pandemic. More than 50 National Societies and thousands of volunteers are engaged in the response. There is also an increase in health emergencies such as measles outbreaks which require additional humanitarian assistance,

Conflict, poverty, and lack of opportunities in other regions have triggered a surge in migration towards and within Europe. Despite ongoing border closures, tens of thousands of migrants are attempting to travel to Europe, with many losing their lives on the journey due to limited search and rescue capacities.

IFRC 2022 Priorities

The IFRC's priorities in Europe in 2022 will focus on disease prevention, health promotion, delivering effective health and WASH services, improving preparedness and response for health and WASH emergencies, epidemics and pandemics, and contributing to humanitarian diplomacy in health and WASH. These priorities are identified in the [IFRC Health and Care Framework 2030](#).

Contributing to Global Flagships

The Europe region is actively contributing to the goals and targets of the IFRC's Global Flagship Initiatives.

- **Local action – strong National Societies:** The IFRC in Europe will further reinforce its role in coordinating efforts for strengthening National Societies. Key areas of work in 2022 include membership services support, such as legal base and governance support; improving volunteer management systems, investing in volunteer development and youth engagement, as well as focusing on sustainability, resource mobilization, fundraising and communications.
- **Going to scale on humanitarian action and risk reduction:** The focus will be on increasing operational capacity of National Societies. We will invest in kickstarting and maintaining cross-country operations, such as the 'Humanitarian assistance and protection for people on the move' programme. Further objectives include upscaling efforts in Preparedness for Effective Response (PER), efforts in cross-country emergency stockpiling, and investments in contingency planning and more emphasis on anticipatory action.
- **Global cash leadership:** The IFRC will develop a sub-regional peer-to-peer cash and voucher assistance (CVA) preparedness approach in Central Asia and Russian speaking countries, South Caucasus and in the Balkans. This will contribute significantly to the target of 50% of humanitarian assistance delivered through CVA by 2025. In 2022, 27 National Societies will be engaged in cash mainstreaming and preparedness.
- **Global health security – epidemic and pandemic preparation and response:** The IFRC will contribute to vaccination programmes across the region and support National Societies to respond to the ongoing COVID-19 pandemic, expanding risk communication and community engagement activities. Mental health and psychosocial support provision will also be a priority for the IFRC in 2022.

Taking action in 2022

Climate and environmental crises

In 2022, the IFRC will scale-up its work on climate change and environmental crises significantly. Focus will be on developing capacities of National Societies, for climate change adaptation to be better and more coherently included in planning, operations and programming.

Building on the successful development of Early-Action Protocols for Forecast-Based Financing in response to heatwaves in Tajikistan and Kyrgyzstan, the IFRC will support National Societies in other countries to increase their preparedness and response to heatwaves. This work will contribute to the IFRC's global target to protect 250 million people from extreme heat in cities and towns using the *IFRC Heatwave Guide for Cities*.

We will promote, climate risk mapping as part of programme planning and ensure climate change is considered as part of emergency operations, including learning.

Evolving crises and disasters

The IFRC's focus in Europe in 2022 will be on preparedness and readiness to respond to shocks, enhancing community risk reduction and resilience. This includes early warning, early action and anticipation to mitigate risks from multi-hazards affecting the lives, the livelihoods, and living conditions of vulnerable communities, the disadvantaged and hard to reach. We will leverage global partnership around end-to-end early warning systems, with a longer-term view to help National Societies move into forecast-based action and financing.

Community engagement and accountability will remain a strong focus to ensure that vulnerable people's feedback guide the IFRC's services. To do so, we will increase information management and analysis, enabling timely and appropriate responses to crises and disasters and enhancing data-driven National Societies which make evidence-based decisions when responding to disasters and crises.

Cash and Voucher Assistance programming will remain a priority for the IFRC, as we support National Societies to contribute to the global 50 per cent of humanitarian assistance delivered through Cash and Voucher Assistance by 2025.

Growing gaps in health and well-being

To ensure safe and equitable access to health, water, sanitation and adequate living conditions, the IFRC will support National Societies to expand integrated community-based health, care and first aid as well as water, sanitation, and hygiene programmes to address the unmet needs of vulnerable or marginalized groups. This includes significantly investing in epidemic and pandemic preparedness, and specifically local actors, networks and volunteers as community-based responders able to detect and respond to disease outbreaks and other health risks.

Improving the capacity to prepare for and respond to health emergencies is a priority for the Europe region. Tuberculosis and HIV, for example, remain major public health concerns in Europe. To ensure that no one is left behind, the IFRC supports National Societies to enhance resilience of local communities to deliver effective life-saving support with special focus on community-based health, first aid, mental health and psychosocial support.

The IFRC supports National Societies to build multi-discipline programmes that address health and ageing. We will support the development and implementation of a comprehensive regional programme on healthy ageing, promotion of healthy lifestyle, prevention of non-communicable diseases with focus on scaling up and increasing impact and contributing to the WHO Global Strategy, European Action plan on ageing and health 2016 – 2020 and Decade for Healthy Ageing 2021–2030.

Migration and identity

In 2021, IFRC launched a three-year plan to extend humanitarian assistance and support to migrants and displaced people along migration routes in Africa, the Middle East and Europe. This multiregional plan brings together 34 National Societies across Africa, the Middle East and Europe and focuses on delivering humanitarian assistance and protection to over 2 million people and more than 500,000 from host communities every year. In Europe 13 National Societies are part of the plan to support 437,000 people on the move and 255,000 people from host communities with a focus on:

- Humanitarian Service Points will provide service including food, WASH, information, restoring family links, health, psychosocial support, anti-trafficking, child protection, and cash assistance
- humanitarian assistance for asylum seekers in reception centres and detention centres
- social cohesion, with host communities
- advocacy and diplomacy.

The IFRC will continue to support its largest cash programme in Europe, where the Turkish Red Crescent Society supports 2.4 million people under temporary and international protection in Turkey, with funding from ECHO.

Values, power and inclusion

The long-lasting socio-economic impact of the COVID-19 pandemic continues to disrupt already fragile protection systems, leaving vulnerable people exposed to multiple risks. Restrictive measures have increased the likelihood and severity of domestic violence for women and girls due to the lack of access to the services they need. Those working in the informal sector have faced the loss of livelihoods, job insecurity, and discrimination. Therefore, there is a need to address the social impact of the long-term social isolation imposed by the outbreak by carefully considering its intersection with inequalities and vulnerabilities and to adopt specific measures to better protect and keep people safe.

The IFRC will support National Societies to implement policies that better protect vulnerable communities. It will also support National Societies in developing conducive and safe working environments with robust safeguarding procedures. Additionally, the IFRC will support youth-led groups to promote inclusivity, equality, and safety in their communities.

We will continue to support National Societies in their educational activities, either formal or informal, by developing awareness and strengthening understanding and knowledge. Likewise, the IFRC will promote coordination and networking within the region with others engaged in educational activities, internal or external to the Movement.

Engaged

The IFRC will ensure rapid and efficient emergency communications deployments in line with global communications priorities to deliver high impact visibility for emergencies and disasters as they happen. We will also provide emergency communication training to National Societies. As part of its *Strategy 2030* and the six Global Flagships, the IFRC will build strong linkages with regional and international media, supporting National Societies to strengthen their engagement with national media and position the IFRC as a humanitarian partner of choice at the local and global levels.

The IFRC will encourage National Societies to adopt new and innovative solutions and accelerate their digital transformations. The support will include emerging technologies, enhancing preparedness through Emergency Operation Centres and data collection mechanisms, and peer to peer support with other National Societies.

Ensuring the financial sustainability of National Societies remains a high priority with many National Societies in the region citing a need for support in this area. The IFRC will continue to support National Societies to develop their capacities for domestic resource mobilization as a way to ensure resources for their work, lessen need for international assistance and increase their sustainability.

Accountable

The IFRC will put stronger emphasis in eliminating unnecessary bureaucracy and duplication in its own systems and creating the right conditions to expand our collective ambitions to increase financial resources to reach to more people in need, while achieving more efficient, accountable and well-functioning National Societies.

The COVID-19 pandemic has demanded a rapid expansion of activities delivered by the IFRC and National Societies, highlighting the need for further investment in building the planning, monitoring, evaluation, and reporting (PMER) capabilities of National Societies.

To ensure the financial sustainability of National Societies and secure continued funding of crucial support from unrestricted funds, the IFRC will support National Societies to launch and upscale their income generation initiatives. Regular giving and direct dialogue fundraising will remain the cornerstone of the regional resource mobilization capacity building programme in driving financial sustainability through unearmarked income generation, with a strong focus on individual giving.

Trusted

Community engagement and accountability continues to be an integral part of the IFRC's work with National Societies. In 2022, the IFRC will support National Societies to ensure that they have access to the tools and materials they require in the languages and formats that best meet the needs of vulnerable, marginalized, and hard-to-reach people.

Where appropriate, the IFRC will work with National Societies and communities to establish feedback mechanisms that can be used to report serious complaints. The IFRC will also support National Societies to develop the robust internal processes that must accompany such mechanisms, enabling National Society staff to investigate and respond to complaints effectively while protecting the rights and safety of the complainant.

We are working with our partners in the Movement to increase our level of coordination, reduce replication of efforts and increase our impact. In 2022, we will work closely with the ICRC to identify priorities for the region and joint work, with a focus on Movement readiness, complementarity of capacities and joint influencing of stakeholders. We will support the establishment of Movement coordination mechanisms and support National Societies to lead in coordination and cooperation within the Movement components present in their countries.

THE MIDDLE EAST AND NORTH AFRICA

Funding requirement in Swiss francs: **76.8 million**

■ MENA at a glance: funding requirements and people to be reached

Strategic priorities and enablers	Funding requirement Swiss francs (millions)	People to be reached (millions)
Climate and environmental crises	3.2	.9
Evolving crises and disasters	24.9	3.3
Growing gaps in health and wellbeing	20.2	4.4
Migration and identity	3.8	.5
Values, power and inclusion	2.7	.3
Engaged	3.6	
Accountable	5.6	
Trusted	12.8	
Total	76.8	

Context

The Middle East and North Africa (MENA) region has a population of over 400 million people. It is one of the largest migration transit areas in the world, with 40 million migrants and more than 11 million internally displaced persons. The number of people living in poverty is expected to increase from 176 million in 2019 to 192 million by the end of 2021.

There are high levels of poverty, conflict, violence, migration, and widespread and complex humanitarian needs throughout the region. People's livelihoods and human rights are under threat. Basic essential services, including health, water, education and shelter are disrupted, stretched or close to collapse.

Climate change continues to be a critical challenge in the MENA region, fuelling conflicts and population movement. As temperatures rise and rainfall decreases, this already water-scarce region will see more severe heatwaves and droughts and greater dependency on food imports.

Instability and armed conflicts in Libya, Iraq, Syria, Yemen, Palestine and other areas have caused instability and hardship, contributing to economic insecurity and volatility. There has been an increase in human rights violations and abuse against migrants and displaced persons in areas where the rule of law has been undermined or public authorities are weak.

The COVID-19 pandemic has exacerbated all of these problems. It is escalating the region's economic decline and public debt that affect the ability of public authorities and National Societies to respond to the needs of the region's most vulnerable people.

IFRC 2022 Priorities

Work continues to ensure that the IFRC is agile, well-coordinated and fit for purpose in the MENA region. We have a clear focus on country-specific work and continue to develop effective and strategic partnerships to support National Societies.

In 2022, we will focus on climate and environmental crises as the driver of many current and future crises across the region, including conflict. We will prioritize migration which affects numerous countries in the region, strains local resources and increases tensions. We will also continue to prioritize health crises as both an impact and driver of crises.

Contributing to Global Flagships

The IFRC will work with National Societies in the MENA region to contribute to local needs relevant to the IFRC's Global Flagships. This includes:

- **Local action – strong National Societies:** The IFRC will advance the localization agenda in MENA by enhancing local and national responders' capacities, accessing innovative financing such as forecast-based financing, increasing local coordination and leadership. We will contribute to the development of National Societies in the region by offering opportunities to develop capacities in resource mobilization, as part of the broader efforts towards financial sustainability.
- **Going to scale on humanitarian action and risk reduction:** In MENA, we will contribute to the Global flagship through regional initiatives, designed to promote multi-year and multi-country funding and to go to scale on humanitarian action and risk reduction. Our initiative contributing to Livelihoods, *Living with Dignity* will focus on community recovery from the pandemic and including for those living in and outside migrant camps and providing gender specific approaches to livelihoods. In our initiative *Trees for thriving communities*, we will partner with authorities in local communities to increase trees coverage within communities. This also includes promoting environmental education in school curricula, investments in healthy environments for communities and nature-based solutions to support livelihoods.
- **Global cash leadership:** Through our regional community cash and voucher assistance community of practice, we will enable National Societies to exchange experience and identify common priorities for capacity building. The facilitation of self-assessment workshops and development plans of action, coupled with technical and financial support will support MENA National Societies to deliver 50% of their emergency and recovery assistance through cash and voucher assistance by 2025.
- **Reduce cholera-related deaths by 50 per cent:** The MENA Regional initiative, *Health for the Last Mile* will contribute to the global objective of the flagship, through COVID-19 related activities and One WASH, by proposing a package to enable MENA National Societies to improve health, wellbeing, and resilience of communities through access to essential health care services, including mental health and psychosocial support and WASH.
- **Global health security – epidemic and pandemic preparation and response:** The *Health for the Last Mile* initiative mentioned above will contribute to responding and recovering from the COVID-19 pandemic in the MENA region.

Taking action in 2022

Climate and environmental crises

Current and future climate and environmental crises will continue to have humanitarian implications for communities in the MENA region.

The IFRC has identified four areas for capacity strengthening of National Societies.

1. **Capacities to work on climate change impact and environmental crises** in communities will be supported through climate-resilient livelihoods, sustainable water management, raising of community awareness, education, and preparedness for heatwaves and floods. We will also support climate campaigns, plastic waste reduction or clean ups, and nature-based solutions.
2. **Integration of climate change and environmental sustainability into plans, programs, operations.** National Societies prioritize scaling up climate-smart disaster risk reduction and/or preparedness activities

and anticipatory/early action. This includes integrating adaptation to climate change into disaster risk reduction and management policies and plans.

3. Capacity strengthening of staff and volunteers. Strengthening National Societies' expertise and volunteer base to reduce impacts of the climate crisis will be crucial. Trainings at headquarters and branch level will strengthen staff and volunteers' capacities on basics of climate change, development of proposals and advocacy, provision of on-demand climate and environmental related technical advice and peer to peer exchange with other National Societies.

4. Strengthening the auxiliary role. By leveraging their auxiliary role, National Societies can engage on climate and environment-related crises with governments. It will also profile them as partners of choice and facilitate funding, allowing them to receive funding to work on climate and environment related issues.

Evolving crises and disasters

The incidence of natural disasters in MENA has almost tripled since the 1980s, with most countries at a medium or high-risk level. There is a growing vulnerability to weather and climate-related hazards such as floods, heatwaves and scarce rainfall. These problems are compounded by conflict and social unrest in some areas.

The IFRC will prioritize preparedness and readiness to respond to shocks, enhancing community risk reduction and resilience. This includes early warning, early action and anticipation to mitigate risks affecting the lives, the livelihoods, homes and living conditions of vulnerable communities and the most disadvantaged and hard to reach.

Based on the results of the preparedness for effective response processes in we will focus on the development of Emergency Operations Centres. Trainings and refreshers will continue to support the already strong first responder capacities.

Growing gaps in health and well-being

Healthcare systems in most MENA countries were already under strain before the pandemic due to a lack of resources, civil unrest and poor infrastructure. The COVID-19 pandemic has made the situation worse. Authorities have struggled to deliver services to vulnerable populations and marginalized groups, and millions of people do not have access to healthcare, first aid and clean water.

In 2022, the IFRC will invest in epidemic and pandemic preparedness and community-based responders. It will support National Societies to increase safe and equitable access to health, mental health, water, sanitation, and hygiene services at the community level in emergency and non-emergency settings. It will also increase its WASH programming and operations to help prevent the spread of diseases such as COVID-19 and cholera.

Migration and identity

In 2022, the IFRC will strengthen technical and financial support to MENA National Societies to implement assistance through humanitarian service points, including food, cash and voucher assistance, WASH, shelter, health, and psychosocial support including referral to specialized services, restoring family links, critical two-way information, protection, anti-trafficking referrals, family reunification and child protection.

The IFRC will support National Societies to strengthen existing initiatives such as *Humanitarian Assistance and Protection for People on the Move* involving seven National Societies from Middle East and North Africa and expanding the *Children Red initiative* to support children on the move in Middle East and North Africa.

Values, power and inclusion

Gender-based violence in the region is high, and nine per cent of people live with a disability (27 per cent in Syria). The IFRC will support National Societies to extend protection, mitigation and response services to the most vulnerable people, particularly women, children and minority groups.

With more than 100 million children and young people under the age of 24, MENA is the most youthful region in the world. Therefore, the IFRC will support young people to be agents of change and occupy leadership positions, in line with the Youth Engagement Strategy.

The COVID-19 pandemic has compounded problems for equitable access to education, so the IFRC will strengthen or establish strategic partnerships with the education community and pilot the *Education Plus* initiative in at least two National Societies.

Engaged

The IFRC will support National Societies to ensure they are recognized as neutral, impartial humanitarian actors; are effectively positioned to promote principles, values, policies and legislation in support of humanitarian action; and can mobilize support for the needs and aspirations of vulnerable communities.

The IFRC in MENA will continue to organize regular regional dialogues with governments and intergovernmental organizations, regional regular webinars with foreign embassies, for policy briefs for both domestic authorities and foreign representatives to ensure positioning the IFRC as a partner of choice. We will support National Societies in raising awareness and building capacities on the topic of sanctions and counter-terrorism measures and their effect on the operations and partnerships in MENA.

The IFRC will contribute to the digital transformation of members in the region through at least two regional “Humanitarian Information Analysis Course” courses for improved information management.

Accountable

The IFRC is working to eliminate unnecessary bureaucracy and duplication within systems to function in a more efficient way and with greater accountability.

The IFRC will support National Societies with access to technical assistance and training, including accessible web-based systems. It will create the right conditions for increasing financial resources through a newly developed financial architecture to reach more people in need.

The IFRC will provide the technical support needed to create and enhance a culture of operational accountability – particularly in Egypt, Libya, Yemen, Syria, Lebanon, Jordan, Iraq, Iran and Palestine. We will support regional capacity building, designing strategies for resource mobilization as well as supporting resource mobilization in emergencies.

Trusted

It is essential for the IFRC to position itself as a principled and trusted network, owned and supported by its membership as it strives for mutual respect and cooperation within the Movement and with external partners. Strong local and regional management and leadership are vital to building trust within the context of the organization’s global singularities and universalities.

The IFRC will support National Societies in MENA to prioritize volunteer development and youth action programmes, nurturing local cooperation and driving behavioural change. It will adopt guidelines, tools and mechanisms on issues such as fraud, corruption and child safeguarding.



Philippines, 2020 Amid the COVID-19 pandemic, the Philippine Red Cross with the support from the IFRC is continuing recovery operations to assist typhoon Phanfone affected communities in Occidental Mindoro. © IFRC

CONCLUSION

The IFRC continues to support its network of 192 National Societies to provide effective, relevant services to the world's most vulnerable communities. As we face an increase in the number, severity and length of crises and disasters, we must adapt how we work so that we can make a difference.

We are increasing our ambition and focusing our efforts to ensure greater impact for those in need. We continue work to be more accountable and transparent both to those we serve and to our donors.

We are prioritizing global challenges that will impact the safety and health of millions such as climate change and migration. The COVID-19 pandemic was a stark reminder of the need to prepare for future epidemics and pandemics. We are leading the way, so that our network can detect, prevent and work quickly at scale to respond to future health crises.

Our Global Flagships and our strategic priorities are integrated to drive our work and guide us to concrete progress as we respond to the world's greatest challenges. We will advance by focusing on local needs and solutions that build to global impact.

We will remain united as a network, focusing on greater coordination, developing our capacities for better programming and to ensure stronger, more accountable and more sustainable National Societies.

We also continue our journey to be a forward looking, fit for purpose organization. We are undergoing a digital transformation to ensure that the network has the tools it needs to support effective programming and increase accountability and transparency.

We need your continued support to succeed. Providing regular resources remains the single most important way that our partners can ensure progress on our objectives for the most vulnerable. We thank you for your support and look forward to continuing the tackle the challenges that come our way together.

PART II

A FEDERATION-WIDE PERSPECTIVE



As a Federation of 192 National Societies, The IFRC network's work is based in local action and far reaching. National Societies work domestically to support their public authorities to provide services to vulnerable communities at scale. Some National Societies also work internationally, to support sister National Societies. This international work can include programming and support for the development of other National Societies. Sometimes this work is carried out through the IFRC and at other times support is provided directly between National Societies.

The IFRC strives to increase the level of Federation-wide planning, coordination and reporting. Not only does this provide a clearer picture of the global footprint and impact of the network, but it also enables more effective and efficient services to the world's most vulnerable.

In this global plan, we will reflect on two main areas- Red Cross Red Crescent Reference Centres and the funding requirements of National Societies working internationally in support of other National Societies.

We hope that this inclusion will provide more visibility for the important work taking place in the network and support National Societies to secure needed resources to carry out this work.

REFERENCE CENTRES

Reference centres provide specialized knowledge and services to members of the International Red Cross and Red Crescent Movement. There are many based all around the world, each offering expertise on specific humanitarian and development issues.

Our reference centres promote collaboration, knowledge-sharing and innovation across our global network and with humanitarian partners. In doing so, they help support strong and sustainable National Societies and improve the collective humanitarian impact and influence of our Movement.

Some reference centres are set up in partnership with the IFRC (referred to as IFRC reference centres). In others, one or more National Society may come together to create a National Society reference centre or network.

The following reference centres have provided information on their 2022 objectives and activities to be reflected in the IFRC's Global Plan. Each reference centre fundraises for its own needs. Their funding requirements are separate from those of the IFRC reflected in the first part of the Global Plan.

IFRC global reference centres

Climate Centre

climatecentre.org

Funding requirement in Swiss francs: 400,000

The Climate Centre's mission is to help the Red Cross and Red Crescent Movement and its partners **reduce the impacts of climate change and extreme-weather events on vulnerable people**. In line with IFRC's 2030 strategy and the Movement's ambitions on climate change, we will provide thought leadership and foster resilience, with a focus on addressing the needs of the most vulnerable.

Priority areas of work:

Addressing urban heat: Supporting the IFRC's 2025 goal to ensure that 250 million people are covered by new or improved heat action plans and/ or early warning systems in at least 150 cities and towns.

Health, WASH and climate: Work with the IFRC to enhance the capacity within the network to address the growing health crisis due to climate change. This agenda is growing, and the urgency is clear.

Youth: Ongoing work with the IFRC and IFRC Youth Council to mobilize youth to take climate action is highly successful. With the recent Global Youth Summit, we want to ensure that the ambitions in the Youth Strategy can be realized.

We also seek to develop further:

1. National Society leadership trainings on jointly defined topics that can spur the Movement's ambition on climate change
2. dedicated funding for Climate Centre regional leads to provide support to IFRC regional climate focal points (to accommodate requests for technical advice, joint fundraising, proposal development and policy engagement support).

Global First Aid Reference Centre

globalfirstaidcentre.org

Funding requirement in Swiss francs: 80,000

We seek to reduce deaths and the severity of injuries, and make people and communities more resilient using first aid. We collaborate with 192 National Societies as well as scientific, institutional and private partners. The Centre works closely with the IFRC to provide the services to National Societies including:

- first aid tools and training
- evidence-based guidelines to enhance the quality of first aid education and services
- assist National Societies to further develop training tailored to local needs
- support National Societies to gain the expertise, knowledge and practices
- advocate for the inclusion of first aid education in legislation and directives
- help coordinate the promotion of first aid in global events such as World First Aid Day
- conduct research and surveys in the first aid community.

Objectives/activities for 2022:

- **Tailor-made training on disaster risk reduction (DRR) and first aid:** First aid courses contribute to better disaster preparedness and response by and for citizens. That is why linking both is essential for more resilience. Training will include environmental first aid like heatwave management and drowning, one of most common causes of unintentional injury-related death worldwide.
- **First aid at the IFRC General Assembly: face-to-face expo/event to promote the initiative:** Governments, donors and the private sector seek credible partners in first aid to ensure the resilience of communities. To seize this opportunity, a joint initiative toward a Vision, and Policy for First Aid has been proposed to National Societies for delivering quality, evidence-based first aid services.

Psychosocial Support Centre

pscentre.org

Funding requirement in Swiss francs: 580,000

The Psychosocial Support Centre guides National Societies on community-based mental health and psychosocial support. We support them to develop and provide community-based mental health and psychosocial services to vulnerable groups and volunteers through assessment and training.

Our objectives include assisting the Red Cross Red Crescent Movement to:

- create awareness of psychological reactions in disaster or long-term social disruption
- set up and improve emergency preparedness and response mechanisms at global, regional and local levels
- facilitate mental health and psychosocial support before, during and after armed conflict, disasters and other emergencies
- restore community networks and coping mechanisms
- promote resilience and thereby the rehabilitation of individuals, families and communities
- enhance mental health and psychosocial support for staff and volunteers.

Global Disaster Preparedness Centre

preparecenter.org

Funding requirement in Swiss francs: 500,000

The Global Disaster Preparedness Center (GDPC) is hosted by the American Red Cross in partnership with the IFRC. Its aim is to strengthen the disaster preparedness capacities of the network to safeguard communities from future disasters. Through innovation and effective approaches to disaster preparedness, we strive to increase the impact of National Societies' preparedness activities.

Objectives/activities for 2022:

Preparedness Technical Assistance: that can be readily integrated into preparedness programs and enable self-action by communities at risk.

- Reinforce technical capacities with an emphasis in early warning and early action and support implementation of institutional preparedness measures in line with the National Society Preparedness for Effective Response framework.

Preparedness Research and Development: to develop scalable, sustainable, low-cost and high-quality solutions to improve institutional preparedness capacity and reduce disaster risks at the community level.

- Undertake research initiatives to enhance strategies for scaling up and increasing the impact- partnering with academic institutions when possible and appropriate.

Preparedness Knowledge Management:

- create a repository of information and project documentation on disaster preparedness
- identify and disseminate models, tools, methodologies, case studies and other relevant material that reflect global best practices

Livelihoods Resource Centre

livelihoodscentre.org

Funding requirement in Swiss francs: 530,000

The Livelihoods Resource Centre (LRC) develops knowledge and builds resilience strategies on livelihoods-collecting and disseminating practical tools and guidance. We help National Societies strengthen their capacity in livelihoods, through trainings and technical assistance.

Training: A [training catalogue](#) provides basic livelihoods training, advanced course on assessments, etc. The LRC has developed a diagnostic methodology for National Societies to evaluate their capabilities to implement livelihoods and cash-based programmes and define an action plan with relevant training and structural measures to be taken by National Societies.

Technical Assistance: is provided through distance and field support- mentoring project review and document review/quality assurance. Support is provided in the identification, implementation or evaluation of livelihood projects and strategic plans.

For 2022, the IFRC Livelihoods Resource Centre has identified key priorities including:

- strengthen IFRC and National Society capacities through trainings and technical assistance, especially for COVID-19 (Help Desk COVID-19 – LLH)
- development of a new Strategic Plan for 2022–2027
- update of course catalogue and tools
- build capacities in inclusive and safe participation in rural-urban markets and value chains for labour, goods, and services.

Shelter Research Unit

shelter-research-unit

Funding requirement in Swiss francs: 1.2 million

The IFRC-SRU focuses on humanitarian shelter and settlement responses. It undertakes projects including field missions in support of ongoing operations through the provision of on-demand technical assistance. In addition, the IFRC-SRU undertakes project-based applied research to answer shelter and settlement operational needs, aimed at strengthening the technical capacity of the International Red Cross and Red Crescent Movement.

Objectives/activities for 2022:

- research good practices and develop strategies and solutions to green shelter response in sub-Saharan Africa
- reinforce collaboration with IFRC to support African National Societies to improve their programs with a focus on reducing environmental footprint
- conduct applied research on greener programs for permanent housing construction by promoting the circular economy's principles and using biodegradable materials
- continue collaboration with the IFRC+ICRC+UNHCR initiative of redesign the standard tarpaulin providing field testing and technical expertise
- research and development of programs using geographic base digital tools that support forecasting and improve traceability.

IFRC regional reference centres

Asia Pacific Disaster Resilience Centre

apdisasterresilience.org

Funding requirement in Swiss francs: 395,000

The Asia Pacific Disaster Resilience Centre supports National Societies and partner organizations to reduce disaster risk and to strengthen community resilience in Asia Pacific Region

Objectives/ Activities for 2022:

- knowledge sharing, training, and partnerships to support capacity building to tackle climate and disaster crisis and to build community resilience of National Societies
- training (including Virtual Reality) and games to raise awareness on disaster resilience
- training of trainers using its newly developed disaster resilience toolkit, 'Problem Solving Expedition' as well as IFRC Roadmap to community resilience with Enhanced VCA
- joint research projects on disaster risk reduction with other Reference Centers as well as University/Research Institutes in AP region.

Reference Center for Institutional Disaster Preparedness

Funding requirement in Swiss francs: 640,000

The Reference Center for Disaster Preparedness assists the Movement in developing the capacities of National Societies and other partners, through the development of methodologies, tools, learning techniques and harmonization processes and best practices.

Objectives/activities for 2022:

- capacity strengthening for National Societies in the field of education, working with training center networks, facilitator's network, online education through the Red Cross campus, development of educational curricula, and training courses
- implement the Preparedness for Effective Response (PER) approach. Support the updating of response and contingency plans, business continuity plans, simulations and drills with a forecast-based financing approach
- in the area of innovation and digital transformation, support the creation of networks, development of tools, as well as innovation workshops and meetings with the academia. Create the basis for the establishment of a digital innovation hub, support National Societies in the use of emerging technology, create networks with external partners for research, and promote knowledge sharing around humanitarian technology.

Caribbean Disaster Risk Management (CADRIM)

cadrim.org

The Caribbean Disaster Risk Management Centre develops evidence and research to inform leadership while identifying digital gaps, adaptation, evidence-based analysis and research to amplify advocacy and policy influence. CADRIM supports capacity assessment data in the region, strengthening data analysis and development of community resilience through sustainable preparedness and risk reduction activities, particularly in a Small Island Developing States context.

Objectives/activities for 2022:

- training (livelihoods, disaster preparedness and community disaster response)
- conducting vulnerability capacity assessments to assess multi hazard risks
- research, innovation, technical and operational assistance and advocacy for resilience
- promotion, networking, partnership development, coordination, strategic policy development and coordination of policy engagement on disaster risk management.

Interamerican Centre for Volunteering Development (ICVD)

icvdredcross.org

Funding requirement in Swiss francs: 190,000

The ICVD is a result of extensive consultation which ensures its services are holistic and reflect regional context. We aim to maximize and promote existing experience and knowledge to benefit a wider audience through the Volunteering Development Platform. The helps to create a strong network of experts that can provide customized and tailored services to National Societies.

Objectives/activities for 2022:

- The ICVD focuses on volunteer learning, innovation and research, inclusion, development, volunteer leadership, governance, social action, ethics and education skills for sustainability. We focus on areas of the Movement and the Volunteering Development Framework.
- The ICVD's main activities and tools include our Volunteering Development Platform, exchanges and Internships, developing a network of experts and working Groups, as well as volunteering labs.
- We provide tailored support to each National Society, focusing on their specific country plans. We also support National Societies to raise the voice of volunteers and effectively transmit their issues and concerns to national authorities and relevant stakeholders.

National Society reference centres

Reference Centre for Community Resilience

Funding requirement in Swiss francs: 92,000

The Reference Center for Community Resilience specializes in research and analysis of methodologies for community resilience and education. We carry out actions to strengthen resilience in communities through internships, technical assistance missions, virtual collaboration, and training, among others.

Objectives/activities for 2022:

- research – climate variability, early warning, community health, mental health and psychosocial support, road safety, migration, violence prevention, people with disabilities, among others
- identification, formulation, monitoring and systematization of projects and initiatives related to community resilience
- development of online learning modality courses (campus cruzroja.org – Moodle), use of technological tools and social networks
- individual and collective workshops, to strengthen methodologies and share community approach methods, techniques and tools.

The Red Cross Red Crescent Training and Research Partnership on Substance Abuse

Funding requirement in Swiss francs 160,000

The Red Cross Red Crescent Training and Research Partnership on Substance Abuse was created by the IFRC, the Italian Red Cross and Villa Maraini Foundation, in response to an increase of substance abuse globally. The goal of this Partnership is to leverage the knowledge and experience of Villa Maraini Foundation for the benefit of the Red Cross and Red Crescent National Societies.

The partnership raises the network's profile at country and global levels and promotes its role in support of people suffering from drug addiction. The Partnership coordinates transnational projects co-funded by the European Commission, UN agencies and other international donors, implemented in cooperation with National Societies and other international civil society organizations.

Objectives/activities for 2022:

- **Advocacy:** Promotion of the Rome Consensus 2.0 global campaign – towards a humanitarian drug policy. The primary objective of humanitarian drug policy is to save lives, alleviate suffering and maintain human dignity by fighting social, legal and cultural criminalization and stigmatization of people with substance use disorders. The statement can be signed here: romeconsensus.com.
- **Transnational project funded by the European Commission:** The goal of this project is to support the Iranian Red Crescent to promote social development, through the delivery of health and social services to most vulnerable people. The project strengthens the capacity of the Iranian Red Crescent in the provision of health and social services for people who use drugs, facilitates access to basic health and social services, and improves the quality and effectiveness of drug policies.
- **Trainings:** Organize a live training on substance use disorders and humanitarian drug policy.

Centre for Evidence-Based Practice

cebap.org

Funding requirement in Swiss francs: 950,000

The Centre for Evidence-Based Practice (CEBaP) of the Belgian Red Cross provides a scientific basis for a wide range of humanitarian activities, from blood supply services to development programs or emergency relief. This is achieved by developing systematic reviews, based on published scientific studies. In addition, we develop evidence-based guidelines. Field studies help to identify the most (cost-)effective activities. CEBaP's priority areas are first aid education and hygiene promotion, first aid assistance and disaster preparedness, blood donation, and blood platelets.

Objectives/activities for 2022:

- **first aid education & hygiene promotion:** a 4-year PhD programme on first aid education in low- and middle income countries. Development of an evidence-based guideline aimed at children and adolescents on peer support in case of mental health problems.
- **first aid assistance & disaster preparedness:** data collection in preventive first aid posts during mass events.
- **blood platelets:** several systematic reviews on "Patient Blood Management" for blood platelets are underway.
- **blood donors:** systematic reviews on blood donor eligibility, and on blood banking in LMIC.
- **social care:** evidence-based guidance for volunteers who support vulnerable children in the school context. Once this guidance is implemented, data will be collected to measure effectiveness of our approach.

510 Data & Digital Team

510.global

Funding requirement: 510 works based on request, with a full cost recovery model

510's purpose is to support National Societies and their partners to improve speed, quality and cost effectiveness of humanitarian aid by using and creating data and digital products.

Our products focus on the following categories:

- digital risk assessment
- predictive analytics (e.g. for impact based forecasting)
- emergency data support
- digital cash aid
- Furthermore, we offer digital transformation services such as:
 - digital community engagement and accountability
 - cash information management
 - human centered design
 - data responsibility
 - rapid prototyping
 - digital maturity assessment
 - data literacy
 - data team creation

PIROI Center

piroi.croix-rouge.fr

Funding requirement in Swiss francs: 564,000

Indian Ocean Regional Intervention Platform (PIROI) is a regional expertise, innovation and training Centre dedicated to disaster management and climate change in the Indian Ocean. We provide a space for work and discussion in the fields of humanitarian work, health and natural disaster risk management, politics and development, research and training, as well as the private sector and general public.

Objectives/activities of 2022:

- **expertise:** Regional studies related to protection, gender and inclusion issues, climate-smart initiatives, contingency item needs, capitalization on risk reduction activities in schools
- **training:** regional trainings for emergency response actors on natural, health hazards, methodology and management; develop specialized trainings for branch and National Disaster Response Teams; trainings on Operational Disaster Management for first responders, etc.
- **research and innovation:** Implement research and innovation studies to reinforce operational activities and monitor to reinforce operational excellence, accountability and green response.

Hubs, labs and other initiatives

Cash Hub

cash-hub.org

Funding requirement: for details please contact cash-hub.org

The Cash Hub, hosted by British Red Cross, supports the use and scale up of cash and voucher assistance in the Movement, and enables National Societies to be 'cash ready' in order to improve the effectiveness of humanitarian action, giving greater dignity and choice to people in crisis.

Objectives/activities for 2022:

The Cash Hub, was launched in 2017 to support the Red Cross and Red Crescent Movement to scale up and advance the use of cash and voucher assistance (CVA) in humanitarian crises. The services of the Cash Hub include support to National Society cash preparedness, skills training and professional development through the Cash School, and access to CVA tools, data, learning and programme resources on the global platform (cash-hub.org).

In 2022, the Cash Hub will focus on three areas:

- 1. Cash ready National Societies:** Support National Societies to be strong and recognised leaders in CVA; delivering quality, locally led CVA to crisis-affected people.
- 2. Cash School:** Grow cash capability at scale in the Movement by investing in National Society expertise, professional development and best practice.
- 3. Cash Hub Platform:** Provide a Movement platform for knowledge sharing and learning, enabling CVA networks and communities of practice, and promoting the role of Red Cross & Red Crescent CVA in action.

Global Advisory Panel on Corporate Governance and Risk Management of Blood Services in Red Cross and Red Crescent Societies (GAP)

globaladvisorypanel.org

Funding requirement in Swiss francs: 530,000

The GAP provides advice and support to National Societies on corporate governance and risk management for the establishment of safe and sustainable blood programs.

Support is provided to National Society blood programs through:

- Technical advice and assistance for corporate governance and risk management
- Promoting knowledge sharing, networking and partnership
- Targeted regional and country level support
- Promoting voluntary blood donation
- Developing and providing tools, resources and guidelines
- Post disaster coordination assistance for blood program recovery

Objectives/activities for 2022

- **Country level support:** Specialized assistance to GAP's 2022 support countries – Bangladesh, India, Laos and Nepal may include tools and technical expertise, policy and advocacy guidance
- **Research on voluntary blood donor behaviour:** Blood programs are critically sensitive to any changes in donor behaviour. We will conduct research to further understand this issue and identify mitigation strategies to aid future planning
- **Tools, resources and guidelines:** Creation of a unique 'end to end' blood service training program and conduct a global mapping, providing visibility of National Society engagement in their country's blood program
- **Disaster preparedness training:** Provision of specialized training and workshops on business continuity planning and disaster preparedness strategies specific for blood programs, ensuring continuity of this essential service post-disaster

For more information, please contact GAP: gapsecretariat@redcrossblood.org.au

The Red Cross Red Crescent (RCRC) Global Migration Lab

Funding requirement in Swiss francs: 1 million

The Red Cross Red Crescent Global Migration Lab, currently hosted by Australian Red Cross, develops insights into migration trends, policies and good practice responses at a local, regional and global level. In addition to advocating for an approach that focuses on humanitarian needs arising from migration, the Lab provides the network and external actors with the migration-related information it needs, to work where most needed, in a way that best addresses the strengths of individuals, communities, and the International RCRC Movement across borders.

The Lab seeks to ensure that the voices and expertise of people with lived experience (i.e. migrants and the communities in which they live and work) are amplified to guide and inform policy development and programme operations.

Objectives/activities for 2022:

- **producing** research and tools to support the Movement to ensure humanitarian diplomacy efforts, response and programming in migration are based on sound evidence and expertise and use available data effectively
- **building** National Society capacity to undertake research on migration and facilitating action-research projects involving the RCRC Movement, civil society and migrant-led organizations, and international institutions
- **assessing** future trends in migration and contributing a humanitarian perspective to dialogue and discussion regarding migration policies and practices.

Transfusion Research Center (TReC)

The Transfusion Research Center (TReC) focuses on innovation in blood banking, storage of blood products and medicinal safety & efficacy of transfusion. The center tackles longstanding research questions by operating a state-of-the-art laboratory equipped with high-tech analytical tools. Our research leads to innovations that reduce cost, increase the benefit/risk ratio for patients and maximize the use of voluntarily donated blood.

Objectives/activities for 2022:

- TReC has developed a novel method for making platelet lysates from outdated platelet concentrates for transfusion. In 2022 the project will transform the prototype method into a ready-to-use, sterile disposable closed system that complies with the highest regulatory standards. A second project will address platelet contribution to wound healing and inflammation. Together, this research will contribute to understanding the role of platelets in regenerating tissue and protecting tissue against infection following trauma.
- Finally, using a high quality COVID-19 convalescent plasma (CCP) biorepository, biochemical analyses on antibody response to SARS-CoV-2 will be performed. The results will be linked to clinical outcome in patients that have been transfused with this CCP. In addition, alternative routes of CCP administration will be investigated in COVID-19 animal models to investigate if SARS-CoV-2 transmission can be prevented.

A GLOBAL NETWORK: NATIONAL SOCIETIES SUPPORTING ONE ANOTHER

National Societies support one another in a number of ways. These can include financial resources or goods, as well as personnel, expertise and technical guidance among others. Some National Societies provide this support remotely, while some have offices in other countries where their support is needed on a regular and enduring basis. These National Societies have long-standing relationships with the local National Societies they support. They understand the context and support the local National Societies' priorities and needs.

This section will highlight the funding requirements needs of those National Societies who are providing this invaluable support as well as highlight where that support is going.

The information below has been provided on a voluntary basis by some National Societies in the Network. While it is not exhaustive, it does show the breadth of this support. Thirty-nine National Societies have provided their data.

Funding requirements of National Societies working internationally by region	Swiss francs (millions)
Africa	70.0
Americas	28.8
Asia Pacific	40.8
Europe and Central Asia	17.9
Middle East and North Africa	129.1
Total	286.6

In 2022, 28 National Societies, working internationally, have planned to support 41 of their sister National Societies for a total funding requirement of 286.6 million Swiss francs.

As the region with the greatest humanitarian needs, Africa remains a priority for National Societies working internationally. African combines high humanitarian need with often low capacity of local National Societies.

Top 10 National Society funding requirements	Swiss francs (millions)
German Red Cross	96.2
French Red Cross	30.1
Spanish Red Cross	26.5
Swiss Red Cross	24.0
Belgian Red Cross	17.2
Danish Red Cross	16.6
American Red Cross	13.6
British Red Cross	12.2
Austrian Red Cross	10.6
Swedish Red Cross	8.5
Other	31.1
Total	286.6

The table below lists the countries in which the local National Societies will be supported. This support focuses on Africa and Asia-Pacific.

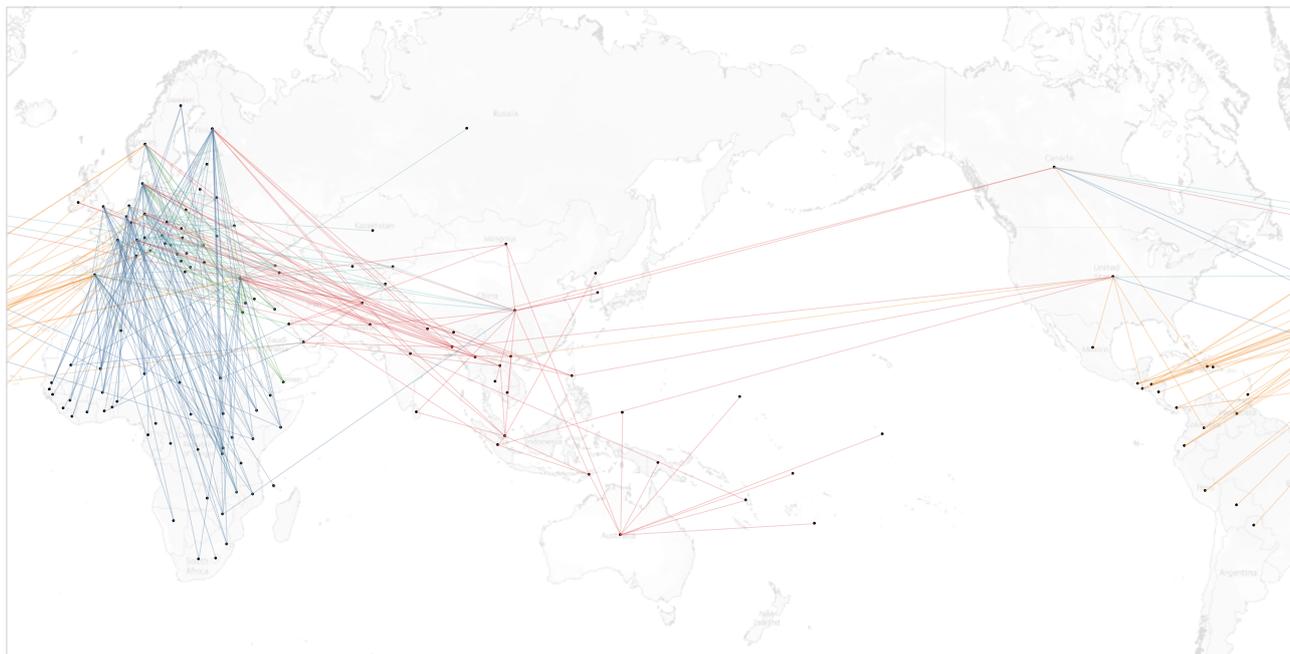
Top 10 countries – recipients of funding requirements	Swiss francs (millions)
Lebanon	61.0
Tanzania	26.0
Syrian Arab Republic	22.3
Cameroon	19.4
Yemen	19.1
Bangladesh	14.8
Iraq	14.3
Philippines	10.2
Palestine	9.0
South Sudan	7.8
Other	82.7
Total	286.6

The IFRC has identified global challenges that are likely to impact vulnerable people in the coming years. To respond effectively to these, the IFRC has organized its work into five strategic priorities. The table below lists the funding requirements of the National Societies per IFRC Strategic Priority. It is worthwhile to note that not all data provided goes down to this level of detail. However, the list below does provide some clear indications of priority areas for National Society support.

Funding requirements per IFRC strategic priorities and enablers	Swiss francs (millions)
Evolving crises and disasters	104.1
Growing gaps in health and wellbeing	96.2
Climate and environmental crises	11.5
Values, power and inclusion	10.7
Migration and identity	10.2
Enablers	20.0
Undefined	33.9
Total	286.6

Funding requirements of National Societies working internationally (all who have provided input)	Swiss francs (millions)
American Red Cross	13.6
Australian Red Cross	2.0
Austrian Red Cross	10.6
Belgian Red Cross	17.2
British Red Cross	12.2
Canadian Red Cross	4.7
Danish Red Cross Led Consortium (Danish Red Cross, Icelandic Red Cross, Finnish Red Cross, Italian Red Cross)	0.5
Danish Red Cross	16.6
Finnish Red Cross	1.8
French Red Cross	30.1
German Red Cross	96.2
Icelandic Red Cross	0.1
Italian Red Cross	3.6
Japanese Red Cross	1.3
Kuwait Red Crescent	0.1
Luxembourg Red Cross	1.9
Monaco Red Cross	0.1
Netherlands Red Cross	2.9
Norwegian Red Cross	7.5
Qatar Red Crescent	0.1
Red Cross Society of China	0.5
Republic of Korea Red Cross	0.5
Spanish Red Cross	26.5
Swedish Red Cross	8.5
Swiss Red Cross	24.0
Turkish Red Crescent	1.2
Other	2.3
Grand total	286.6

■ National Society international support during the COVID-19 response



Responding to COVID-19 continues to require a whole-of-society approach, with the solidarity and combined actions of individuals, communities, institutions, governments, and donors.

The IFRC network's response to COVID-19 is a global domestic response where National Societies respond to domestic needs in a coordinated way. National Societies have come to one another's assistance during one of the most difficult times in their history.

Above, is a representation of how National Societies have supported one another during the response to the COVID-19 pandemic. National Societies are very much linked and the graph shows their connections. The lines on the map represent the support links between National Societies.



The International Federation of Red Cross and Red Crescent Societies (IFRC)

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