

INTERNATIONAL



FEDERATION

100
1919-2019



IFRC GLOBAL PLAN 2020

MESSAGE FROM THE SECRETARY GENERAL

Some people think of a crossroads as making a choice between a right and wrong path. I like to think of them as opportunities. Transition is a part of life and we make choices every day about the direction we will go—as individuals, communities or organisations.

2020 will be such a year of transition for the IFRC. While our new Strategy 2030 will officially be put into action in 2021, we are already beginning to move towards the goals we have set for the next decade.

We are acting today to prepare for the global challenges we anticipate tomorrow—from climate change, to health emergencies, to the desire of marginalised communities to have a greater voice in the decisions that affect them. We are facing more frequent and protracted disasters, health emergencies that decimate development progress, armed conflicts that take an unimaginable toll, and millions of people leaving their homes in search of safety and security.

While the situation may sometimes feel insurmountable, I have seen first-hand the power of a helping hand, a smile or the simple act of listening. I have seen the relief in the eyes of people in need when they meet a volunteer from their National Red Cross or Red Crescent Society. Because there are people who dedicate their lives to helping others, who are willing to lend their hand when it is needed, I cannot help but believe that we can rise above the challenges ahead.

We at the IFRC will continue to grow and adapt so that we are better able to save lives, and support efforts to amplify people's own skills and capacities. One thing that will not change though, is our commitment to putting vulnerable communities at the centre of everything we do. They are the heart of our organisation and it is our privilege to accompany them as they strive to live safe, healthy and dignified lives.

We will continue to support our National Societies in their work. Our commitment to localisation echoes our commitment to serve them. They are the epitome of local humanitarian assistance and we will continue to support them to be effective and trusted local actors.



This global plan will provide a glimpse into the objectives and priorities for our work in 2020.

In Africa, we will continue to support the Ebola virus disease response operation in Democratic Republic of Congo and neighbouring countries.

In Asia Pacific, in line with our Climate Action and Disaster Risk Reduction Strategy, we will scale-up community led/managed disaster risk reduction and climate activities supporting more people in more countries.

In the Americas, we will continue to assist migrants throughout their journey. We will support the capacity development of National Societies in the provision of basic services in health, protection, gender and social inclusion.

In Europe, we will work with Turkish Red Crescent through an EU funded partnership to provide monthly assistance via debit cards to the most vulnerable refugees in Turkey under the Emergency Social Safety Net programme.

In Middle East and North Africa, IFRC will support National Societies in the region in developing national migration strategies and developing capacity for the delivery of appropriate support and services to migrants.

Whatever 2020 holds, we will be there. We will be there to give help and to give hope. We will listen to communities, support them in finding solutions to challenges and support them to grow and live healthy, dignified lives. I hope that you will continue to take this journey with us.



INTRODUCTION

The International Federation of Red Cross and Red Crescent Societies (IFRC) works globally to help 160 million people every year with and in support of more than 190-member National Societies. The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world. There is a National Red Cross or Red Crescent Society in almost every country in the world and we support them both in their programming and in developing their capacities as strong, local organisations.

Together, the IFRC, National Societies and the International Committee of the Red Cross (ICRC) form the International Red Cross and Red Crescent Movement. We work closely together and coordinate our work according to our Fundamental Principles and humanitarian values to reach people and communities that others are unable to. We bring hope and relief to communities and individuals, and work to ensure that no one is left behind.

We draw upon the unparalleled community-based expertise of our member National Societies and almost 14 million volunteers to add value to the work we do with other humanitarian organisations, to coordinate and direct international assistance before, during and after natural and human-made disasters. We also channel this local strength to influence global development and humanitarian initiatives in order to improve standards, operations and drive for the achievement of globally-agreed goals.

We are committed to the principle of making humanitarian assistance as local as possible and as international as necessary. National Societies are strong local actors and our support of them directly contributes to strengthening local assistance. The IFRC is proud to co-convene the Grand Bargain's Localisation Work-stream, as organisations around the world work to turn their commitments into reality. While providing more funding to local actors is crucial, it is equally important to ensure that local organisations are strong, accountable and able to deliver effective programmes.

National Societies are part of the communities they serve and are there to support their long-term needs, not just in times of disaster. We also strive to reduce the risk of disasters, support migrants in all stages of their journeys, and work to improve shelter, health, water, sanitation and address other basic needs. We aim to improve livelihoods, to provide protection to the most vulnerable people, and to encourage gender inclusion throughout all our activities and beyond. We support communities to reduce their vulnerabilities so that they will be more prepared to withstand shocks, and to lead safer, healthier lives.

We carry out this work within the framework of **seven areas of focus** and **four strategies for implementation**. Our areas of focus are the thematic areas where we support National Societies in their work. Our strategies for implementation are the critical functions which enable National Societies to deliver high-quality programmes. This 2020 Global Plan will outline our objectives in each of these areas.

STRATEGY 2030

As 2020 draws to a close the IFRC will transition into the new global Strategy 2030, which will guide Red Cross and Red Crescent operational plans for the next decade. This operational plan acts as a bridge between the past decade and the one to come.

Strategy 2030 builds off its predecessor in a number of ways; its overarching goals are consistent across both strategies. The focus on disasters and crises, health, values, inclusion and peaceful communities are retained as high-level goals in the new strategy.

However, Strategy 2030 is a platform for change, and has been designed in response to strong calls from the network to transform the organisation and the way that it works. It is an aspirational strategy that provides a roadmap to help the IFRC network better navigate changing times and be fit for the future. It focuses on transformations across seven areas including priorities such as reimagining volunteering, working more effectively as a network, and digital transformation.

These transformations will help to ensure that the IFRC network can more effectively address five global challenges: Environmental Crisis, Health, Migration and Identity, Disasters and other emerging crises, and tackling issues of Values, Power and Inclusion.

Above all, Strategy 2030 is a strategy of hope in the power of humanity to mobilise for good, all around the world, so that all people may have a chance to thrive. It pursues bold aspirations of well-being, inclusion and equality. People are placed at the centre of the strategy and in line with the IFRC's mission, particularly those people who are experiencing vulnerability and marginalisation.

Strategy 2030

3 Goals

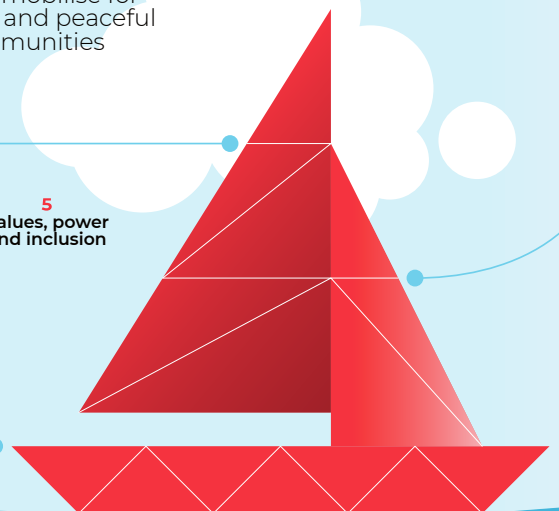
- 1 People anticipate, respond to, and quickly recover from crisis
- 2 People lead safe, healthy and dignified lives and have opportunities to thrive
- 3 People mobilise for inclusive and peaceful communities

5 Challenges

- 1 Climate and environmental crisis
- 2 Evolving crisis and disasters
- 3 Growing gaps in health and well-being
- 4 Migration and identity
- 5 Values, power and inclusion

7 Transformations

- 1 Supporting and developing National Societies as strong and effective local actors
- 2 Inspiring and mobilising volunteerism
- 3 Ensuring trust and accountability
- 4 Working effectively as a distributed network
- 5 Influencing humanitarian action
- 6 Undergoing a digital transformation
- 7 Financing the future



FROM LOCAL NEEDS TO GLOBAL PRIORITIES

Sustainable Development Goals



Red Cross and Red Crescent National Societies play a crucial role in achieving the Sustainable Development Goals (SDGs).

Strengthening resilience, reducing disaster risk and adapting to climate change. National Societies contribute to the achievement of *SDGs 1 (ending poverty), 2 (ending hunger), 11 (sustainable cities), 13 (climate change) and 15 (environment)* through their work in strengthening resilience, reducing disaster risk and supporting climate change adaptation. In 2018 alone, the IFRC and National Societies invested a total of 207 million Swiss francs in disaster risk reduction (DRR) projects, which were implemented in 160 countries and reached 52 million vulnerable people.

Promoting public health. National Societies support in the achievement of *SDGs 3 (healthy lives) and 6 (water and sanitation)*. The largest number of people reached by National Societies are those served through public health programmes. In support of SDG 6 the IFRC Global Water and Sanitation Initiative works with 111 National Societies in 80 countries to reach a target of 30 million people by 2030.

Promoting safer migration, sustainable cities, accessible education and peaceful and inclusive societies. National Societies provide services related to *Target 10.7* (promoting safe, orderly and regular migration), ranging from food and water to legal and other critical information and advice, first aid, basic health care, psychosocial support, restoring family links and social inclusion, among others. National Societies also work closely with municipal authorities to enhance equitable access to basic services and promote safer, healthier and less violent cities for all residents, consistent with *SDG 11*.

National Societies contribute to *SDGs 4 on education and 16 on peaceful and inclusive societies*. Over 70 National Societies support their young volunteers in implementing youth-led projects, many with a focus on peace-building. National Societies promote safer schools, participate in the reconstruction and recovery of educational facilities after disasters, and 80 National Societies run over 24,000 educational institutions around the world.

Sendai Framework

The Sendai Framework (2015–2030) is a 15-year, voluntary, non-binding agreement which has the following expected outcome: “The substantial reduction of disaster risk and losses in lives,

livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.”

IFRC works closely with the UN office for Disaster Risk Reduction to realise its seven global targets and 4 Priorities for Action:

Priority 1: Understanding Disaster Risk. IFRC contributions include vulnerability and capacity assessments, Public Awareness and Public Education programmes (PAPE), formal and informal school education, rollout of the RoadMap for Community Resilience.

Priority 2: Strengthening Disaster Risk Governance. IFRC will continue to mainstream DRR into policies and plans, engage in national, regional and global DRR Platforms, and through Disaster Law.

Priority 3: Investing in Disaster Risk Reduction for Resilience. IFRC engages through community resilience building initiatives, and livelihood initiatives (cash distribution, income generating activities).

The **One Billion Coalition for Resilience** is a global initiative to help National Societies create coalitions around shared resilience and to contribute toward the SDGs, the Sendai Framework on Disaster Risk Reduction, and other related global goals.

The focus for 2020 is to help National Societies leverage the partnerships across the IFRC network and within their networks. 1BC will collect and share strategies for scaling, including business models, social mobilization and partnering approaches for coalition building, and fundraising and resourcing solutions.

Priority 4: Enhancing Disaster Preparedness for Effective Response and Build back Better. IFRC is involved through the Preparedness for Effective Response, National Society Contingency Plans, National Disaster Response Teams, mainstreaming DRR into recovery and Building Back Better initiatives.

Grand Bargain

The IFRC committed to the Grand Bargain at the World Humanitarian Summit in May 2015. Both the IFRC and the ICRC are actively engaged in the Grand Bargain at all levels, as signatories, as co-convenors of Workstreams 2 (Localisation) and 7 (Enhanced quality funding) respectively and as rotating members of the Facilitation Group. National Societies, albeit not signatories, engage through the IFRC and their own governments. This is a testament to the Movement’s adherence to the Grand Bargain as well as to the spirit of constructive discussion between humanitarian donors and actors.

The reforms proposed through the Grand Bargain process are already generating positive impact for the IFRC and its members. As we continue to strive to reach the objectives of the Grand Bargain, we aim to further develop the capacity of local actors by supporting National Societies for example through pooled fund mechanisms such as the National Society Investment Alliance (NSIA) which became operational in 2018 and is a joint initiative with ICRC. IFRC is also working with partners

to access more multi-year, unearmarked resources which support IFRC's core functions, without which it is unable to deliver its mandate of supporting the most vulnerable.

In 2018 the Movement launched a Cash Hub and also distributed humanitarian cash in excess of CHF840 million to over six million people. In 2020, the Movement will exceed CHF1 billion in cash-based programming with 50 National Societies undertaking cash preparedness activities and cash being used to deliver programme objectives in 100 countries.

The potential for systemic change is real and our opportunity is now. IFRC will continue to focus on specific challenges that can unblock positive change at scale and work with partners for change across the sector.

GREEN RESPONSE

The IFRC has committed to taking a systematic approach to improving its environmental performance to help protect the environment, reduce greenhouse gas emissions and prevent pollution. This involves working proactively to establish cost-efficient, effective, equitable and environmentally sustainable solutions to address humanitarian needs. The IFRC refers to this continuous and targeted effort to improve the environmental outcomes of life-saving operations as the Green Response.

The IFRC recognises that this shift will necessitate change in how development and humanitarian aid is conceived and delivered. To this end, we have identified opportunities for advancing environmental aspects of humanitarian action through our policies, network, partnership and practices.

In 2019, the IFRC progressed in greening a number of relief items and various shelter and settlement operations by focusing on behaviour change to encourage our own staff and volunteers, as well the communities we work with, to make greener choices. We are also building environmental considerations into various relief and shelter workstreams, including piloting an environmental screening tool. The Movement has delivered a free, open online course entitled 'Sustainable Development in Humanitarian Action', which presented the Red Cross and Red Crescent experience in sustainability in humanitarian supply chains and field operations. Finally, the IFRC has also defined a road map to implement our first Environmental Policy with an initial timeframe of two years.



OUR WORK BY STRATEGY FOR IMPLEMENTATION

STRATEGIES FOR IMPLEMENTATION

STRENGTHENING NATIONAL SOCIETIES

64 MILLION SWISS FRANCS FUNDING REQUIREMENT

National Societies and their volunteers are fundamental components of the communities they serve. They are well placed to reach the most vulnerable people and therefore crucial to any humanitarian response. Some of the IFRC's most important objectives are to provide National Societies with short-term assistance and to help them become more effective and sustainable for the long-term. In 2020, the IFRC will prioritise a series of initiatives to support them.

Programmes. The IFRC will help enhance the preparedness, response and recovery capabilities of National Societies so they can fulfil their auxiliary role in all regions. They will become a partner of choice for anticipatory action and risk financing, cash and market-based interventions, and community engagement. The Preparedness for Effective Response (PER) process will continue, focusing on institutionalising PER through a National Society preparedness framework, and integrating PER into emergency operations reviews. To date, PER has shown to improve response time from five days to 72 hours, increased inclusion of women in community response committees, and improved accountability, illustrating its potential for other National Societies. Support will also be provided to strengthen National Society capacity to design and implement climate-smart disaster risk reduction projects.

National Society Development. The IFRC will support National Societies to ensure transparency and help safeguard integrity. Leadership will be supported through development opportunities, including Movement Induction Courses, with an emphasis on good governance and accountability.

National Societies will assess and identify their priorities through Organisational Capacity Assessment and Certification (OCAC), which shall be revised in 2020. As the demand for impactful local action increases, more National Societies seek support in Branch development. IFRC will expand the implementation of Branch Organisational Capacity Assessment (BOCA). Furthermore, as financial sustainability is key to sustaining local impact, IFRC will assist National Societies to strengthen their capacity to attract and manage financial resources. IFRC will work with the ICRC to expand the National Society Investment Alliance (NSIA), as a demand led funding mechanism for capacity development and NSD.

The IFRC will further develop strategic guidance on NSD in Emergencies (NSDiE) to protect National Societies from harm during major disasters, protracted crisis and complex emergencies, and to explore with Movement partners a better balance of emergency response and longer-term development objectives. To assist National Societies for such event, IFRC will create a roster of surge capacity in NSDiE.

Volunteers and youth. The IFRC will help to strengthen youth and volunteering activities, improve effective information management systems, and enhance policy and knowledge sharing. It will increase and promote online learning platforms for volunteers in a variety of languages, and for volunteer management, such as the Youth Leadership Development Programme and the Leadership Identity Development Online Curriculum. The IFRC will promote standards to ensure the safety and security of volunteers, create a roster of volunteer management offices in emergencies, and finalise a Solidarity Fund for volunteers. It will co-organise the Global Technical Meeting on Volunteering at the High-Level Political Forum with UNV and chair the 5th Global Compact Annual Membership Meeting for Young People in Humanitarian Action.

Data. In 2020, the IFRC will improve the Federation-wide Databank and Reporting System (FDRS) to make access to information easier. This will help the FDRS team identify gaps in the data and digital capacity of National Societies and to provide appropriate technical assistance. The IFRC Data Playbook will be upgraded in four languages to help improve data literacy and the network's overall digital transformation, so National Societies can use basic skills to improve their evidence of impact. The IFRC will provide a Digital Literacy online course to 1,000 participants and conduct a consultation process on digital transformation across teams within the Movement. It will provide technical guidance for National Society Digital Transformation Planning and develop a mechanism to assess the digital and data readiness of National Societies and regions.

Learning. During 2020, the IFRC will support National Societies to become stronger learning organisations by implementing the Learn to Change programme that was piloted in 2019. It will also aim to improve knowledge and learning approaches in partnership with Wikimedia, to capture and share National Society development case studies, and to integrate learning into existing methodologies. It will encourage innovative solutions that streamline processes, improve information management, control mechanisms and communication particularly in the areas of disaster management, livelihoods, cash-based interventions, migration and health.

The IFRC will establish a virtual marketplace to support National Societies and their volunteers to better connect, exchange and learn from experiences, and to support each other. The virtual marketplace will also enable more effective and timely analysis.

STRATEGIES FOR IMPLEMENTATION

ENSURE EFFECTIVE INTERNATIONAL DISASTER MANAGEMENT

46 MILLION SWISS FRANCS FUNDING REQUIREMENT

Disaster response is first and foremost local, but it also occurs within the global solidarity of the International Red Cross and Red Crescent Movement. One of the central functions of the IFRC is to ensure effective coordination along the continuum of our work. It is crucial to support National Societies in carrying out independent, risk-informed, climate-smart and responsible humanitarian actions that adhere to internationally-recognised humanitarian policies and standards.

Surge capacity. The swift mobilisation of competent personnel and response assets such as field hospitals, water plants and base camps is crucial during operations requiring international

support. Through the Rapid Response mechanism, the IFRC has transformed the way personnel is mobilised with an increased focus on development and deployment of local resources. The Rapid Response ensures the right competencies, as local as possible and as global as needed. This includes new approaches to assessing and strengthening competencies, a new digital roster management system, an increased pool of experts for deployment and increased data management and accountability. The efforts to strengthen needs assessment and analysis will continue with a focus on country level capacity.

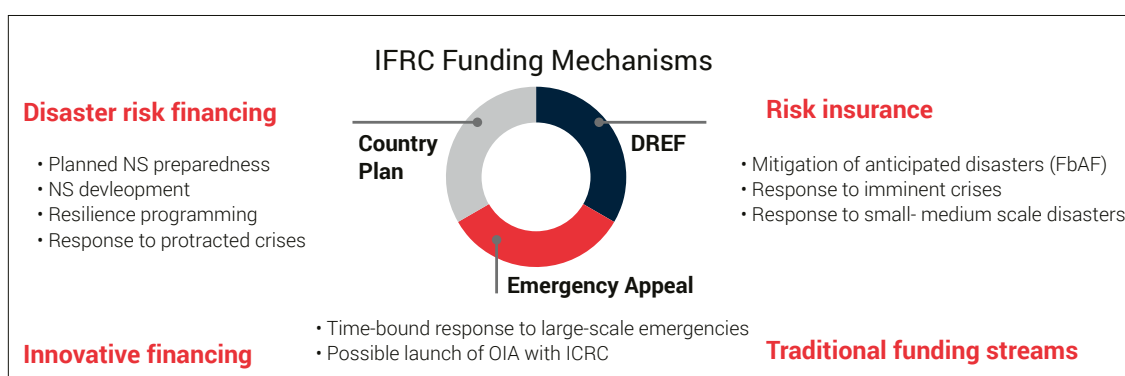
IFRC is also establishing a deployment mechanism for rapid surge communications response, including a standby roster for surge communications experts.

Information management.



Information management helps to capture, analyse and share data on needs to enable improved assistance to people affected by disasters. In 2020, IFRC will increase its information management support for IFRC operations, in collaboration with the SIMS network. New functionality will be added to the GO Platform focusing on risk and early warning, including enabling automated and National Society early warning alerts, risk-informed preparedness planning and development and monitoring of forecast-based action triggers. Use of the Data Entry and Exploration Platform will be increased to enable improved structuring of secondary data on needs, risks and vulnerabilities, to better inform operational decision making.

Financial resources for emergency operations.



Financial support to National Societies to respond to small, medium and large crises is facilitated through different funding instruments applied based on the characteristics of the crisis. For IFRC's Disaster Relief Emergency Fund, 2020 will see an anticipated allocation of 30–35 million Swiss

francs to approximately 70 National Societies. Planned allocation of 3–5 million Swiss francs from the Forecast-based Action Fund will contribute to the IFRC ambition to scale up anticipatory humanitarian action.

Community Engagement and Accountability. IFRC will work to define and measure indicators to continuously monitor, collect and analyse feedback/perceptions from affected people, field staff, and partner organisations on key dimensions of humanitarian performance within at least two emergency appeals and DREF allocations.

Recovery. IFRC has created a draft Recovery Road Map focusing on mainstream recovery in operations. Tools and SOPs will be adapted so that recovery is embedded as part of operational deliverables from early on. A key focus is to ensure that operations will build back better and contribute to more resilient communities, through a multi-sector approach, including integration of risk reduction and climate action components into operations where appropriate.

Shelter Cluster. The IFRC provides coordination services to the wider humanitarian community through its role as co-lead of the Global Shelter Cluster. Externally, the Shelter Cluster is being hailed for its impact in improving predictability, accountability, coordination, collaboration and involvement from its member agencies. There have been promising developments in Asia Pacific and Americas regions, where coordination capacity is being boosted through innovative and collaborative engagements with Australian and Canadian Red Cross respectively. Despite this core support there are still significant gaps in the resourcing of this function and as such, the main priority and challenge in 2020 will be to maintain the current coordination capacity to deliver on the institutional commitment and securing increased capacity where possible.

Logistics. IFRC and Movement partners will continue to support more National Societies to build their Logistics Development Plans in 2020. New indicators will be tested to enhance the measurement of the impact achieved by each National Society in improving their efficiency and effectiveness. Case studies will be created in 2020, to capture the experiences from some of the National Societies that have embarked in the process to capture and disseminate learning.



Movement and membership coordination. The Strengthening Movement Coordination and Cooperation (SMCC) initiative has worked to improve the Movement's capacity for efficient large-scale emergency responses. 2020 will focus on well-coordinated use of the Movement components' respective functions and responsibilities to operate and increasing funding for the Movement's operations.

Shared Leadership between the IFRC and its member National Societies describes working together with clearly defined roles, responsibilities and accountabilities, within a collective plan. An IFRC guidance framework on Shared Leadership will be created in 2020.

Cash leadership. More than 1.7 million Syrians living in Turkey will continue to receive humanitarian support through an EU-funded partnership between the IFRC and the Turkish Red Crescent Society.

Through €500 million in EU funding, IFRC will provide monthly assistance via debit cards to the most vulnerable refugees in Turkey under the Emergency Social Safety Net (ESSN) programme. The ESSN is a multi-purpose cash transfer scheme that allows families to decide for themselves how to cover essential needs like rent, transport, bills, food, and medicine. This is the single largest grant ever received by the IFRC and the partnership reflects the leading role that the IFRC network plays in the delivery of humanitarian cash assistance.



STRATEGIES FOR IMPLEMENTATION

INFLUENCE OTHERS AS LEADING STRATEGIC PARTNERS**34 MILLION SWISS FRANCS FUNDING REQUIREMENT**

The combination of National Societies' and volunteers' local expertise, and the IFRC's global credentials make IFRC a well-respected partner within the Movement and the international community. In 2020, IFRC will contribute to implementation of the Sustainable Development Goals, lead the One Billion Coalition for Resilience, co-chair the Grand Bargain Localization Workstream with the Government of Switzerland, coordinate the Global Shelter Cluster with UNHCR, and participate in inter-agency forums such as the IASC principals group, its Emergency Directors Group, and its Operational and Advocacy Group. It also aims to have an even more effective engagement in critical inter-governmental conferences, such as the World Urban Forum, Global Adaptation Summit, and Global Technical Meeting on Volunteering.

Advocacy. Climate change will be a priority area for global advocacy. The IFRC will deliver a coherent approach to climate through the United Nations Framework Convention on Climate Change (UNFCCC) and scaled up climate action through disaster risk reduction as a vital form of adaptation to future climate risks. The IFRC will give technical advice and support to States in the development of climate-smart disaster risk management laws and policies in at least 35 countries. The IFRC's internal policy work will create a basis of credibility by improving its own environmental performance, and the organisation will explore climate smart laws that address climate risks. Meanwhile, the World Disasters Report will boost the IFRC's advocacy and credibility in climate change policy discussions.

The IFRC will continue to co-lead the Communication and Community Engagement initiative with UNICEF and OCHA, to ensure predictable coordination and collective community engagement approaches in emergencies.

In the MENA region IFRC will work with National Societies to influence public opinion and policy makers on blood donation, climate change and migration as they affect the humanitarian context.

Engagement. The IFRC will work with National Societies to ensure they are better able to contribute to external engagement strategies. It will strengthen networks, external engagement and diplomacy of National Societies and technical staff, especially those working in migration and climate action for greater advocacy and impact. It will guide National Societies on national level diplomacy, for example to help authorities develop and apply state-of-the-art disaster-related legislation, policies and procedures to make communities safer, ensure timely and effective humanitarian relief, and improve the protection of the most vulnerable people.

Disaster Law. The IFRC will organise international disaster law courses and provide advocacy skills training to National Societies and partners. It will also conduct research projects on law and recovery, climate-smart disaster law, child protection in disasters, and the formalization of the auxiliary role in sectoral laws.

National Society Development. IFRC will continue to strengthen the capacities of National Societies in the Americas on disaster law, legislative advocacy and humanitarian diplomacy using the IFRC Legislative Advocacy Toolkit. It will develop an analysis of the legal protection of migrants and vulnerable groups and strengthen partnerships with regional organisations for the adoption of effective response strategies. It will also continue exploring shared leadership models by strengthening partnerships with external partners, including the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), academia, and law firms providing pro bono support.

Efforts will be made to continue diversifying sources of funding for National Societies and to grow domestic fundraising programmes, with a focus on unearmarked regular income, aiming to increase National Society financial sustainability. In 2020, IFRC will work with National Societies to conduct local market studies and draft fundraising plans, recruit and upskill technical staff, support income generation initiatives, and organize learning events such as the Regional Fundraising and Communications Skillshare.

STRATEGIES FOR IMPLEMENTATION

ENSURE A STRONG IFRC THAT IS EFFECTIVE, CREDIBLE AND ACCOUNTABLE

73 MILLION SWISS FRANCS FUNDING REQUIREMENT

Diverse and predictable funding, high quality financial systems, empowered and capable staff and leadership, transparency and accountability form the foundations of a strong IFRC. It also has a progressive policy towards gender equality and on protection against sexual abuse and exploitation. The IFRC has a zero-tolerance policy on fraud, corruption, exploitation, abuse or misconduct. These are all backed by an independent internal audit and investigation team.

The IFRC will continue to provide finance and administrative support services and stronger internal controls to National Societies, including recruiting and equipping professional staff for their roles. In the Asia Pacific region, IFRC will help offices with cash readiness, develop timely key performance indicator analysis, strengthen National Societies finance, support programmes and operations integrity with zero tolerance to wastage, fraud and corruption, and effective administration capacity for effective response to emergencies.

ERP. Development of the Enterprise Resource Planning System (ERP) named “Re@d-y” is a significant undertaking for the IFRC that promises to update outdated information systems and greatly improve efficiency through greater integration. IFRC will work with the software development team throughout the design process scheduled for 2020 in the lead-up to a proposed system launch in 2021.

Logistics. IFRC will re-enforce compliance to ensure a greater accountability and transparency for all supply chain management procedures, established frameworks and standards. One of the key priorities is to continue to establish proper tools and systems for compliance oversight and potential risks measurement and continue the dissemination of IFRC procedures, policies and processes related to the global supply chain.

IFRC will work to fully integrate the logistics objectives above in MENA and the Americas for improved accountability and transparency. In 2020, the IFRC will collaborate with partners to strengthen due diligence and compliance tools and systems.

Security. In 2020, the capacity of IFRC operations and National Societies will be enhanced to maintain sound operational security management structures and procedures. This will include improved security awareness (through trainings, reports, analysis and lessons learned), enhancing the ability to be proactive in responding to changing situations and circumstances. We will continue to monitor standards and compliance of the Minimum Security Requirements (MSR) amongst our field delegations, as well as the IFRC's Security e learning requirements. Guidance and support will be provided, particularly within the context of complex operations where urgent security needs are identified.

IT. The IFRC will provide technical support and training for the use of IT platforms, on data protection, and an IT Network will be established for National Societies in the Middle East North Africa Region. Media tools training will also be provided, and support given to Media Surge Training for National Society staff. Global media campaigns, on climate change, and blood donations will also be carried out.

PMER. IFRC will work to ensure planning, monitoring, evaluation and reporting (PMER) activities help to deliver effective impact and strengthen accountability. In Asia-Pacific it will focus on the development of monitoring and reporting mechanisms, improving performance management, supporting PMER processes and tools, enhancing compliance through regional-wide programme monitoring and tracking, and ensure data from National Societies is complete and valid.



MOBILIZING INVESTMENT FOR 2020

BY RESULT

Strategies for Implementation		CHF million
Strengthen National Societies	64	
Ensure effective international disaster management	46	
Influence others as leading strategic partners	34	
Ensure a strong IFRC	73	
Total Strategies for Implementation	217	
Areas of Focus		Number of people to be reached globally (million)
Disaster Risk Reduction	34	12.7
Shelter	12	0.4
Livelihoods and basic needs	24	1.3
Health	101	28
Water, Sanitation and Hygiene	27	2.7
Inclusion, gender and protection	12	2.2
Migration	16	0.9
Total Areas of Focus	226	
Total Thematic	443	

OTHER RESOURCES FUNDS		CHF million
(not included in the above)		
DREF Disaster Relief Emergency Fund	30	
FBA Forecast-based Action Fund	5	
CBF Capacity Building Fund	1	
NSIA National Society Investment Alliance	5	
Total Funds	41	
Grand Total	484	

OUR WORK BY AREA OF FOCUS

AREA OF FOCUS

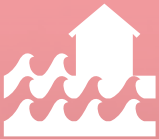
DISASTER RISK REDUCTION AND CLIMATE ACTION

34 MILLION SWISS FRANCS FUNDING REQUIREMENT

The number of people needing basic, life-saving assistance as a result of climate-related emergencies could double by 2050. To keep up with these rising risks, IFRC will significantly scale-up community-led/managed disaster risk reduction and climate change adaptation activities. In 2020, the IFRC network will aim to reach 100 million people, up from 52 million people in 2018.

The Red Cross and Red Crescent will invest in climate-smart programming, adjusting activities to face new weather conditions and extremes. This means that staff, volunteers and people we serve are not taken by surprise by extreme weather. A key solution is use of weather forecasts and climate projections and ensuring people can access, understand and translate those warnings to practical actions.

Work in 2020 will focus on a scaling-up community-based disaster risk reduction and climate action supported by appropriate tools, enhancing advocacy and partnerships, and leveraging new technologies. IFRC will encourage a focus on activities that serve the triple goals of disaster risk reduction, climate change adaptation and climate change mitigation (such as nature-based solutions and ecosystem-based disaster risk reduction).



Tools. IFRC will roll-out guidance and tools, including the revised Road Map to Community Resilience and resilience measurement dashboard, along with the Enhanced Vulnerability and Capacity Assessment guidance and toolbox. New approaches and tools for collecting and disseminating local risk information to enable better decision-making at community level will be tested, i.e. putting data and information at the service of communities and local governments to take their own actions to reduce risks and build resilience, while also providing information that can be used to tailor national and international support to communities before and after disasters. IFRC will experiment and pilot different approaches with the aim of identifying scalable, transformative solutions to local problems.

Advocacy and partnerships. The IFRC will continue to take leadership in providing a humanitarian voice in the growing climate change agenda, drawing attention to the impacts on people and the need for urgent climate action. Engagement in the Zurich Flood Resilience Alliance Partnership 2.0 will allow IFRC to substantially increase its advocacy, knowledge management and innovation work in the field of flood resilience. The continued application of the Alliance flood resilience measurement approach will be a priority. An e-learning suite of the measurement approach will be developed in 2020.

In Europe, during the second year (2020) of the flood resilience project, raising awareness activities for children and adults will continue. Intervention activities aiming at increasing community resilience will be conducted as well.

IFRC will also host the Secretariat for the Risk-informed Early Action Partnership (REAP), launched at the UN Climate Action Summit. REAP aims to make a billion people around the world safer from disasters by 2025. As part of its Early Action Focus Task Force role, IFRC will develop jointly with WFP, FAO, OCHA and the START Network an advocacy guidance on Anticipatory Humanitarian Action.



Strengthening anticipatory approaches. IFRC will continue to lead advances and innovation related to disaster risk reduction and climate action. The implementation of early action and Forecast-based Financing (FbF) will be scaled up to reduce risks, capitalizing on the to-be set up Hub for Anticipatory Humanitarian Action hosted by the German Red Cross and by leveraging the Risk-informed Early Action Partnership. Other aspects of humanitarian disaster risk financing will continue to be explored.

IFRC will continue to provide coordination and technical support on the development of Early Action Protocols beyond the current 23 National Societies actively developing the approach.

Scaling-up climate action. Through a Climate Action taskforce of National Societies, the membership will seek new opportunities to expand and strengthen climate-smart programming and engagement and influence in climate related policy processes and partnerships.

National Societies will be supported in their auxiliary role to contribute to the implementation of the Paris Agreement, including engaging in the development and implementation of Nationally Determined Contributions and National Adaptation Plans. Specific emphasis will also be placed in heatwave preparedness plans and activities, acknowledging the rising risks of heatwaves globally.

In Africa Region, IFRC will improve integration of climate adaptation and disaster risk reduction at national (e.g. re-forestation activities) and community levels (e.g. championing for resilient community infrastructure) to ensure that National Societies are better prepared for disasters and consider the implications of climate change.

In Venezuela, IFRC will partner with UNICEF, focusing on safe schools. In Ecuador and Peru, technical support will be provided for Forecast based Financing projects.

In Middle East and North Africa, IFRC will continue developing and rolling-out the disaster risk reduction in fragile and complex settings approach.

AREA OF FOCUS

SHELTER

12 MILLION SWISS FRANCS FUNDING REQUIREMENT

The IFRC helps vulnerable people with a broad scope of essential shelter issues which is a major area of competency for the organisation, hence its leadership role as co-chair of the Global Shelter Cluster alongside UNHCR. The Shelter Cluster is being hailed by major stakeholders as an exemplary one in the way it has been able to improve predictability, accountability, coordination, collaboration and involvement from its member agencies. In 2020, IFRC will maintain the current coordination capacity to deliver on institutional commitments and secure increased capacity where possible.

IFRC support. IFRC promotes Green Response approaches to shelter solutions to National Societies while ensuring that emergency shelter items are ready for immediate distribution, and that settlement assistance is available to affected people in the immediate aftermath of a disaster. It supports National Societies in their response to disasters, to build surge capacity and to develop



and distribute guidance on how to build back safer. The IFRC provides technical assistance to countries so they can devise their own shelter plans, and provides leadership in urban programming, as well as to carrying out research and development into shelter products. The IFRC also attempts to address housing, land and property rights as they relate to climate change, sustainability and urbanisation.

In 2020, at the global level, the IFRC will convene partners and help disseminate learning materials, success stories and best operational practices within the Movement and within the wider shelter community. It will continue to provide technical assistance to National Societies, help build their shelter capacities and develop strong regional surge pools. It will also support National Societies to develop and integrate shelter and settlements considerations into their national response strategies, and to increase preparedness activities through stock pre-positioning.

PASSA. FRC will continue to prioritize PASSA Youth, a youth-led Participatory Approach for Safe Shelter and Settlement Awareness. PASSA has all the critical elements to empower youth to address the challenges in the communities and build resilience by themselves, including the use of open source technology, co-design and risk data visualization as well as non-digital tools. In recognition of the innovative approach being used to address community needs this initiative was selected, in partnership with HfHI, by the Facebook Community Leadership Programme. The goal is to mobilize 10,000 youth from ten countries across the globe over the next three years, train 300 youth facilitators and establish a global youth PASSA network to implement 350 community micro-projects in 70 urban communities, in partnership with academia, private sector, governments and NGOs.

Shelter in action. In Africa Region, training will include the PASSA, Shelter Kits Training, and the roll out the Shelter Technical Training developed and piloted specifically for Africa Region in 2019. It will address shelter risks and vulnerabilities as part of preparedness and risk reduction activities and work to improve the shelter-readiness of cash and market-based interventions. The Shelter Technical Training curriculum for Asia Pacific will be advanced further in 2020 for surge shelter personnel, country focal points, disaster managers and response coordinators within the Movement and across the region. Surge shelter personnel in the Asia Pacific roster will undergo a profile screening according to the skills and experience identified in the surge core competency framework. This process will help identify and address technical training needs.

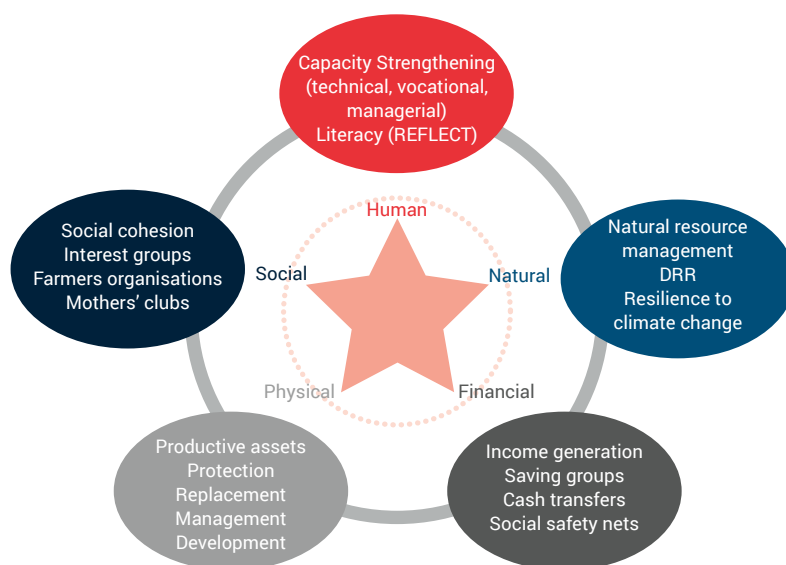
The IFRC will continue in 2020 to coordinate and connect urban work across the Asia Pacific region, through the regional Urban Community Resilience Hub. This will enhance knowledge sharing and peer exchange within and beyond the Movement.



AREA OF FOCUS

LIVELIHOODS AND BASIC NEEDS**24 MILLION SWISS FRANCS FUNDING REQUIREMENT**

Evidence indicates that climate change will not only affect weather-dependent economic sectors in rural areas, but also economic activities and employment in urban areas. Unless these challenges are addressed in a holistic manner, and hazards affecting livelihoods are mitigated, people continue to suffer and to depend on external assistance.



The increase in complex emergencies and protracted crises, triggering long-term displacements or new types of interventions in urban contexts, have significantly impacted people's livelihoods strategies. IFRC shall engage throughout the humanitarian-development nexus to reinforce the quality of livelihoods programming before, during and after emergencies.

Currently, most IFRC livelihoods interventions are in the emergency phase and emphasise the replacement of financial and physical assets. IFRC will support National Societies to develop their understanding about quality livelihoods programming and set up systems protecting livelihoods in anticipatory actions, and recovery to stabilise lives and increase resilience after emergencies.

Recognising the specific roles of women in livelihoods restoration and development, IFRC will prioritize Livelihoods responses that:

- Support **transformational change** aimed at **accompanying, enabling** and **connecting communities** to adopt **resilient livelihoods strategies**;
- **Enhance** National Societies' response capacity for Livelihoods preparedness and operational readiness and develop the necessary training and tools.

- Bridge the gap between *meeting immediate needs*, protecting livelihoods against assets depletion and early recovery of livelihoods while *reducing needs* in the longer term by the identification and provision of sustainable livelihoods options;
- Promoting *climate-smart approaches* which don't only address challenges of poor and vulnerable people in rural contexts but also act on alleviating the impact of climate change and other threats to the needs, profile of the population and economic activities in urban areas;
- Roll out relevant livelihoods' responses in *urban contexts*, supporting the *economic and social inclusion* of affected population in labour markets and preparing targeted population to use market systems and engage with stakeholders from the private sector,
- Facilitate the *employability* of vulnerable people in *local labour markets*, increasing skills and opportunities to get work, towards economic security and sustainability of employment;
- Promote *innovative, easily adoptable responses* which costs, technologies and *replicability* are in the long-term proportionate to the capacities and the realities of the target group;
- Build *evidence* about the positive *outcomes* of *resilient livelihoods strategies*, through the collection and analysis of reliable data, the development of case studies and the identification of good practices

IFRC offices in all regions shall engage closely with the IFRC Livelihoods Resource Centre which provides robust technical assistance and human resources contributing to improving the quality and compliance of programming. The centre will mobilise resources to develop and roll out new modules on food security and livelihoods in emergencies, economic and financial inclusion, and employment. The centre shall also support IFRC in defining its priorities for the Green Response in livelihoods.



IFRC is approaching food security and livelihoods in Africa with an innovative approach looking at new tools and programmes to address immediate acute needs while addressing underlying cause of hunger and strengthening the resilience of communities to engage sustainable livelihoods activities.

Ukraine and Turkey are engaged in livelihoods programmes supporting employability and socio-economic inclusion of refugees, displaced and host communities, by skills enhancement, support to business creation and engagement with local employment centres.

IFRC will engage with National Societies in MENA to define the Livelihoods Roadmap for the region. The road map will ensure that Livelihoods interventions are evidence- and needs-based in accordance with the specificities of each National Societies. Support will be provided to approach livelihoods implementation with a protection lens to maximise impact, to do no harm, and contribute to the suitability of planned interventions.

Technical support will be provided to National Societies in the Americas in the implementation of the Livelihoods Roadmap.

A Fund for Women Economic Empowerment in Asia-Pacific was set up in 2019. Implementation of four pilot projects will start in Afghanistan, Pakistan, Bangladesh and Viet Nam. The fund will be looking for future donations to continue strengthening the economic and financial inclusion of women throughout the region.



AREA OF FOCUS

HEALTH

101 MILLION SWISS FRANCS FUNDING REQUIREMENT

IFRC health and care activities include improving equitable access, first aid, emergency response, epidemic control, health promotion, disease prevention, addressing stigma, providing psychosocial care, and enabling community empowerment. It supports National Societies to deliver community health care services and helps them to strengthen national emergency health systems. It provides National Societies in fragile settings with technical and financial support for programmes on communicable and non-communicable disease, maternal, new-born and child health, and psychosocial support. It delivers critical programmes for the most vulnerable, underserved and hard to reach people, including migrants, drug users, and older people.

Expanding programmes. In 2020, the IFRC will implement long-term and emergency health interventions in Africa, helping National Societies to expand health promotion activities. It will train National Society staff on the use of health care tool kits and provide technical support for Emergency Appeals. The 2020 Africa Road Map identifies the documentation of key lessons from the past three years of the implementation, the CP3 initiative, and the Philips UHC research project for advocacy and the strengthening of volunteer engagement.

Immunization. The IFRC and the Afghan Red Crescent are entering into partnership with Gavi, the Vaccine Alliance in Afghanistan to strengthen routine immunisation activities to support the Ministry of Public Health-National Expanded Programme for Immunization for reduction of

morbidity and mortality due to vaccine preventable diseases among hard to reach populations. The project, which will run through to the end of 2021, will target nearly one million people. IFRC will support the Afghan Red Crescent with mobile health clinics and community-based health and first aid support which will enable better access to hard to reach communities.

Working with partners. IFRC aims to strengthen National Societies and, in coordination with relevant partners, to provide them with technical leadership and support in MENA. It will also reinforce the partnerships with international humanitarian organisations and civil society organisations at the regional and national level. The IFRC will improve the monitoring and evaluation of the health programme in the region and encourage the establishment of regular information-sharing on the health situation in the region.

Holistic approach. In partnership with the National Societies, the IFRC will approach health challenges through three workstreams in the Americas: Strategy, policy and advocacy; Community health, and Emergency health. It will implement holistic health programmes that address unmet needs and reinforce community resilience, aiming to improve access to health care for those people affected by emergencies and crisis, the isolated and marginalised, and those vulnerable to stigma and discrimination. This support will contribute to critical global health agendas, including commitments to reach Sustainable Development Goal 3: “ensure healthy lives and promote wellbeing for all at all ages”. The IFRC will support National Societies and regional initiatives to take a people-centred, multi-sectoral approach to community health that is led by communities, such as by advocating for local actors to play a role in preventing, detecting and responding to epidemics.

Programme sustainability. In 2020, IFRC health care activities in Europe will aim to ensure the effectiveness and sustainability of National Society health and care programmes. The IFRC will establish effective systems for Emergency Health Assessment, Basic Health and Care, Public Health and Epidemic control, Water, sanitation and hygiene promotion (WASH), Psychosocial support, and First Aid to reduce the number of deaths and adverse effects on the health of people in disasters and crisis situations. It will develop training tools, integrate health/WASH components into National Society preparedness and response mechanisms, and conduct training and simulation exercises. The IFRC will strive for universal health coverage by advocating for access to health by the most vulnerable people and aim to accelerate HIV prevention and the reduction of the impact of HIV, AIDS and tuberculosis. It will also advocate for equal access to HIV and TB services without stigma or discrimination.



AREA OF FOCUS

WATER, SANITATION AND HYGIENE**27 MILLION SWISS FRANCS FUNDING REQUIREMENT**

Sustainable and equitable access to high-quality water, sanitation and hygiene (WASH) is vital for the daily prevention of disease and improving public health for vulnerable people in their communities as well as those affected by sudden or slow-onset disasters. The IFRC works within the Movement and with other partners to collectively address the needs of the world's poorest people in both the emergency and sustainable development contexts and will continue to do so in 2020.

One WASH. The IFRC's One WASH initiative provides a framework for the promotion of a universal and adaptable approach by National Societies to build response capacity and to establish large-scale sustainable WASH programmes in rural and urban settings. It attempts to help eliminate cholera in high-risk areas, improve nutrition and strengthen the delivery of improved hygiene. Across all regions, the IFRC will also coordinate the collective contribution to SDG 6 Clean water and sanitation for all people: "Ensure availability and sustainable management of water and sanitation for all" and SDG 3 Good Health and Well-being: "Ensure healthy lives and promote well-being for all at all ages".



IFRC and The Islamic Development Bank (IsDB) are embarking on an innovative partnership. Together they are developing a new financing approach to support One WASH programs and contribute towards achieving the SDGs combining new philanthropic grants, traditional humanitarian and development finance and private capital investment.

An ambitious objective is being set to contribute to the reduction of Cholera related deaths by 90 per cent in the most affected Organisation of Islamic Cooperation States, over the next ten years. The One WASH Fund will finance One WASH Programmes in 29 OIC member states where it aims to improve the lives of 5 million people by strengthening and integrating the delivery of water, sanitation, and hygiene with public health services building upon well-proven methodologies being practiced by the IFRC at the grassroots level.

This contributes not only to SDG 6 (Clean Water and Sanitation) but also SDG 3 (Good Health and Wellbeing), SDG 5 (Gender Equality), SDG 13 (Climate Action) and SDG 17 (Partnership for the Goals) and aligns with the Global Task Force for Cholera Control's Cholera Roadmap.

The model seeks to blend outcome-based financing with grant financing in a structure that will position participating funders and stakeholders ahead of the innovative financing curve and suggests a new approach to humanitarian development organizations resource mobilisation.

The One WASH initiative will be used as the overall strategy for the scale-up of the WASH portfolio across the Africa Region in 2020. The IFRC will be working with its National Societies to seek additional partners and strengthen relationships with OFID for One Wash Initiative projects in Rwanda, Ghana and Malawi, and with Nestle in Ghana. Through the creation of a Regional cholera partnership, the IFRC will encourage multi-stakeholder engagement of organisations such as the WHO, UNICEF, OXFAM and Save The Children in cholera elimination. The IFRC will continue to play a leading role as the co-chair in the newly established East and Central Africa Cholera Platform with WHO and UNICEF and will support the continuous engagement of National Societies in the West and Central Africa Cholera Platform.

WASH in Emergencies. As well as promoting and supporting One WASH in the MENA region, the IFRC will provide technical support to National Societies for the implementation of WASH activities in emergencies. It will also increase the number of trained WASH National Society staff and volunteers that can be deployed in emergencies. The IFRC will also help National Societies to develop high-quality emergency and developmental WASH activities and related training. It will map National Society WASH activities, promote the IFRC WASH global and regional strategy.

Learning. IFRC will continue to provide WASH technical support and oversight in public health, development, emergencies and urban contexts in the Americas. It will make financial or technical contributions to help disseminate existing IFRC tools and the Global Water and Sanitation Initiative (GWSI) throughout the region. The IFRC will also help build the capacities of National Societies by identifying gaps and providing them with learning opportunities, and it will link them to share knowledge and peer to peer support through cooperation agreements. The IFRC will endeavour to ensure that WASH programs support, control and prevent cholera transmission in all relevant settings (clinical, home, environment). In 2020, the IFRC will increase its attention on wastewater response, solid waste management and will expand work on menstrual hygiene management.

Empowerment. Community engagement and empowerment will continue to be central to the IFRC approach in the Asia Pacific region. That approach will ensure the inclusion of protection, ageing, migration, displacement, gender and diversity perspectives into WASH programming. It will also help National Societies plan, improve and make their long-term WASH programmes more sustainable. It will also consolidate and strengthen emergency WASH response capacities of National Societies by reviewing and improving training with the addition of new technical areas, producing ready-to-use toolkits, and by providing equipment and technical support.



AREA OF FOCUS

PROTECTION, GENDER AND INCLUSION**12 MILLION SWISS FRANCS FUNDING REQUIREMENT**

IFRC supports National Societies to promote equality, and tackle violence, discrimination and exclusion through both emergency response and long-term programmes. IFRC works with National Societies to build their systems and capacities to ensure that protection, gender and inclusion (PGI) issues are mainstreamed within their programs. IFRC's work in PGI is closely related to SDGs 5,10 and 16.

Within the IFRC, PGI is integrated into a number of other thematic areas of programming, including WASH, health, menstrual hygiene management, shelter, migration, disaster preparedness and disaster law.

PGI in emergencies. Significant progress has been made in embedding PGI in emergency response—including Child Protection, Disability Inclusion and Sexual and Gender Based Violence in Emergencies. In 2020, this work will continue to be scaled up.

PGI in non-emergencies. There will also be a focus to ensure that PGI issues are included in long-term programming. This includes a focus on inclusion with the roll out of the new Gender and Diversity Policy and supporting work around social cohesion. A new sports for inclusion and peace youth engagement project will be developed and piloted in several countries.

SGBV. In 2020, the delivery of programming targeting Sexual and Gender based Violence (SGBV) will be undertaken in eight countries around the world. We are currently working with UNICEF on rolling out SGBV work in Central Asia and the Area of Responsibility for Child Protection. We also sit on the Area of Responsibility for SGBV and engage with the Global Protection Cluster.

Prevention of Sexual Exploitation and Abuse (PSEA). Focus will continue to support 15 National Societies to develop and adopt a PSEA policy. These National Societies will be targeted for development of PGI capacities, furthering PGI operations.

Education. With the new Strategic Framework on Education, focus will be on education provision and piloting a new education in emergencies program. Our education framework is related to SDG 4. We are active members of the Inter-Agency Network for Education in Emergencies and the Global Alliance for Disaster Risk Reduction & Resilience in the Education Sector.

Vulnerability and climate change. A person's characteristics (e.g. impairments, age, ethnicity, language) condition their vulnerability and possible exclusion, and in turn affect the extent to which they are at risk of harm, including from the consequences of climate change.

Climate change will affect people differently based on their vulnerability and exclusion, e.g. the heatwaves in Europe during the summer of 2019 affected elderly people more than young people. Displacement caused by climate change could have different effects on people based on the vulnerability that they are facing. Thus, there is a need to mainstream around PGI issues. IFRC will



work to ensure that every person affected by disasters, conflict, crises, deprivation and poverty has an equal right to be protected from harm and an equal right to be included in all attempts to provide assistance.

PGI in action. In emergency operations in Africa, activities focus on PGI mainstreaming in all sectors and more specialised activities that protect people at risk of harm due to who they are. In Europe, IFRC will work to identify entry points to promote humanitarian principles and empathic approaches through sensitization and community dialogue.

IFRC will work to introduce Minimum Standards for Protection, Gender and Inclusion into programmes including in emergencies in MENA.

In the Americas, support will be provided to National Societies to develop programmatic interventions to improve the access to education or school success.

Mainstreaming PGI in Asia-Pacific will include assisting four National Societies to adapt their systems to use the new Technical Note on Counting People Reached, ensuring common sex and age data is gathered from branch level.



AREA OF FOCUS

MIGRATION AND DISPLACEMENT**16 MILLION SWISS FRANCS FUNDING REQUIREMENT**

Throughout 2020, IFRC will significantly increase support to National Societies as they assist, protect and advocate for migrants and displaced populations across the globe. This support will focus on both emergency and non-emergency contexts and will address all aspects of migration and displacement, both cross-border and internal, and along migration routes—in countries of origin, transit, destination and return.

This support will be provided in line with the IFRC Global Strategy on Migration 2018–2022.

A Roadmap outlines the identified paths and tactics necessary to achieve the strategic aims and enabling actions identified in the Global Strategy on Migration. The Roadmap will be implemented by the IFRC and National Societies through a collective effort including regional and thematic networks and platforms.

As recognised in the IFRC Policy on Migration, it is important that all components of the Movement strive for a coordinated action that covers both, displaced populations and migrants. IFRC will provide support aligned with the recommendations of the new IFRC Global Report on Internal Displacement in this regard.

Support to assist and protect migrants and displaced people in emergency and protracted displacement settings will include integrating migration and displacement analysis, principles and practices into all relevant DREF allocations and Emergency Appeals; coordinating technical support, including surge deployments, humanitarian analysts, anti-trafficking advisors, child protection and other related specialists; and promoting global and cross-regional knowledge sharing.



Support to assist and protect migrants and displaced people in non-emergency settings through the Global Portfolio of Migration Projects will include identifying and providing support for funding opportunities; technical and programme support for Virtual Volunteer and Humanitarian Service Points.

IFRC will also engage in advocacy initiatives and policy discussions with a focus on the Global Compact on Migration, the Global Compact on Refugees, and global internal displacement initiatives.

As part of the Asia Pacific Migration and Displacement Framework for Action (2017–2022), the IFRC will continue to ensure that 75 per cent of National Societies undertake migration-sensitive needs assessments and integrate migration into their strategic planning and programmes.

IFRC will transition from an emergency mode to a mid- and long-term programmatic approach in the Americas through stabilisation of services and activities implemented by National Societies. This includes access to basic services to help the integration process, and to reduce vulnerabilities to discrimination and xenophobia.

IFRC will support National Societies in MENA in developing national Migration Strategies as well as work together with ICRC on Restoring Family Links and tracing services for migrants.

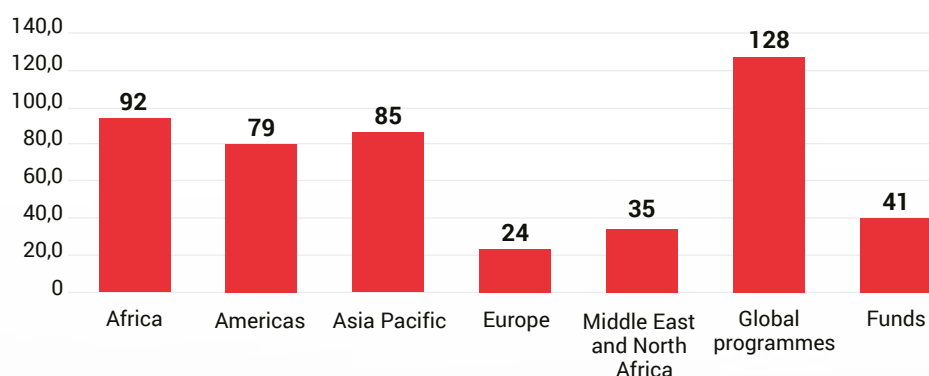
In 2020, the IFRC's Europe migration team will continue support to National Societies in: 1) providing more consistent and specialised response to the needs of migrants 2) establishing specialised protection programmes in migration 3) social inclusion and integration 4) ensuring protection, gender and inclusion and community engagement and accountability approach are mainstreamed in migration programmes and 5) supporting communication and advocacy efforts for better protection of the rights of migrants, refugees and asylum-seekers.

In Africa, IFRC will support National Societies with their population movement response, addressing the vulnerabilities of mixed migrants, and will continue to scale up its support to strengthening National Societies in engaging in durable solutions. An African regional network (s) to support more coordinated and coherent regional interventions will also be set up.

Humanitarian Service Points are neutral spaces that provide a welcoming and safe environment for migrants and displaced communities to access essential services. Such an environment requires an absence of violence, abuse or further harm in the process of accessing and receiving humanitarian assistance, as well as the absence of fear of interference by authorities when doing so.

OUR WORK BY REGION

Funding requirement geographically



AFRICA

The combination in Africa of chronic poverty, food insecurity, a high prevalence of communicable diseases, weak infrastructure, governance issues, rapid urbanisation, conflict and protracted crisis has led to profound humanitarian needs lasting longer than ever before.

The operating environment for the IFRC and National Societies in Africa is complex. Activities are under-resourced and increasingly in high demand. The vast majority of the IFRC operations are in Africa, where we were working on 17 simultaneous active response operations in September 2019 and coordinating on average, 35 emergency response operations per year.

Also, many crises that the IFRC network responds to in Africa are regional and characterised by large-scale and often cross-border population movements. Migration and displacement patterns vary dramatically across the region, and there has been a steady increase in internal displacement.



In 2020, the IFRC will develop and strengthen relationships with partner National Societies and governments in an attempt to address such issues. It will do this by connecting their areas of interest with funding needs.

The IFRC will collaborate with National Societies based in the European Union to secure opportunities for ECHO funding for sub-regional initiatives and explore opportunities for development funding in coordination with EU offices in African countries. The IFRC will also develop stronger relationships with the African Development Bank and the Eastern African Regional Centre to secure funding, and with the WFP to develop partnership opportunities on cash and nutrition. The IFRC will continue to explore progress with the private sector and continue its cooperation with ECOBANK. It will also develop partnerships between African Governments and National Societies to strengthen government application to multilateral donors for climate change adaptation. More importantly, The IFRC will help strengthen National Societies with their domestic resource mobilisation efforts.

AMERICAS

The violence fuelled by social inequality and exclusion continues to spiral in Latin America and the Caribbean, especially in urban contexts where more than 80 per cent of the population live. Of the 50 most violent cities in the world, 42 are in the Americas. Also, 14 of the 25 countries with the highest rates of gender-based violence are in the Americas. This has a multi-faceted impact on all aspects of society.

Moreover, the Americas region is home to 26 per cent of the world's migrants (70.3 million people). Internally displaced people, migrants and refugees suffer from a lack of access to health services and are excluded from economic opportunities. They are frequently subjected to discrimination and violence. Therefore, the IFRC will undertake a regional anti-xenophobia and discrimination campaign in 2020 in addition to supporting the work of National Societies, such as in Peru where it will provide technical and operational support medical care in border areas, social inclusion of migrants in host communities, promoting a culture of peace and social inclusion.



As more than 50 per cent of current operations in the Americas involve Colombia, the IFRC will contribute significantly to supporting the Colombian National Society on a variety of challenges including disaster risk reduction; livelihoods, the provision of health services, WASH, protection, gender and inclusion, and migration. It will also collaborate with the National Society and the Netherlands Red Cross on human trafficking to address needs and increase awareness of what is happening through a massive communications campaign.

The IFRC will concentrate its disasters and crisis management efforts in 2020 on the continuous improvement of operational excellence, helping to strengthen National Societies' capacities to respond effectively. Also, the IFRC will promote its climate change campaign by sharing adaptation actions and lessons from National Societies. It will encourage implementation of the Climate-Smart Disaster Law Resolution, as well as international commitments undertaken by States to promote an integrated approach to disaster risk reduction, climate change adaptation and the SDGs in national policy frameworks.

The IFRC focus in the Caribbean will continue to be on community resilience. It will also help National Societies to provide quality community health programming and to capitalise on their existing engagement with schools and relationships with communities to prevent and reduce the impact of non-communicable diseases by focusing on sustainable behaviour change.

In Haiti, the IFRC will work with the Swedish Red Cross on hygiene promotion and support the National Society in the Dominican Republic to vector-borne diseases, such as Dengue and Malaria.

The IFRC will also work with the National Society in Venezuela to support in-transit populations through the production and distribution of information materials, the provision of essential services, the establishment of child-friendly spaces and a national campaign to promote a culture of peace and non-violence.



ASIA PACIFIC

The Asia Pacific is the world's fastest-growing economic region. It is vital for the IFRC network and local communities in the Asia Pacific to have the capacity and ability to cope with disasters and crises which are also increasing in number, scale and complexity.

The main drivers of risk in the region include urbanisation and environmental degradation which contribute to the accelerated effects of climate change; the disparities between increasing wealth and expanding inequality; the increasing role of the private sector and militaries in humanitarian response; the continual growth of protracted crises and complex emergencies; more assertive governments; and the growing confusion between humanitarian and development actors and the meaning of humanitarian work.

The IFRC will be adapting to such trends in 2020 by linking humanitarian response to enhancing longer-term gains through preparedness, risk reduction, building community resilience and achieving greater access to people in need or at risk. It aims to identify and alleviate situations or reduce the causes of vulnerability through a community-centred approach that strengthens engagement with National Societies, in close collaboration with the international humanitarian and development ecosystem.



The IFRC will increasingly integrate protection, gender and inclusion, and community engagement and accountability into policies and strategic guidance. It will support National Societies' membership and programmes to include people with disabilities and help to ensure a diverse representation of women and young volunteers in leadership and governance.

The IFRC in Asia Pacific will continue to work on the coherent management of evidence-based knowledge and its practical application for developing, implementing and monitoring region-wide strategies. It will promote peer-to-peer learning and support National Societies' mechanisms for organisational and programmatic enhancement. The IFRC will foster and facilitate innovation and research drawing from and creating links to external and internal learning experiences.

EUROPE

There are considerable disparities in Europe and Central Asia between the countries prone to severe floods, landslides, extreme weather conditions and earthquakes, and the wealthier countries. There are also increasing income inequalities in some countries, while the effects of an ageing population are felt across the region.

Europe and Central Asia region is experiencing an unprecedented disparity in income generation capacities of National Societies and therefore their ability to meet humanitarian needs. Financially sustainable National Societies can support vulnerable people based on locally identified needs without reliance on external sources, upholding their independence, neutrality, and relevance. Nine the of 54 National Societies in the region generate more than 92 per cent of the financial resources in the region, while more than a third of National Societies rely on financial support from Movement partners despite their potential to raise funds domestically. The leadership of all National Societies in the region unanimously committed to ensuring financial sustainability by diversifying income sources, developing country-specific resource mobilisation strategies and investing in fundraising development.

National Societies in the Balkans and in Central and Eastern Europe have the infrastructure, leadership and appetite to develop fundraising. With the support of the IFRC and Movement partners, those National Societies could quickly become market leaders in their respective countries.

In 2020, the IFRC will help National Societies to increase their income by between 1.5 million and 2 million Swiss francs. It will do this by helping them develop fundraising programmes, especially corporate and individual giving for unearmarked regular income. It will work with National Societies to conduct local market studies and draft fundraising plans, recruit and prepare technical staff, support income generation initiatives, and organize learning events, such as the Regional Fundraising and Communications Skillshare. IFRC will continue to provide expert coaching, technical advice, support with contract negotiations, agency and staff selection in close co-operation with partner National Societies such as the Swiss and Norwegian Red Cross societies, and the Virtual Fundraising Hub.

These efforts are in line with Sustainable Development Goal 17 Partnerships for the Goals "Strengthen the means of implementation and revitalise the global partnership for sustainable development", and they support the localisation agenda.

MIDDLE EAST AND NORTH AFRICA

The MENA Region is affected by some of the most acute and complex humanitarian emergencies in the world, resulting primarily from armed conflict and mass displacement. The conflicts in Iraq, Libya, Syria, Yemen, and the Occupied Palestinian Territory—and their effects on neighbouring countries—make it challenging for communities to take constructive steps to strengthen their resilience.

The National Societies in the region react to this by providing humanitarian assistance, development programmes and emergency relief support to approximately 25 per cent of the entire population of the MENA region. Such a massive response, especially to protracted crises, requires sustained financial resources. In the past few years, there has been increased dependency on fewer IFRC donors in MENA, although the amount of funds has also increased.

In 2020 the IFRC will work with the region's National Societies to diversify funding sources and to position the IFRC network as a preferred partner for donors. It will attempt to secure new regional and global donors, improve fundraising coordination and support to National Societies to increase their local fundraising activities. It will continue developing donor partnerships at the global and regional levels, with the King Salman Centre, and Gulf Cooperation Council countries such as Oman, Qatar and Kuwait.

The IFRC will identify and pursue areas of mutual interest and new funding opportunities with partners such as the FAO, WHO, and WFP. It will also actively participate in national and regional fora and platforms where the future of the humanitarian sector is shaped. This includes increasing engagement with regional bodies, such as the League of Arab States, UNISDR and UNESCWA.



CONCLUSION

As we transition to the next decade of our work, we will integrate what we have learned, prepare for the challenges that lie ahead and adapt both what we do and how we work to ensure that we are able to provide the best support possible to those who need it.

We will include the communities we serve in the design and implementation of programmes that affect them and we will continue to innovate our programmes and practices to reach further and do more. We will support our member National Societies to grow and develop. We will support them in their work as local organizations and stand behind them with the power of the Red Cross and Red Crescent Movement to ensure they can continue to make a difference in the lives of countless people.





The Fundamental Principles of the International Red Cross and Red Crescent Movement

Humanity The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.