

The background of the cover is a photograph of a woman and a young child in a dry, arid landscape. The woman is sitting on the ground, leaning against the thick, textured trunk of a large, leafless tree. She is looking towards the child, who is standing and looking away. The ground is dry and cracked, and the sky is a pale, hazy blue. The entire image has a semi-transparent blue overlay with a subtle dot pattern.

# GLOBAL PLAN 2023



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# **MESSAGE FROM** **THE SECRETARY GENERAL**

The past few years have been marked by life-changing shocks and great suffering. The hazards of the climate crisis, the health and livelihoods impact of the COVID-19 pandemic, growing migration and displacement, severe food insecurity in parts of Africa and the international armed conflict in Ukraine have all combined to unsettle communities and undermine their resilience.

In communities large and small across the world, there is a sense of great uncertainty about what the future will hold. But one thing remains constant: wherever there is a crisis, there is a Red Cross or Red Crescent volunteer ready to respond, to support, and to build resilience.

Our IFRC network is powered by the strength, skills and compassion of these National Red Cross and Red Crescent Society volunteers, who number nearly 15 million across 177,000 branches and local units in 192 countries.

Unfortunately, the humanitarian challenges they are called upon to support will continue to grow in 2023 and beyond.

My challenge – and that of the International Federation of Red Cross and Red Crescent Societies (IFRC) – is to ensure that each of our 192 National Societies has the resources, the capacities, and the systems in place to be strong, independent, trusted, and accountable local actors to respond to these crises and help build community resilience.

Our collective work is needed more than ever. And we have a collective responsibility to deliver life-saving and life-changing humanitarian services through empowered and well-resourced local actors at the community level, where support is needed the most.

This 2023 Global Plan outlines the scale of the world's humanitarian needs, and the ambition of the IFRC

network in delivering humanitarian support at scale across five priority areas:

- Climate and environment
- Disasters and crises
- Health and wellbeing
- Migration and displacement
- Values, power and inclusion.

It also demonstrates the work we are doing to transform and optimize our accountability, our global and local humanitarian diplomacy, the systems we have for National Society development, and the strategic and operational coordination that ensures an efficient and cost-effective IFRC network.

This plan also showcases a significant shift in the IFRC's approach to mobilizing resources for National Societies, moving away from short term, small projects to longer term, larger programmes in support of the membership with significantly diversified partnerships.

Our multiyear Pilot Programmatic Partnership (PPP) with ECHO, our developing partnership with the Africa CDC to train two million community health workers, our Global Route-Based Migration Programme and our Global Climate Resilience Platform are all examples of how the IFRC is leveraging the network's unique advantage: powering local action through global influence, reach, and the support of our generous donors and partners.

I am grateful for the continuing trust that donors and partners place in the IFRC network around the world.

Together, we are a sign of hope for millions of people facing crises and uncertainty. Together, we will transform that hope into a safer, dignified and more resilient future in 2023 and beyond.



# **INTRODUCTION**

The International Federation of Red Cross and Red Crescent Societies (IFRC), together with its 192 member National Societies worldwide (the IFRC network) continue to strive for excellence in humanitarian work. Together, the IFRC network brings life-saving assistance to millions of people each year and supports communities to foster sustainable positive change for increased resilience, better health, and more peaceful societies.

This global plan will focus on the IFRC's work in 2023 in its constitutional role as the Secretariat for its member National Societies and their millions of volunteers. This plan details the challenges the IFRC faces, its approach to priority areas of work, and the actions that must be taken to reach its objectives. In this plan, the IFRC includes its headquarters in Geneva, regional offices and country/cluster delegations that work together to support National Societies. The IFRC network refers to the IFRC and National Societies together.

The two parts of this plan will, together, provide an overview of how the IFRC network is responding to some of the world's most pressing challenges. We continue to work more closely together as one unified network to increase our impact for the individuals and communities who need our support the most.

Please note that the funding requirements in this plan are all listed in CHF (Swiss francs).

## **About the IFRC**

The IFRC supports 192 National Red Cross and Red Crescent Societies, and its goal is to “inspire, encourage, facilitate and promote at all times” the life-saving and life-changing work they carry out every day to build community resilience.

Each National Society is an independent and neutral organization delivering a variety of services through skilled volunteers and staff, and acting as an auxiliary to their public authorities in the humanitarian field.

Our network has some 15 million active Red Cross and Red Crescent volunteers living and working in at-risk communities around the world. They deliver truly local humanitarian action through 177,000 local branches and units before, during, and after a disaster or crisis.

When disasters and crises do strike, Red Cross and Red Crescent volunteers and staff are often the first to respond. And as they are a permanent presence in communities, they are there throughout the recovery period and long afterwards, helping affected people to build resilience and reduce their risks.

This focus on scaling up community resilience plays a vital role in building safer and more informed communities, where at-risk people are empowered to prepare for – and even prevent – future crises. This is why the investment in National Societies must be ensured before, during and after emergencies.

Their local action is backed by the global reach, technical support, knowledge sharing and international influence of the IFRC, and the solidarity and partnership of the IFRC network. Our shared ambition is to work together “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”.

## **Our structure and governance**

The structure of the IFRC is designed to encourage National Society ownership of their IFRC. The IFRC supports National Societies through more than 50 country/cluster delegations, five regional offices, and from our Headquarters in Geneva. Our presence at the country level allows the IFRC to support National Societies in their development and long-term work and to be present from the beginning when emergencies strike.

At the Headquarters, there are three Divisions and a number of Offices that also report to the Secretary General, and five Regional Offices each with several



Country Cluster and Country Delegations that provide direct support to National Societies to boost and promote localization. The IFRC also has three Representation Offices engaged in partnership building and humanitarian diplomacy – at the African Union in Addis Ababa, the European Union in Brussels, the United Nations in New York – and works in partnership with ASEAN and the Pacific Forum. Many IFRC reference centres, hosted by the membership, contribute in their specialized areas of work.

The Secretary General is the Chief Executive Officer of the IFRC. The responsibilities include establishing the structure of the IFRC, appointing staff, executing the functions of the IFRC as set out in the Constitution and the work entrusted to the IFRC, administering the approved budget and implementing the decisions of the General Assembly and the Governing Board.

The functions of Regional Offices, as extension of the Headquarters, is to manage the country and country cluster delegations in their respective regions. They also ensure strategic and operational coordination at the regional level making sure that the right support is provided to the National Societies in areas such as capacity strengthening, disaster response operations, resource management, representation as well as in formulating regional strategies in the IFRC's strategic priorities.

Country and country cluster delegations allow the IFRC to provide individually-tailored support to National Societies – strengthening their capacities, ensuring strategic and operational coordination, promoting their integrity, and positioning them as strong and effective local actors in line with the IFRC's support of greater localization in resilience building and humanitarian response.

Decisions on the direction and policy of the IFRC are made by its governing bodies, which also provide clear mechanisms for accountability and compliance.

The **General Assembly** is the highest decision-making body of the IFRC. It meets every two years and comprises representatives from all member National Societies. It approves a two-year Plan and Budget for the IFRC.

The **Governing Board** governs the IFRC between the General Assemblies, meeting at least twice a year. The board comprises the IFRC's President and Vice Presidents, representatives from elected member Societies, the Chair of the Finance Commission, the Chair of the Audit and Risk Commission, and the Chair of the Youth Commission.

The **Finance Commission**, which is responsible for providing financial advice and oversight to IFRC, is comprised of a chair and representatives from five National Societies. One member of the Finance Commission is required to be independent of the International Red Cross and Red Crescent Movement.

The **Audit and Risk Commission** advises the Governing Board on managing the IFRC's financial and non-financial risks. It monitors and assesses the delivery of the IFRCs internal audit processes.

The **Youth Commission** advises National Societies and governing bodies on all matters relating to young people. It promotes the implementation of the IFRC's Youth Policy and ensures young voices from across our network are heard and considered.

The **Compliance and Mediation Committee** helps the IFRC resolve any breaches of integrity or disagreements involving member National Societies or any body within the IFRC network.

The **Election Committee** oversees all elections and appointments to the IFRC's governance bodies. It develops and monitors compliance with Electoral Standards to ensure fair and transparent electoral and appointment processes and conducts investigations into any alleged breaches.



# SITUATIONAL ANALYSIS

The humanitarian community has been ringing the alarm bell for years, warning that disasters and crises are becoming more frequent, causing greater loss of life and property, and reversing hard-won development gains.

The world urgently needs to act on the changing climate and strengthen health security, while also addressing challenges such as population movement (including displacement and forced migration), rising socio-economic vulnerabilities, and conflicts and violence.

Crises are also becoming more protracted – including the climate crisis, which is now a daily reality for millions of people. One in 29 people worldwide needed help in 2021, which is a significant increase from one in 33 in 2020 and one in 45 in 2019 (Global Humanitarian Overview 2022).

The conflict in Ukraine continues to have far-reaching repercussions, not only for the surrounding countries who are the recipients of millions of refugees, but also globally, as food and fuel prices skyrocket, and trade is disrupted.

Armed conflict and extremism have resulted in growing threats to personal safety and community stability. Violence towards aid workers has risen sharply over the past decade.

Global inflation is pushing many vulnerable people and communities into an even more precarious position as their already limited purchasing power erodes. The COVID-19 pandemic has caused unprecedented reversals in poverty reduction, and this is being worsened by rising inflation and the effects of the crisis in Ukraine.

The World Bank estimates that these combined crises will lead to an additional 75 million to 95 million people living in extreme poverty in 2022, compared to pre-pandemic projections.

Meanwhile, the COVID-19 pandemic continues to take lives, and millions of people across the world continue to suffer from its secondary impacts, which will require years of commitment to overcome.

Migration continues at a staggering pace, sometimes overwhelming the local capacity to respond and often leading to a rise in xenophobia and social tensions. The number of people forcibly displaced (82.4 million in 2020), more than doubled in the past decade and almost 65 per cent of all refugees come from just five countries: Afghanistan, Democratic Republic of the Congo, Myanmar, South Sudan and Syria (Global Humanitarian Overview, 2022).

While the world has been affected by exceptional crises over the past few years, poverty, hunger, poor health services, and disasters and crises continue to blight the lives of millions of people every year. With the spotlight on more high-profile crises, many of these receive little attention, leaving the people affected without the assistance they need.

One of the worst food crises in decades is currently developing before the world's eyes in Africa. Far too little attention is being given, as the world





seems to suffer from crisis fatigue. If left unattended, the number of deaths from starvation will be too large to ignore. Up to 811 million people worldwide were undernourished in 2020, an approximate rise of 161 million from the previous year. (Global Report on Food Crisis, 2021).

The world's most vulnerable people always pay the highest price. Evidence continues to mount, but while the world is focusing more efforts and funding than ever before to respond to crises, our efforts remain insufficient.

## Climate and environment

Over the past decade, 83 per cent of all disasters were caused by climate-related events. An estimated 108 million people needed life-saving international assistance in 2018. This number could double by 2050 (IFRC, 2019).

Africa has barely contributed to the changing climate, with between two and three per cent of global emissions, but it stands out disproportionately as the most vulnerable region in the world under all climate scenarios above 1.5 degrees Celsius.

This vulnerability is mostly driven by the prevailing low levels of socio-economic growth and high dependence on weather-sensitive industries, leading to income losses and increased food insecurity. Seven of the top ten countries most vulnerable to climate change are in Africa.

The Americas is already experiencing a large biodiversity and carbon repositories loss, changes in precipitation, and ocean and coastal degradation. These will increase the risks of food insecurity as agricultural production may be severely affected by droughts and precipitation variability. The frequency and intensity of storms in the greater Caribbean and North America areas is also a concern, as is El Niño affecting several countries in South America.

According to the Global Climate Risk Index 2021, six of the ten countries most affected by weather-related events from 2000–2019 – Myanmar, Philippines, Bangladesh, Pakistan, Thailand, and Nepal – were in Asia Pacific.

Europe experienced severe heatwaves and wildfires in 2022, following flooding in central Europe in 2021. In 2022, large parts of Europe also experienced a record-breaking drought. The highest temperature during this record-breaking heatwave – 47°C – was recorded in Portugal.

Projections for the coming years indicate more frequent and more severe heatwaves across the region, more widely spreading forest fires particularly in southern Europe, and increased rainfall flooding and water scarcity, especially in South-eastern Europe.

The Middle East North Africa (MENA) region faces water scarcity, air pollution, inadequate waste management, arable land depletion, desertification, loss of biodiversity, declining marine resources and degradation of coastal ecosystems.

Qatar is considered to be the most at risk from water scarcity in the region and depends heavily on seawater desalination systems to supply drinking water to people and industries (Washington D.C.-based World Resources Institute's Aqueduct Water Risk Atlas).

## Disasters and crises

Historic crises with regional or global impacts have stress-tested humanitarian actors in recent years, while large and small climate-driven disasters continue to mount.

At the same time there are positives to be noted, including an increasing interest in anticipatory action and a growing use of cash in humanitarian operations.

In Africa, the most common disasters and crises are floods, epidemics, population movement, food insecurity, and tropical storms/cyclones. Several diseases are resurging, such as Ebola, polio, and measles.

Sub-Saharan Africa currently has the highest prevalence of hunger than any region in the world. Across the region, an estimated 294 million people<sup>1</sup> are facing severe food insecurity.

Somalia, Kenya, Ethiopia, Nigeria, Niger, Angola, Sudan, South Sudan, Madagascar, Burkina Faso, Zimbabwe, DRC, Mali, Cameroon, Djibouti, Cabo Verde, Mauritania, Tanzania, Zambia, Malawi,

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<sup>1</sup> FAO, IFAD, UNICEF, WFP and WHO. 2022. The State of Food Security and Nutrition in the World 2022. Repurposing food and agricultural policies to make healthy diets more affordable. Rome, FAO. <https://doi.org/10.4060/cc0639en>



Mozambique, Central African Republic and Chad are all experiencing food insecurity. The first 14 in the above list have been identified by the IFRC as needing immediate support.

Prolonged drought and flooding are the main drivers of the crisis. The Horn of Africa is experiencing one of its most severe droughts in 40 years.

Disasters and crises in the Americas are becoming increasingly complex due to a widening gap in access to basic food baskets, the resurgence of endemic diseases alongside an unusual increase in non-communicable diseases, and atypical hurricane seasons.

The Americas region – a place of highly urbanized countries with several mega cities and with the largest inequality in the world – is also prone to earthquakes and volcanic eruptions. Migration from south to north, including across the deadly Darien jungle, continues to expose people on the move to risks including trafficking and abuse.

In Asia Pacific, Category 4 to 5 (5 being the highest) land-falling tropical storms have doubled or tripled in Southeast and East Asia; floods remain most frequent and devastating in terms of their impact and, in Southeast Asia, droughts have affected more than 66 million people in the past 30 years<sup>2</sup>.

The humanitarian situation in Myanmar remained very serious and continued to deteriorate further in 2022. Concerns over access to at-risk populations in Myanmar are certain to continue in 2023. And although Afghanistan's conflict has significantly decreased, allowing organizations to reach more people, its crisis severity remains very high<sup>3</sup>.

In the Europe region, earthquakes remain a major risk in a belt stretching from Italy eastward through Greece and Turkey into the Caucasus. For earthquakes, but equally heatwaves and flooding, the urban environment and urban preparedness are key challenges that require more attention. People on the move are at high risk in Europe, whether they are crossing the Mediterranean Sea, stranded in border regions on the European continent, or in camps, e.g. in Greece.

The Ukraine crisis has had a profound impact, humanitarian and otherwise, on the region and beyond. It has resulted in significant geopolitical shifts that could, directly or indirectly, have a negative impact on other potential flashpoints.

In the MENA region, protracted crises and conflicts, droughts, earthquakes, water scarcity, sandstorms and extreme winter and heat waves continue with increased frequency and humanitarian impact hindering development efforts and have a negative impact on livelihoods and economies throughout the region.

The impacts of the Ukraine crisis continue to increase the exposure of vulnerable communities to food insecurity.

## Health and wellbeing

The COVID-19 pandemic disrupted every area of healthcare systems globally. It caused setbacks in the prevention, treatment and control of other diseases, with a devastating impact on women and children, migrants, people living with disabilities, older persons, and people living with chronic diseases and/or mental health challenges.

Routine immunization services have been disrupted, resulting in the largest sustained decline in childhood vaccinations in a generation.

A rapidly ageing global population is also putting increasing pressure on health and social care services, 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.

Mental health and psychosocial support services continue to be in demand in countries that routinely experience disasters and crises, while incidences of sexual and gender-based violence are having a significant impact on mental wellbeing.

African countries have experienced frequent epidemic outbreaks – such as cholera outbreaks in Niger, Nigeria and Malawi or measles in Liberia and Zimbabwe – vaccine-preventable diseases, and spillover of zoonotic diseases. Habitat destruction,

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2 UNESCAP and ASEAN, 2020. *Ready for the Dry Years: Building Resilience to Drought in Southeast Asia*

3 ACAPS. *Afghanistan Overview*, accessed 17 August 2022



climate change, and the increasing interface between human and animal populations are critical drivers of the risk of emergence and re-emergence of diseases with epidemic potential.

In the Americas, the Caribbean is experiencing increasing regional food needs and nutrition security concerns. In Venezuela, despite the availability of food and other items in the country, the most vulnerable families have difficulty accessing them due to high prices. The health situation in Haiti remains of great concern, particularly with regard to the risks of malnourishment.

Measles cases rose by almost 80 per cent in Asia Pacific in the first two months of 2022 with especially low coverage in Afghanistan, Papua New Guinea, Myanmar, Vanuatu and Solomon Islands. Most of these Zero Dose children live in India, Indonesia, and the Philippines.

In Asia Pacific, 327 million people lack access to basic drinking water and almost 1.2 billion lack a basic sanitation facility. South and Southeast Asia, including Bangladesh and India, have the largest populations at risk of cholera.

More than half of the world's malnourished children are in Asia Pacific. About 79 million children below the age of five suffer from stunting and 34 million children from wasting.

Health inequalities have been a persistent challenge in the Europe region, which is also the worst affected by non-communicable diseases.

According to the UNAIDS Global AIDS report 2021, Eastern Europe and Central Asia is failing to control its HIV epidemic, with new HIV infections and AIDS-related deaths both continuing to rise. At the same time, while the rate of active Tuberculosis cases has declined in Europe, eight countries – Uzbekistan, Tajikistan, Kazakhstan, Kyrgyzstan, Belarus, Moldova, Ukraine and Russian Federation – are all experiencing challenges with multi-drug-resistant TB.

The MENA region is experiencing a decline of communicable diseases and the rise of non-communicable diseases. Ongoing conflicts in Iraq, Libya, Syria, Palestine, and Yemen have created new health challenges, while regional refugee crises are straining the health systems of host countries, and refugees and other displaced populations face challenges accessing and paying for health services.

Compared to other regions, MENA countries are having the lowest level of public expenditure on health, creating a lack of affordable health services.

## Migration and displacement

The humanitarian situation of vulnerable migrants and displaced persons remains alarming. Research by the Global Migration Lab in 2021 showed that many migrants faced even greater difficulties to access essential services during the COVID-19 pandemic than previously. Meanwhile, the number of refugees and internally displaced persons remain at historic highs, fueled by disasters, including from the climate crisis, conflicts and other crises.

Most African migration remains on the continent, with around 21 million documented Africans living in another African country. This figure is likely underestimated, as many African countries do not track migration.

Violence continues to spread in the region, leading to the fastest growing internal displacement crisis in the world, with 5.4 million people displaced (UNOCHA, 2021). The region already hosts one of the largest internally displaced persons (8.7 million) and refugee (4.75 million) populations in the world (UNHCR, 2021). Following the crisis in Ethiopia, it is estimated that more than 2 million people have been displaced.

The Americas continues to experience diverse and complex migratory flows. Case management data from the Inter-agency Coordination Platform for Refugees and Migrants from Venezuela (R4V) partners show that the profiles of refugees and migrants from Venezuela in Chile have diversified, for example, with an increase in the population at risk and/or with specific needs.

One critical situation is the crossing the border between Colombia and Panama through the Darien Gap. In 2021, more than 133,000 migrants crossed, an amount larger than the previous total over the past 11 years. According to UNHCR, it is estimated that, by the end of 2022, some 200,000 people will have crossed through the perilous Darien jungle.

The Asia Pacific region hosts an estimated 65 million international migrants and displaced people. Two crises dominated the Asia Pacific region in 2021 and 2022. Conflict and political unrest in Afghanistan and Myanmar displaced more than a million people



within these countries, while at least 158,000 people fled Afghanistan, and some 31,000 people fled Myanmar during the year.

In Europe, arrivals in 2022 to the western parts of the region were close to 300,000, an upward trend, particularly after COVID-19 and lockdowns that temporarily led to less movement. Protracted situations remain in the Balkans, Greece and Turkey, and the humanitarian crisis in Ukraine has led to marked population movement to neighbouring countries. There is also increased movement inside the European Union, with UK authorities estimating that around 60,000 people will attempt to cross the British channel in 2022, double the number from 2021. Arrivals across the Mediterranean have also increased.

MENA region is one of the largest migration transit areas in the world, with more than 42 million people in need, 40 million migrants, and more than 11 million internally displaced persons in the region. The humanitarian needs differ substantially between the MENA countries in scale and severity, with a sub-regional focus on the North of Africa.

The armed conflict in some countries in the region has further undermined the lack of the rule of law and a weak public authority, which has provided a free ground for the increased human rights violations and abuses against displaced persons and migrants with impunity, including by armed groups.

## Values, power and inclusion

The COVID-19 pandemic has had many societal impacts as well as those related to health and livelihoods, and it has underlined the importance of information-sharing and building trust.

The pandemic has also worsened several key protection risks that were already high among the IFRC network's priorities. Sexual and gender-based violence was considered its own "pandemic" affecting more women than COVID-19, while trafficking in persons is the fastest-growing criminal activity.

Disasters and crises, conflict, and socio-economic vulnerabilities are placing people at risk every day, leading to ever greater need for strong systems of

protection and safeguarding, and greater efforts to include marginalized groups such as elders, people with disabilities, people living with extreme poverty, and people who face linguistic or other barriers to community life.

In Africa, the frequency and severity of drought has eroded resources and families are taking desperate measures to survive. Reports of sexual violence in drought-affected areas are also rising as women and girls are having to walk longer distances and compete with other communities to access water and other basic resources.

The number of children in the Horn of Africa who are out of school has remained disturbingly high at 15 million (pre-drought).

In the Americas, high levels of inequality driven by gender, racial/ethnic and territorial inequities, which influence gaps in income levels and access to essential services. Gender-based violence in the Andean region continues to affect millions of women and undermine their freedom and autonomy. In Colombia, 24.1 per cent of women have experienced discrimination or have been treated unfairly because they are Venezuelan refugees. Of these, 58.8 per cent stated that they have suffered such violence in the street.

In Asia Pacific, sexual and gender-based violence remains a prevailing and urgent public health, humanitarian, economic and public policy concern in the region.

Across the Europe region, domestic violence has dramatically increased in the past two years.

Protection risks are still rising for migrants and displaced people. Likewise, conflict in Ukraine is having devastating and disproportionate impacts on Ukrainians, especially women and children who are today at high risk of abuse, trafficking and violence.

MENA has the highest rate of youth unemployment in the world and ten of the MENA region's 17 countries are classified as having low or medium youth development (Youth development index).



## Humanitarian funding overview

Humanitarian needs continue to grow and to far outstrip the funds available to respond in a meaningful way. While Global Humanitarian Assistance was at its highest ever in 2021, the growth is marginal compared to pre-2018 and continues to fall short of needs.

When looking at Official Development Assistance (ODA) funding, 23 of the 29 Development Assistance Committee member countries saw an increase in their total development aid spending. Across all main donors, main funding priorities are food security and hunger, gender and equality, and climate. In fact, food security received almost four times as much funding as any other sector in 2021. Despite being a priority, climate adaptation funding has been a small percentage of total ODA.

The private sector contributes about 22 per cent of total international humanitarian assistance, with 74 per cent of private sector funds coming from individuals.

There continues to be high interest in innovative financing with some organizations – including the IFRC – beginning to launch innovative financing products.

The majority of contributions from partners to the IFRC continues to be towards emergency appeals. In 2021, 60 per cent of voluntary contributions went to emergency appeals. For the IFRC network, record amounts have been raised for emergency response, going towards the COVID-19 and Ukraine and impacted countries appeals. Data indicates that this has been at the expense of all other emergency appeals, which have lower percentage coverage than before.

At the same time, contributions to IFRC's Disaster Response Emergency Fund (DREF) increased from 4.5 per cent in 2017 to 9.4 per cent in 2021 of total contributions (+41 per cent growth).

In 2021, 8 per cent of voluntary funds received came from the private sector. However, in the COVID-19 Emergency Appeal, 20 per cent of funds came from corporations, network-wide.

Eighty-two per cent of voluntary funds remain earmarked, while softly earmarked funds are growing (from 6 per cent in 2020 to 11 per cent in 2021).



Afghanistan 2022 © Meer Abdullah / IFRC



# MOBILIZING INVESTMENT BY RESULT

The IFRC network's total funding requirement for 2023 is 3.2 billion Swiss francs, of which we seek 2.2 billion Swiss francs to be channeled through the IFRC. This funding requirement is presented in the

tables below by (i) strategic priorities; (ii) core functions; (iii) special purpose funds, and (iv) ongoing and estimated emergency appeals.

## 2023 Funding requirements

	People to be reached millions	Funding requirement CHF millions
<b>Strategic priorities</b>		
Climate and environment	14.8	63
Disasters and crises	36.9	388*
Health and wellbeing	46.9	143
Migration and displacement	8.8	74
Values, power and inclusion	7.3	43
<b>Sub-total Strategic priorities</b>		<b>693</b>
<b>Core functions</b>		
Strategic and operational coordination		
National Society development		
Humanitarian diplomacy		
Accountability		
<b>Sub-total Core functions</b>		<b>230</b>
<b>Special purpose funds</b>		
DREF		75
Capacity building fund		15
NSIA		12
<b>Sub-total special purpose funds</b>		<b>102</b>
<b>Emergency appeals</b>		
Emergency appeals ongoing in 2023		412
Ukraine and impacted countries crisis		550
Estimation of new emergency appeals to be launched in 2023		200
<b>Sub-total emergency appeals</b>		<b>1,162</b>
<b>GRAND TOTAL IFRC 2023</b>		<b>2,205</b>
Participating National Society funding requirements**		309
Host National Societies domestic funding requirements		653
<b>GRAND TOTAL IFRC NETWORK 2023</b>		<b>3,167</b>

\* This includes CHF 226 million for the ESSN programme (amount may differ due to exchange rates)

\*\* Does not include CHF 650 million of support for Ukraine and impacted countries crisis appeal, to be revised in Q1 2023



# REGULAR RESOURCES

As a membership organization, the IFRC's purpose is to support the work and development of 192 National Societies around the world. To live up to the trust National Societies have placed in the IFRC, we must be ambitious, focused and work at scale to achieve humanitarian impact. To do this, we need flexibility in the funding we receive.

**Regular resources are funds that have no earmarking.**

Regular Resources consist of statutory and voluntary contributions from members, donations from partners, cost recoveries and other flexible income.

## Allocation of regular resources

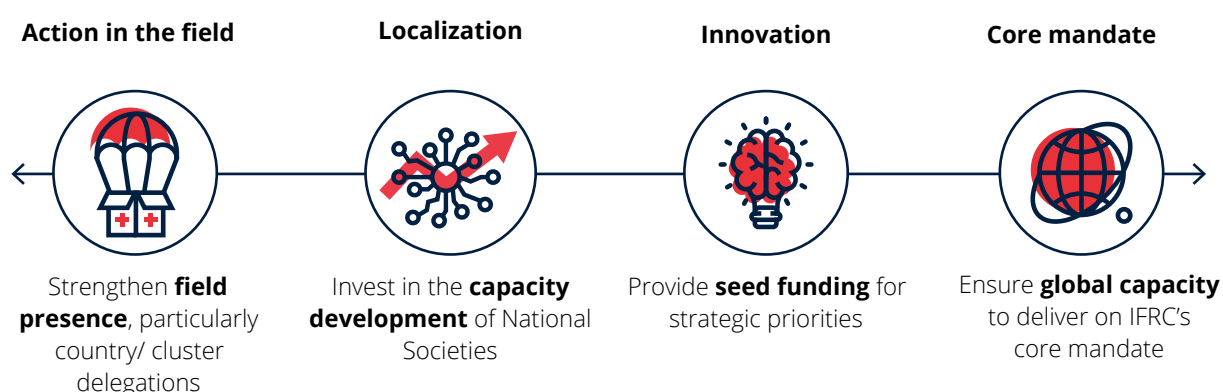
The IFRC Secretary General holds decision-making authority in the allocation of regular resources with input from the Senior Leadership Team. The process begins with an initial analysis of planned or anticipated thematic and emergency work for

the coming year and identification of gaps or difficulties in funding specific areas. This takes place at the end of the previous year and is based on the IFRC's Plan and Budget, operational plans and ongoing emergency appeals.

Regular resources are also vital for the IFRC at headquarters level, to support work in core mandate areas. When considering potential areas for allocation, priority is given to strengthening field presence, National Society development and strategic priorities.

After allocations are made, there is a regular review process. Each quarter, the IFRC reviews completed and intended spending, identifies costs savings, and analyses events that may have changed priorities. Regular resources may be re-directed at this time to reflect changing needs. Having the flexibility to reallocate these funds is another reason why regular resources are so important.

## Priorities for allocation of regular resources





## Importance of regular resources

### Delivering on the IFRC's mandate

Regular resources are essential for the IFRC to deliver on its mandate. This mandate is delivered through the following core functions:

**Strategic and operational coordination.** When crises surpass the capacity of the host National Society to respond, the IFRC coordinates the network's response when international assistance is sought. 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.

**National Society development.** The IFRC's principal objective is to support the work of National Societies. This means helping National Societies to become strong, effective local organizations that are trusted, accountable, and able to carry out programmes for at-risk communities at scale.

**Humanitarian diplomacy.** The IFRC represents the network to influence global discussions and decisions in the interests of at-risk communities. The IFRC also engages in advocacy to advance priorities for vulnerable people and supports National Societies to engage in domestic advocacy efforts.

The IFRC's status as an international organization means that we can facilitate access for National Societies to global discussions and funding. The IFRC also leverages its international organization status to facilitate access to resources that National Societies would not normally have access to.

**Accountability.** We are accountable to the people we serve: our donors and supporters; and to our IFRC network, staff and volunteers. The IFRC must ensure accountability – operating always with integrity in accordance with our Fundamental Principles and in line with the applicable statutory texts, rules, policies and procedures. The IFRC's accountability work includes areas such as risk management, digital transformation, audit and investigations, safeguarding and integrity strengthening to name a few.

## Contribution to humanitarian impact

Regular resources play a direct role in contributing to the humanitarian impact of National Societies. As the IFRC pursues an ambition to grow regular resources, it is also prioritizing their allocation to the community level, where the IFRC offices provide the most direct support to National Societies. Regular resources enable support through the continuum of a National Society's work. This includes:

- Strategic and operational planning to ensure effective organizations and programmes that can better assist at-risk people
- Needs assessments to ensure emergency services reach those most in need and have impact
- Emergency appeals to secure international support when needed in response to disasters and crises, so that National Societies can deliver life-saving services
- Technical support in specific areas of programming to ensure the needs of at-risk people can be met where a National Society may lack sufficient experience or capacity
- Coordination within the IFRC network to ensure that the host National Society receives the support it needs in the most effective and efficient manner



## Regular resources funding requirement for 2023

	CHF millions
Statutory contributions	34.8
Donations	50.0
Other income	4.2
Cost recoveries	41.0
<b>Total resources</b>	<b>130.0</b>

### Regular resources projected income for 2023

**Statutory contributions** are memberships fees from all 192 member National Societies.

**Unrestricted donations** come mostly from State donors.

**Other income** consists mainly of realized finance income, including interest on funds held by the IFRC.

**Cost recoveries** include indirect costs recovered from programmes and operations as expenditure is incurred.

### Regular resources projected allocations for 2023

Over eighty per cent of regular resources are dedicated to fulfilling the IFRC's core functions. These are the vital functions that the IFRC has identified to support and facilitate the humanitarian and development work of National Societies. This works focuses on ensuring that National Societies can deliver effective and appropriate life-saving programmes and longer-term humanitarian services, and supports the development of their capacities as strong, accountable local actors.

The IFRC makes targeted investment in strategic priorities. This investment acts as seed funding to ensure that base functions can be carried out. Even more importantly, this investment has a multiplier effect, supporting the IFRC to work in partnership and secure additional programmatic funding.

### Regular resources in 2023

This section of the plan shows how the IFRC will use regular resources to support National Societies in 2023 in each of the core functions: strategic and operational coordination; National Society development; humanitarian diplomacy, and accountability.

In the examples below, while activities described may be supported by programmatic funding, the IFRC's investment of regular resources enable these core functions to be fulfilled. This complementarity enables the IFRC to support National Societies across the breadth of their work and to support their development as strong local actors.

The IFRC continues to build support for National Societies at country level through its country/cluster delegations. Strengthening this support has been a priority for the allocation of regular resources. The IFRC has more than doubled its allocations at the country (cluster) level since 2020, increasing from CHF 7 million (2020) to CHF 15 million (2022). The IFRC plans to further increase regular resources funding to country/cluster delegations to CHF 27 million in 2023, CHF 31 million in 2024 and 35 million in 2025.

This is resulting in increased capacity in delegations to support in specific areas. In 2020, not every delegation received funding from regular resources. In 2021, all heads of delegation were covered by regular resources, ensuring that these offices could remain functional. In 2022, all heads of delegation plus an average of 1 local staff per delegation (usually operations coordinator or National Society development staff). In 2023, the IFRC will be able to cover the head of delegation and 3 local staff in each delegation from 5 identified priority positions (National Society development, operations coordinator, humanitarian diplomacy, PMER, finance and administration), climbing to 4 local staff and then ultimately 5 local staff positions in each delegation by 2025.



## Strategic and operational coordination

The Ukraine crisis continues to have had far-reaching impacts. Forty-eight National Societies are either supporting the response directly or supporting the work of their sister National Societies in Ukraine and surrounding countries. This will continue into 2023.

This level of response requires an intensive level of coordination. The IFRC will continue to provide this coordination thanks to regular resources, ensuring that the efforts of all National Societies involved complement each other and support the host National Societies, including through the coordination of surge support. Additionally, the IFRC will continue to manage the Federation-wide emergency appeal, maximizing the network's fundraising potential, and increasing coordination, transparency and accountability.

Regular resources will continue to support joint logistics and procurement action. The IFRC is helping to coordinate logistics efforts and ensuring that relief items reach people in need in all affected countries.

Going forward, the IFRC is also working to support National Societies to establish framework agreements regarding transportation, warehousing, supplier of various goods and services as well as financial support providers and cash and voucher assistance programmes.

The IFRC network has worked to prevent, prepare for, respond to and recover from epidemics and pandemics for more than a century. Our member National Societies create a bridge between communities and local health systems, and trained staff and volunteers can support communities to prevent, detect and control outbreaks, providing a frontline response when an emergency strikes.

Regular resources allow the IFRC to work directly with National Societies on initiatives related to community and institutional epidemic preparedness, immunization for COVID-19 and other vaccine-preventable diseases, the provision of WASH facilities, community-based surveillance, and community engagement and accountability.

It also supports preparedness and response to outbreaks, through the Disaster Response Emergency Fund and emergency appeals, and the deployment of Emergency Response Units.

The IFRC's GO platform serves the network's need to share emergency operational information. The GO platform is now used regularly by the whole IFRC network to alert the network of imminent and ongoing emergencies, access funding through the DREF, share details of projects and access operational learning and preparedness data.

While the GO platform was developed largely from thematic funding, from a variety of National Societies – including Australian, American, British, Canadian and Japanese funding – the IFRC matched this with regular resources dedicated to its maintenance.

In addition, the critical information management functions of the GO platform are also supported by regular resources, complemented by thematic funds from within the IFRC network. This mixed funding modality enables the IFRC to continue to improve the platform for the benefit of all National Societies and other partners.

Regular resources also contribute to improvements in the IFRC's planning process, improving our coordination and accountability.

Our new unified planning process brings together IFRC network members in a given country (the National Society, the IFRC and participating National Societies) to prepare a joint plan that reflects international work to be undertaken in support of the host National Society, in line with its own plan.

By bringing together emergency appeals and longer-term work, unified planning provides a more holistic and complete view of the network's actions in a particular context. Unified plans also contain a multiyear perspective with clear priorities and objectives for support. Unified plans will help the network to improve coordination to provide more effective assistance to host National Societies in need of support, increasing effectiveness and accountability to our members, partners and local communities.

## National Society development

The IFRC network counts 177,000 local branches and units across 192 National Societies. Regular resources enable the IFRC to connect local units and branches into a strong distributed network, where learning and experience are increasingly shared to empower local action.

Regular resources support a dedicated community of practice on branch development, where leaders



of local units share their approaches to community empowerment, relations with local authorities, readiness for response to crises, and the mobilization of other local actors. This is an effective and extremely cost-efficient way to improve branch quality and leverage best practices as a sector-wide contribution to the growing evidence base of effective local action.

In 2023 the IFRC aims to scale up its expansion of the Branch Organizational Capacity Assessment tool to all regions, to accompany National Societies in tackling their development priorities at local level.

The IFRC's increasing focus on financial sustainability is supporting the network to become more sustainable, while preserving independence and principled humanitarian action.

Regular resources allow the IFRC to increasingly tailor its support to its National Societies to be less dependent on external funding and better able to administer their resources. The IFRC has launched the first community of practice on financial development, where in less than three months more than 600 financial managers of 110 National Societies have been sharing and supporting one another to strengthen their financial management capacities and accountability.

In 2023, the IFRC will work to expand and scale up its capacity at regional and country level to support National Societies in critical areas such as asset management, income generation activities, income through the provision of services, and social entrepreneurship, and improve coordination of support on fundraising.

The new V-Community app is a mobile app that allows volunteers across all National Societies to connect, learn from each other, allow opportunities to collaborate and develop common activities globally in line with the IFRC Volunteering Vision. The app has an in-built facility to immediately translate contents to and from 106 languages. In 2023, the IFRC will scale up the number of users and make the app available as an internal communication tool for all those National Societies that have no such facility.

The National Society Preparedness for Effective Response (PER) approach has been developed to enable National Societies to fulfil their auxiliary role, by strengthening local preparedness capacities. A well-prepared National Society with response

capacity will be able to implement quality, efficient operations at scale.

In 2023, regular resources will enable the IFRC to engage more National Societies in the PER process, directly improving the quality of the humanitarian services that they offer to communities in need. There are currently 84 National Societies engaged in the process, and the IFRC aims to have 100 by 2025.

The IFRC will also work with National Societies to integrate PER learning into their emergency operations. Their state of readiness can be improved through quick, short-term actions to identify seasonal and readiness actions, address operational bottlenecks, improve operational efficiency, and collect critical evidence-based learning against a standard framework.

## Humanitarian diplomacy

A resolution called Time to act: Tackling epidemics and pandemics together was adopted at the 33rd International Conference of the Red Cross and Red Crescent in December 2019 (a report on progress will be made in 2023).

The COVID-19 pandemic, arriving so soon after, illustrated just how timely and needed this work is. This resolution galvanizes efforts to prevent, prepare for and respond to future epidemics and pandemics by encouraging all actors to work in partnership for increased results.

Regular resources contribute to the IFRC's role as a convener, to influence the global humanitarian agenda and explore current and future challenges affecting people and communities and the risks that they face on the ground.

The IFRC also works to influence major global discussions and ensure that community needs are considered, for example through our Permanent Observer status at the United Nations in New York, USA.

Climate is one of the IFRC's global influencing priorities in 2023, and the IFRC coordinates the network's engagement in the Conference of Parties (COP). Thanks to its observer status, the IFRC can provide access to National Societies. In this way, they can engage with governments and donors, raising challenges faced by at-risk people and proposing practical solutions that can be scaled up.



Over 2023, the IFRC seeks a scaling up of action in the face of rising humanitarian needs, including progress on financing for adaptation, increased funding to the most vulnerable countries and communities, and more support for locally-led adaptation.

The IFRC's experience in Disaster Law helps governments, in partnership with National Societies, to assist governments and regional organizations to strengthen disaster risk governance, through the development and implementation of disaster-related legislation, policies and procedures.

Our work includes technical assistance, capacity building, the development of tools, models and guidelines, advocacy, research and promoting the sharing of experiences and best practices between countries. We do this in order to make communities safer and to improve the protection of the most vulnerable when faced with crisis.

In 2023, with the contribution of regular resources, IFRC's Disaster Law programme will provide legal advice and capacity building to more than 40 countries and a dozen regional organizations to strengthen their disaster-related laws or mechanisms.

Further to this, the IFRC will support National Societies in their advocacy efforts with national authorities to strengthen governments' awareness and understanding of National Societies' critical auxiliary role in responding effectively to the wide spectrum of disasters and crises, and in strengthening their legal base in domestic law through high quality Red Cross and Red Crescent laws to enhance their auxiliary role mandate and facilitate their ability to operate in accordance with the Fundamental Principles.

The IFRC co-organized a high-level conference on food security and nutrition held in Addis Ababa, with the African Union, African Development Bank and FAO where the IFRC communicated on its regional emergency appeal that covers 23 affected

countries and committed to not only invest in crisis response but to work together with the African Union Commission, and other key partners, on advocating for scaling-up efforts to meet the humanitarian imperative across the continent and address the urgent necessity to also invest in addressing the longer-term needs.

## Accountability

Accountability underpins all IFRC work and activities, and is a fundamental building block of our relationships with the communities we serve, with donors and other partners, and with Red Cross and Red Crescent partners.

Regular resources allow the IFRC to strengthen internal systems to ensure integrity and prevent fraud and corruption at any level of the IFRC network's activities, and to ensure the safeguarding of vulnerable people who approach the Red Cross and Red Crescent for support and protection.

The IFRC will also use regular resources to improve the network's agility in 2023, for example through the ongoing digital transformation work.

Regular resources will enable our objective to offer a single volunteer data management system solution to between 30 and 50 National Societies. This will reinforce their volunteer management, a core business process to deliver assistance to people in need. We will assess if a private sector technology partner can be attracted to support the development of the tool as well as a financial model to sustain it.

Common data standards help National Societies and the IFRC to work better together, facilitating the development of scalable digital tools and strengthening IFRC network-wide representation and influence. Common standards also facilitate a more efficient coordination and use of capacities within the network.





# **STRATEGIC** **PRIORITIES**



# **CLIMATE AND ENVIRONMENT**



**FUNDING REQUIREMENT 63M**

**PEOPLE TO BE REACHED 14.8M**

## **Introduction**

Climate change is a humanitarian emergency, and its impacts are increasingly being felt across the world. The people who suffer the most are living in the world's poorest and marginalized communities in areas most at risk from floods, droughts, storms, and other hazards.

But nowhere is safe from rising climate risks. Our 15 million volunteers understand the urgency and the scale of the work needed to keep people safe now and in an uncertain future, and IFRC is committed to the systemic and transformational change that will be required to bring Red Cross and Red Crescent climate action to scale.

Over the past decade disasters killed more than 410,000 people and affected a staggering 1.7 billion people worldwide (IFRC, 2020).

Extreme heat is already a serious hazard and is expected to exacerbate vulnerabilities worldwide in the future. In Asia, for example, mortality rates during summer are expected to increase, especially in dense cities and among the elderly, children, and outdoor workers. By 2050, it is estimated that between 500 million and 700 million people in Asia will be exposed to a 20 per cent increase in lethal heatwave probability.

## **Our approach**

Through our network of 192 National Societies, the IFRC will foster an unprecedented scale-up of locally led climate change adaptation actions to prevent and reduce climate-related disaster impacts and build community-level climate resilience.

This will include scaling up climate-smart disaster risk reduction, anticipatory action and preparedness; reducing the health impacts of climate change; addressing climate displacement; and enabling climate-resilient livelihoods and ecosystem services.

To respond to this and other climate challenges, the IFRC has set ambitious targets on reducing the impacts of extreme heat, fostering adaptation to slow-onset impacts of climate change such as sea level rise in coastal cities, scaling up the use of nature-based solutions, and expanding public awareness campaigns. We will also focus on fostering learning within National Societies so that they can deliver appropriate and effective programming to contribute to these goals.

Our approach to climate and environment includes an understanding that the IFRC network cannot be part of the solution if we do not work to mitigate our own impact on the environment. This includes reducing our own environmental footprint and



greenhouse gas emissions, greening our operations and programming, as well as supporting National Societies to become greener organizations.

An unprecedented threat such as climate change requires an equally unprecedented response. With the support of our donors and partners, the IFRC network will support communities to adapt to climate change and reduce their climate-related risks.

## Multiyear objectives

The IFRC network has set ambitious objectives for 2025:

- 250 million people are better protected from heat in at least 150 cities and towns
- 50 coastal cities are supported to adapt to longer-term impacts of climate change, including sea level rise
- 100 National Societies implement nature-based solutions focused on reducing disaster risks and adapting to and mitigating climate change
- 100 National Societies implement environmental or climate campaigns focused on behaviour change.

## Plan for 2023

The worst impacts of the climate crisis are currently being felt in vulnerable and marginalized communities around the world. The suffering, loss and damage can be reduced, but it will take coordinated and urgent action at the community level.

Our local to global network – 192 National Red Cross and Red Crescent Societies with their 177,000 branches and 15 million skilled volunteers, backed by the international reach, coordination and humanitarian diplomacy of the IFRC – can bring that support to communities at risk.

In many ways, every National Society is already responding to the impacts of climate-related disasters. As of the end of 2021, our network had reached more than 50 million people with climate and environmental programming – although not all National Societies had specific programmes on locally-led adaptation.

In 2023 the IFRC plans to take locally-led climate action to scale across the network through ambitious

initiatives and platforms that direct resources and expertise to the local level for maximum efficiency and impact.

The IFRC will continue to increase the funding available for climate change adaptation programmes and climate-smart approaches, especially in the most climate vulnerable countries. To achieve this, we will promote and operationalize IFRC's Global Climate Resilience Programme, powered by the innovative new Global Climate Resilience Platform (see box for more information).

The Climate and Environment Charter for Humanitarian Organizations – co-launched by the IFRC and ICRC in 2021 – now has some 124 National Societies signed up. The IFRC will support them to develop, implement and monitor targets in locally-led climate action, making programmes and operations climate-smart, and implementing Green Response measures to improve our collective environmental footprint.

Our commitment to deliver on our Climate Charter targets will help achieve the multiyear objectives.

In 2023, the IFRC will continue to create funding opportunities on behalf of the network, and shape funding proposals on climate action initiatives in collaboration with the Red Cross Red Crescent Climate Centre. This will involve collaborating with existing partners and building new opportunities with non-traditional actors.

We will oversee the implementation of climate-related global grants, including two long-term USAID projects: "Scaling up Locally-led Adaptation and Transforming Humanitarian Responses to Climate Change" in Malawi, Nigeria and Sudan; Pakistan among others; and the "Coastal City Resilience and Extreme Heat Action Project" in countries including Bangladesh, Honduras, Indonesia, and Tanzania.

We will also implement the Zurich Flood Resilience Alliance community resilience and disaster law programme in Colombia, Spain, and Australia – initiating in 2023.

Nature-based Solutions – actions that protect, sustainably manage or restore an ecosystem – can reduce climate-related disaster risks among other challenges, and the IFRC will continue to encourage and scale up work in this area. We will also continue to champion people-centred early warning and



anticipatory action for climate – and weather-related extreme events and heatwave risk reduction, while building the IFRC network's capacities in climate change adaptation and climate-smart programming and operations.

National Societies will be supported in developing national climate risk assessments and climate-smart screenings of their programmes and operations, and the IFRC will provide learning opportunities

including regionally-tailored training of trainers to build National Society capacities.

The IFRC network will continue to champion initiatives such as Green Response, which encourages coordination, knowledge sharing and peer-to-peer support to improve our environmental sustainability and advance the 'greening' of humanitarian operations.

## GREEN RESPONSE

The Green Response initiative is actively promoting the systematic integration of environmental sustainability in all Red Cross and Red Crescent humanitarian activities – building a culture of “saving lives and reducing suffering without risking damage to the environment or the livelihoods, assets, health and survival of affected people”.

The climate, biodiversity and pollution crises are having a profound impact on the natural world, and humanitarian organizations have a responsibility to reduce their own environmental and climate footprint and strengthen the environmental sustainability of their work. The Climate and Environment Charter for Humanitarian Organizations, which IFRC, the ICRC and most National Societies have adopted, sets out key commitments in this area.

The focus of Green Response is for National Societies to deliver projects and activities that save lives and reduce suffering in a manner that does not degrade the environment and negatively impact the lives and livelihoods of current and future generations.

In 2023, the IFRC and National Societies will continue to:

- Improve the sustainability of our supply chain for relief items by reducing packaging, eliminating single use plastics, purchasing materials with a lower carbon footprint, and promoting local procurement
- Scale up the use of renewable energy, such as solar power, in our projects and emergency operations
- Improve waste management in our operations and in our field offices
- Promote solutions to waste management in camps and communities which have positive outcomes, such as creating livelihoods opportunities
- Use local sustainable construction materials for shelter and water, sanitation and hygiene (WASH) projects, including reusing debris wherever possible.



## ACTION IN THE FIELD

Our National Societies will continue to deliver programming that turns ambitions into reality.

In 2021, the IFRC launched the pan-African Tree Planting and Care initiative. The main target is that five billion new trees be planted and cared for across sub-Saharan Africa by 2030, or on average 500 million trees per year. This work will be incorporated into the activities of the Global Climate Resilience Platform.

Special attention will be given to the countries that already participate in the African Union-led Great Green Wall initiative. Forty three National Societies are implementing work that includes reforestation, afforestation, addressing the drivers of desertification and advocacy and policy engagement.

The National Societies of the Americas have steadily increased their climate and environmental actions in the past two years, with significant advances in environmental policy development, and 80 per cent signing up to the Climate Charter.

More programmes are under development with a focus on climate-smart programming and environmental sustainability. In 2023, the IFRC aims to increase the scope of our joint actions in the Americas, focusing on zero waste emergency response operations and community awareness and resilience working with nature.

In Europe, the implementation of the Regional Roadmap for Climate Action will significantly increase engagement and coordination between members in the region, resulting in a stronger awareness and a more deliberate focus on climate issues, using the Climate Charter as a framing tool.

National Societies will engage in broad preparedness and programming on specific climate change related risks, including heatwaves and flooding, using anticipatory action approaches and nature-based solutions to address challenges.

In Asia Pacific, the IFRC network will focus on reducing the current and future humanitarian impacts of climate change – including extreme heat, which is a fast-growing crisis in the region – and supporting people to adapt and thrive. National Societies will be supported to work with communities to reduce risks and identify and implement locally driven solutions.

All 17 National Societies in the MENA region have signed the Climate Charter. The focus for the coming years will include increasing IFRC network capacity to understand climate and environmental risks, developing evidence-based solutions, helping people adapt to the impacts of the climate and environmental crises, and using our influence to mobilize more ambitious climate action and environmental protection.



# SPOTLIGHT ON GLOBAL CLIMATE RESILIENCE PLATFORM

**Funding requirement for 2023: CHF 200 million**

**Funding ambition over five years: CHF 1 billion**

The humanitarian consequences of climate change are being felt by billions of people around the world, with disproportionate impacts on the most marginalized and vulnerable communities.

This unprecedented global challenge requires an equally unprecedented mobilization of local action to significantly scale up climate-smart disaster risk reduction and adaptation work at community level, where support is needed the most.

To achieve this, the IFRC has created its Global Climate Resilience Platform, an innovative five-year CHF 1 billion mechanism to fund the scaling up of local and community-based climate action in many of the 100 countries most vulnerable to climate risks. Its goal is to reduce the current and future humanitarian impacts of climate change and support people to adapt in the face of it.

The Platform, which was launched at the COP27 summit in Egypt in November 2022, will link different

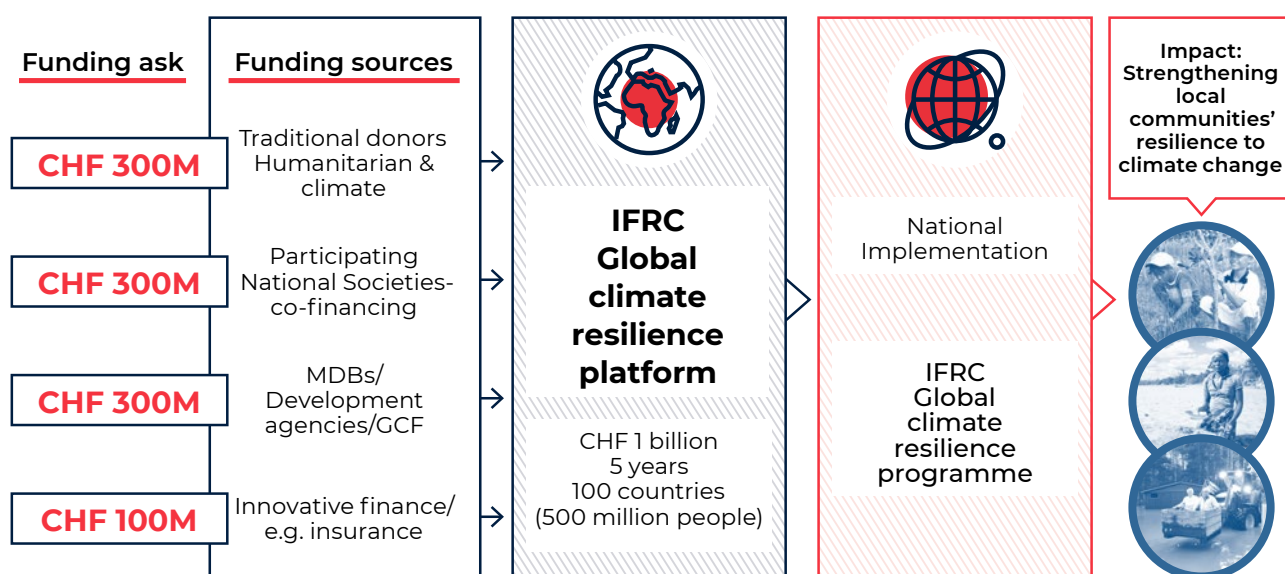
sources of funding across the development, humanitarian, climate and private sectors to take locally led climate action to scale. It will channel funding to local communities via National Societies using existing financial mechanisms, ensuring that the resources go to where they will have the greatest impact.

We have already begun. The IFRC is partnering with USAID to implement two climate-related projects, worth USD 20 million, to scale up locally led adaptation and transform humanitarian responses to climate change, build coastal city resilience and address extreme heat, in four countries in Africa, five in Asia Pacific and two in the Americas.

The global platform will progress the objectives of the UNFCCC Paris Agreement, the Sendai Framework for Disaster Risk Reduction and the Sustainable Development Goals.

In the longer term, investment in local programming and initiatives through the Global Climate Resilience Platform will result in communities being better prepared to effectively anticipate, respond and recover from the impact of evolving and multiple shocks and hazards based on a risk-informed approach.

## Global Climate Resilience Platform





# **DISASTERS** **AND CRISES**

FUNDING REQUIREMENT **388M**

PEOPLE TO BE REACHED **36.9M**

## **Introduction**

The IFRC and its member National Societies have observed not only a rise in the number of disasters and crises affecting at-risk communities across the world, but an increase in their intensity and complexity – and of course an increase in the cost of response and recovery.

National Red Cross and Red Crescent volunteers have decades of experience in reducing the risks of disasters, responding to them, and helping people to recover afterwards, because they are part of the communities they serve.

As a result, our volunteers are often among the first responders, and they do not leave after the media attention has faded – or even after the community has recovered and rebuilt its resilience. The community is their home. And the community can always rely on the Red Cross and Red Crescent.

## **Our approach**

The IFRC's work in disasters and crises harnesses individual and collective experience, skills, and best practices across the global network for the benefit of communities at risk.

The IFRC network understands that while many hazards are natural and some are inevitable, they

do not have to become disasters. Through timely and people-centred local action, hazards can be managed.

To do so, National Societies – as strong and skilled local actors – will have to be on the ground at the right time, in the right place, and with the right capacities to take the right action. The IFRC, with support from donors and partners, will help them to achieve this.

The IFRC inclusive local-to-global disaster management system aims for operational excellence, including the IFRC's capacity to deploy simultaneous, rapid, and data-driven global operations at relevant scale.

The IFRC works to strengthen the ability of National Societies and populations to cope with new and disasters and crises, reduce the risks they currently face, and support their recovery from the primary and secondary impacts of COVID-19 and other challenges.

As a result of increasing needs, we have adapted our existing high-impact disaster risk reduction work to place much greater emphasis on science-based anticipation and early warning/early action to help communities prepare for, and withstand, complex multi-hazard risks.



The IFRC manages emergency appeals and the Disaster Response Emergency Fund (see spotlights) to provide resources for large and small/medium sized disasters and crises. We ensure that operation plans, global surge functions and rosters are in place and ready to guide and support National Societies when needed. Other services include the IFRC GO platform, an emergency operations site for capturing, analyzing and sharing real-time data across the network during a crisis.

We also participate in inter-agency coordination in disaster and crises management, in particular through co-leading the Global Shelter Cluster, and providing guidance for linkages with sub-regional coordination mechanisms, civil protection mechanisms and other actors.

## Multiyear objectives

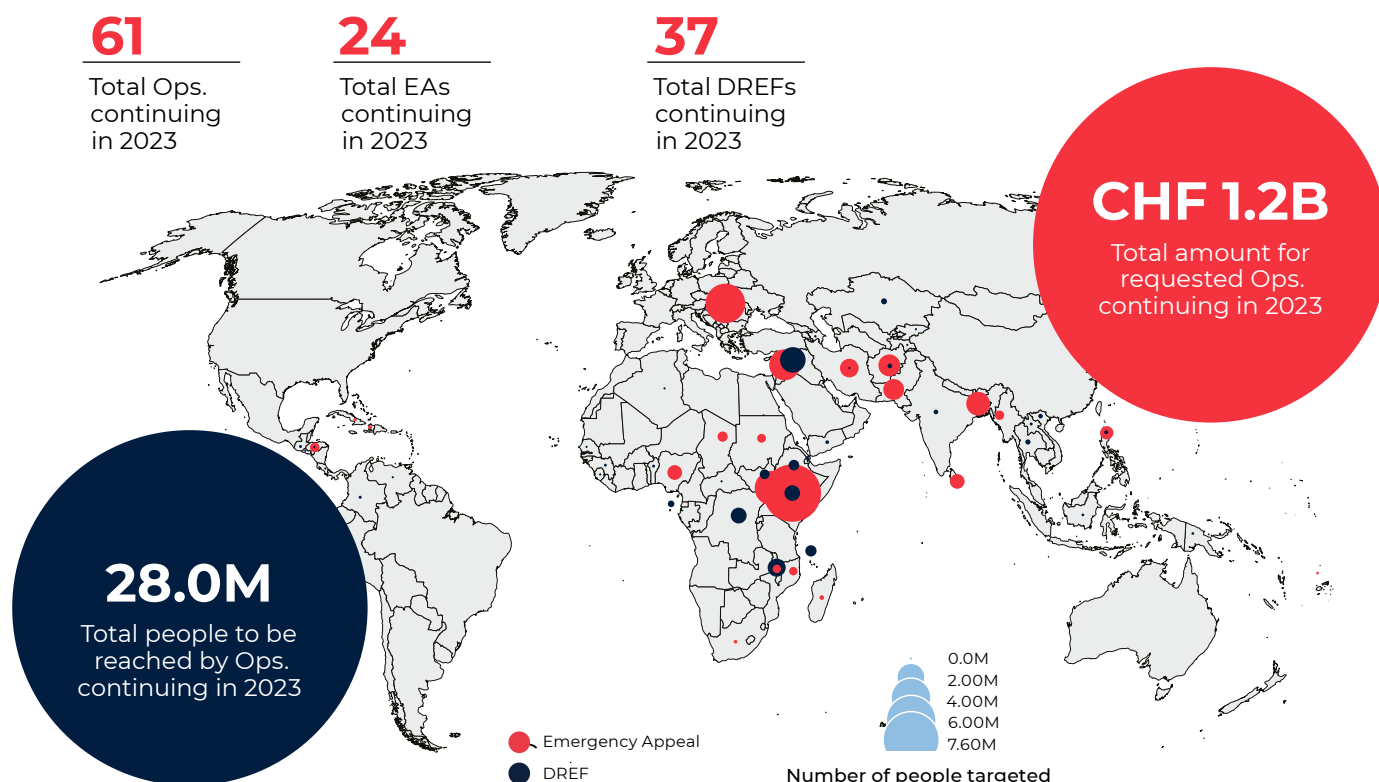
Globally, the following targets have been set for 2025:

- Reach 50 million people per year with support services, in-kind, cash and voucher assistance for emergency response and recovery (50 per cent of assistance in the form of cash by 2025)

- Engage 100 National Societies in preparedness and capacity building processes (such as preparedness for effective response (PER), cash preparedness, logistics)
- Mobilize CHF 500 million per year through IFRC mechanisms for National Society responses to crises and disasters (including CHF 100 million via the Disaster Response Emergency Fund)
- Support 30 governments to adopt new legal instruments related to disaster law
- 50 National Societies have shelter and urban strategies in place by 2025, which include city-level coordination, partnerships with development actors and actionable municipal contingency and response plans.

There will also be a sharp focus on large-scale emergency appeals launched and managed on behalf of National Societies who seek the solidarity and support of the IFRC and the wider network.

### Continuing IFRC emergency work in 2023





## Plan for 2023

The IFRC will invest in National Societies to maintain the right focus on supporting affected people, communities, and local actors to lead disaster risk reduction, preparedness, anticipatory action, response and recovery efforts that build resilience.

We will continue to promote ethical and people-centered approaches to our humanitarian work, including through an increased use of cash and voucher assistance in disaster response.

Community-based climate-smart disaster risk reduction – including early warning and anticipatory action – will be key. These practices will be promoted and scaled up across the IFRC network.

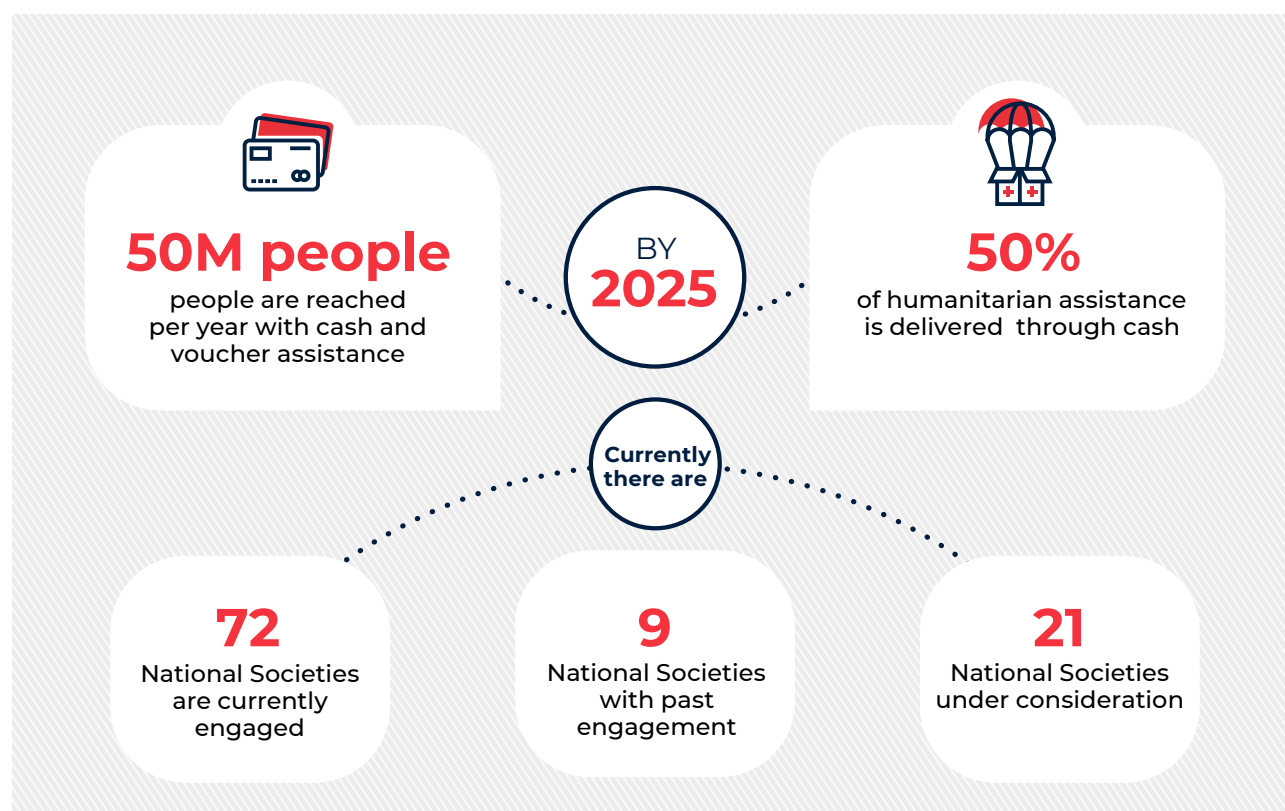
As part of the IFRC's oversight functions, we will ensure the timeliness and quality of operational plans and activities, ensuring relevant quality standards, informed by best practices. We will maintain, coordinate and further develop surge capacity for immediate mobilization of assets and personnel to reinforce National Societies emergency response capacities where needed.

We will draw on expertise across the network to enhance existing work and develop innovative approaches, such as through scaling up cash programming; encouraging multi-sectoral integrated programming, mainstreaming recovery and resilience approaches into operations; and promoting environmental sustainability through the concept of Green Response.

The IFRC will continue to prioritize support to National Societies in their cash preparedness approaches to ensure strengthened accountability and scale as we move towards our target of 50 per cent of our humanitarian action to be delivered through cash by 2025.

We will leverage data and digitalization to enable data-informed disaster management – more timely and comprehensive emergency data analysis, including qualitative data (community knowledge and insights) for IFRC network operational and strategic decision making, and encourage an information management culture in the IFRC.

### *The IFRC's cash and voucher assistance ambition*





## Crisis in Ukraine and surrounding countries

IFRC funding requirement: CHF 550.0 million / IFRC network funding requirements: CHF 1.2 billion

The IFRC network has come together to respond to the humanitarian needs of people affected by conflict in Ukraine, inside the country and in neighbouring countries.

Inside Ukraine, the Ukrainian Red Cross Society is helping people affected by the conflict as the security situation allows.

In surrounding countries, National Red Cross and Red Crescent Societies, with support from the IFRC, are supporting refugees and displaced people who have fled Ukraine with shelter, basic aid items, cash assistance, medical supplies and treatment.

The conflict in Ukraine has caused tragic loss of human life, destruction of cities and civilian infrastructure, affecting up to 18 million people. Millions of people have left their homes and crossed into neighbouring countries. The crisis is also already having a global impact on food prices and availability, and conditions are expected to worsen.

In 2023, even if there is an end to the conflict, intensive support will still be needed to meet the acute humanitarian needs of the affected people.

Our Federation-wide approach consists of:

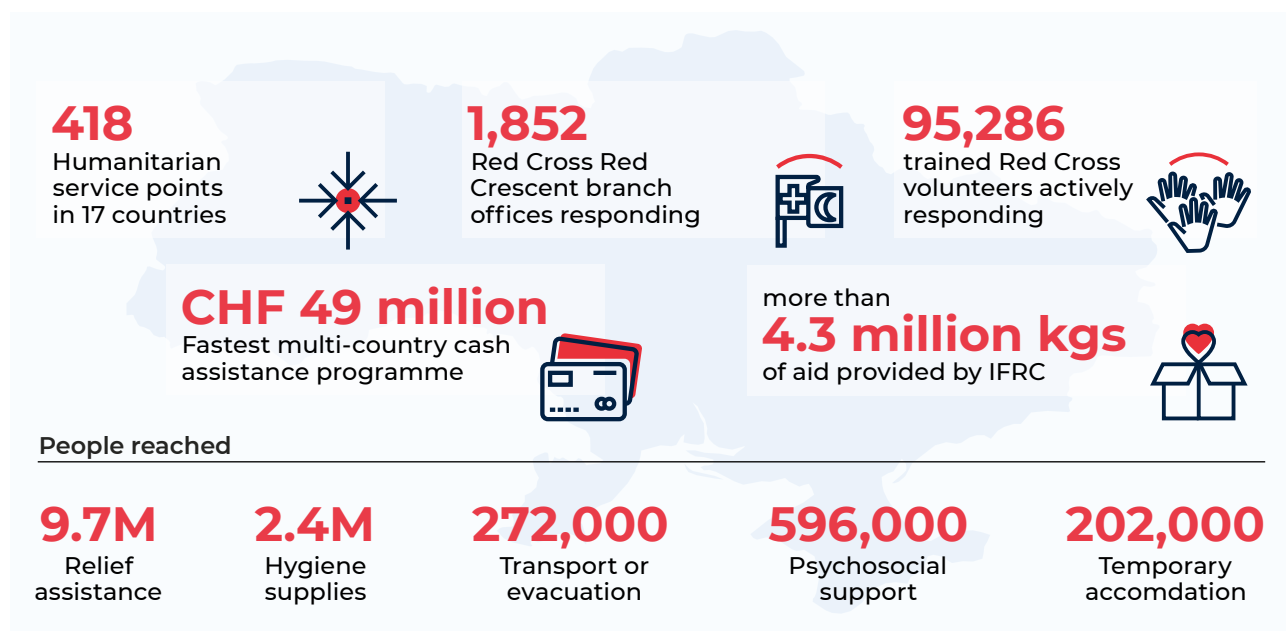
- **Federation-wide country needs assessment and implementation plan** with common indicators
- **Federation-wide funding ask** to ensure linkages between all response activities (including multilateral, bilateral and activities funded domestically by National Societies)
- **A Federation-wide monitoring and reporting framework.**

At present, the Federation-wide emergency appeal aims to support 3.6 million of the most vulnerable people affected by the conflict. To date, up to one million people are estimated to have been assisted by National Societies in the affected countries.

The Federation-wide approach to the emergency appeal ensures that funds are secured to support work across the network, and that this work happens in a faster, more effective and coordinated way. By working together, we can ensure better support for the people of Ukraine and the affected countries.







## Coordination

Each National Society involved in the response brings its own expertise and capacity to assist all those affected. An IFRC global membership coordinator works with these National Societies so that the membership works under one umbrella. The IFRC has set up a coordination architecture and actively invites the membership to work through this structure.

Rapid Response personnel have been deployed from member National Societies and IFRC staff to support National Societies in Ukraine, Poland, Slovakia, Hungary, Romania, Russia and Moldova.

The network works together to reinforce logistics and other capacities in western Ukraine and across the country. Multiple emergency support lines have been opened from neighbouring countries, enabling a coordinated flow of relief and supplies into key logistics hubs near the border in western Ukraine, complementing existing and newly established Ukrainian Red Cross capacities.

In neighbouring countries, IFRC staff and Rapid Response personnel equally support National Societies in scaling up their operations, reinforcing their capacities and coordinating with partners.

In Ukraine, the Ukrainian Red Cross and several participating National Societies, the IFRC and the ICRC

have worked together for a long time, with a focus on complementarity. The ICRC is scaling up its operations in response to the current situation, primarily in Ukraine but also in affected neighbouring countries in close coordination with the National Societies and the IFRC.

In addition to country-level coordination, Red Cross and Red Crescent partners ensure complementarity while avoiding overlaps through careful regional and global coordination. The IFRC and ICRC commit to ensure meaningful coordination and support to the National Societies in the neighbouring countries. The close coordination between Movement partners in this crisis ensures greater impact on people affected by the conflict, allowing us to leverage the reach of National Societies in their contexts, the coordinated support of the IFRC network, and the unique role of ICRC in armed conflicts.

A Federation-wide monitoring and reporting system will continue to ensure regular monitoring of the response. This includes branch-level data to monitor who is doing what and where, as well as key financial information. The monitoring system collects domestic as well as international activities of all National Societies engaged in the response.



## ACTION IN THE FIELD

In Africa, 35 National Societies are implementing IFRC's Zero Hunger Initiative to help people at risk of food insecurity to lead safe, healthy and more dignified lives. Support includes scaling up cash modalities to ensure stronger livelihood safety nets and social assistance, coupled with anticipatory action. Investments are being made in smallholder farms and a culture of entrepreneurship is being encouraged.

The short-term objective is to build the resilience and self-reliance of up to 25 per cent of at-risk people affected by disasters and crises in Africa, with a focus on women and young people. The goal is that, by 2030, up to 25 per cent of people vulnerable to food insecurity in Africa lead safe, healthy, and dignified lives, free of hunger and reduce poverty and with opportunities to thrive.

In the Americas, the increasing complexity of disasters leads IFRC and National Societies to explore multi-sectoral interventions to reduce the humanitarian gaps found in communities. We aim to close these gaps by more precisely acknowledging needs, taking scope and long-term impact

into account, and supporting communities to find the right solutions that can then be implemented and monitored.

In Asia Pacific, the IFRC will work with National Societies and the Asia Pacific Disaster Resilience Centre to develop and test new approaches to multi-hazard community-based early warning and early action and disaster risk reduction. We plan to promote and support multi-hazard, climate-smart community contingency planning for El Niño Southern Oscillation and other seasonal events, sudden-onset disasters and new extreme events, and expand our activities to connect communities to risk assessments for risk-informed urban resilience planning and action.

In Europe, National Societies will be supported to reduce disaster risks through disaster preparedness and pre-positioning of supplies for anticipated needs (Armenia); enhancing community feedback mechanisms and improving Emergency Operations Centre capacities (Albania) and enhancing anticipatory action by developing Early Action Protocols to act ahead of hazard impacts based on forecasts and with pre-arranged financing (Kyrgyzstan, Tajikistan), among others.

In the Middle East and North Africa, the focus is on National Society preparedness and readiness to respond to shocks, enhancing community risk reduction and resilience. It includes early warning, early action and anticipation to mitigate risks from multi-hazards affecting the lives, the livelihoods, homes and living conditions of at-risk communities and marginalized and/or hard to reach groups.





# SPOTLIGHT ON GLOBAL EMERGENCY FUNDING PLATFORMS

## IFRC emergency appeals

Emergency appeals are, first and foremost, how the IFRC supports a host National Society in responding to a crisis that surpasses its own capacity.

In cases where a National Society requests international assistance – and only in those cases – the IFRC launches an emergency appeal on its behalf. The National Society – as the local organization known and trusted by communities – is always the lead actor in preparing for and responding to emergencies.

Emergency appeals enable the IFRC to quickly communicate on the crisis, the humanitarian needs, areas of response and the resources that will be required. While funding initially comes to mind, resources can also include provision of personnel, goods, services and technical guidance.

They can be Federation-wide, meaning that the appeal also encompasses the work of participating National Societies, either supporting on the ground or remotely. Not only do these help the IFRC network to maximize its fundraising potential, but they also help to ensure better coordination, avoiding duplication of efforts and maximizing impact.

Emergency appeals last for a maximum of one year. They are meant to respond to the immediate needs following a disaster or crisis but can already move into recovery if immediate needs are met quickly.

However, the end of the appeal does not mean the end of the emergency response. Any remaining, urgent humanitarian needs resulting from the crisis are then integrated into the IFRC's country plan once the emergency appeal timeframe ends. This allows greater transparency of all the work undertaken in a country, while still allowing partners to continue

specifically supporting the emergency response after the appeal has ended (ensuring funds remain earmarked to the response).

The emergency appeal is based on needs assessment. These assessments may either be done by the host National Society or jointly with the IFRC or other partners.

Funds raised from the appeal are allocated to the host National Society, participating National Societies or the IFRC, depending upon agreed areas of work and responsibilities.

By supporting emergency appeals, partners can ensure that the funds are used in a holistic response that fosters better coordination and accountability.

## The Disaster Response Emergency Fund (DREF)

**Funding ambition: CHF 100 million per year (CHF 75 million for 2023)**

The IFRC's DREF funding mechanism has been channeling life-saving resources to the community level since 1985. More than 210 million people in crisis have benefited from DREF support in that time.

In recent years the fund has been redesigned to be more agile and expanded to include an anticipatory pillar. This allows funding to be released ahead of a predicted hazard both weather and non-weather-related, so that National Red Cross and Red Crescent Societies can reduce the risks and mitigate its impact.

The DREF is a demand-driven, flexible and cost-effective way for donors and partners to support local humanitarian action.



Unearmarked donations to the DREF allow the IFRC to provide National Societies with:

- Direct funding to finance their local responses to small-to-medium scale disasters when no emergency appeal will be launched or when support from other donors is not foreseen
- Start-up funding for wider responses where IFRC and National Societies work together to respond to complex medium and large-scale emergencies, which is later reimbursed by donor contributions via emergency appeals
- Direct funding to finance anticipatory action in advance of predicted hazards, based on an agreed emergency plan (i.e., Early Action Protocols) designed to save lives before a disaster happens.

DREF is a highly cost-efficient way to support local disaster risk reduction and response work on the ground. The operating costs amount to a maximum of five per cent of the annual allocations, and the funds go directly to the implementing National Society with no intermediaries. Accountability and oversight are provided by the IFRC, which manages the fund on behalf of its membership.

The IFRC plans to continue expanding the DREF and its anticipatory pillar over the coming years, to reach CHF 100 million by 2025, of which 25 per cent is allocated to anticipatory action.

We are also partnering with Aon Insurance and the Centre for Disaster Protection to develop an innovative insurance mechanism for DREF that can enhance and expand the fund's capacity.

The insurance mechanism is an efficient way to leverage donor capital to transfer the risk of funding shortfalls to external providers. It will serve to diversify DREF funding sources, ensuring additional capacity and liquidity.

Demands on the fund grow every year. In 2021 the DREF and the anticipatory pillar of DREF allocated almost CHF 42 million in support of 136 operations through 31 loans to emergency appeals and 105 grants that collectively supported National Societies to reach 12.6 million people in crisis in 88 countries. Most of the operations – 63 per cent – were climate-related.



Venezuela 2022 © Venezuelan Red Cross



# HEALTH AND WELLBEING

FUNDING REQUIREMENT **143M**

PEOPLE TO BE REACHED **46.9M**

## Introduction

Our 192 National Red Cross and Red Crescent Societies reach many millions of people every year with a wide range of health and care services, improving health and wellbeing for all.

For many National Societies, their permanent presence in at-risk communities is based on decades of work to boost health and wellbeing. It is this community-based work that has built the trust and acceptance required for skilled volunteers to build resilience and respond swiftly and effectively during emergencies.

As our volunteers live in the communities they support, they have an intuitive understanding of the health needs, vulnerabilities and inequities in their own specific contexts.

This is the power of local humanitarian action. This work is supported by the IFRC and our generous donors, but it is the local responders who are best placed to save and improve lives at the community level.

The COVID-19 pandemic was a global test of how local responders act in the absence of extensive international deployments, and a great many National Societies passed this test with flying colours.

By the end of 2021, the network had reached more than 37 million people with health services; more than 18 million with WASH services, and some 3 million people had been supported with mental health and psychosocial support services.

The scale of the Red Cross and Red Crescent response to COVID-19 was unprecedented: more than 19.6 million people supported in essential community health services; 45.7 million people tested for the virus; 174 National Societies engaged in vaccination-related activities, almost 900 million people reached through community-centred interventions; 131.4 million people reached through community WASH activities and 7.8 million people supported during cohort or home isolation.

The IFRC will continue to advocate that the humanitarian response to future disasters and crises – and the crucial work to build community resilience to coming shocks – must be locally led.

As we work together to help end the pandemic and prevent future hazards from becoming global crises, the IFRC network is committed to strengthening global health security and health systems – building a future where empowered and engaged communities are ready for the next health threat, and have all the resources, capacities and skills they need to respond to it.



## Our approach

Lessons learned from recent major outbreaks and epidemics – including the COVID-19 pandemic – have demonstrated the IFRC network's critical role in preventing, detecting and responding to diseases and health threats, and the essential role of communities and local actors.

Building on these achievements, the IFRC continues to take a multi-sector and multi-hazard approach to health and wellbeing. We take the lead in innovative approaches, promoting early and anticipatory action for hazards related to health and water, sanitation and hygiene (WASH), digital health initiatives and guiding evidence-based emergency health and WASH components of response operations.

The IFRC flagship initiatives "Global Health Security: Epidemic-Pandemic Preparedness and Response" and "Reduce cholera-related cases by 50 per cent" provide an opportunity for National Societies to scale up their activities in epidemic risk management at the community level, while also contributing to strengthening health and WASH systems.

The IFRC will continue to support major ongoing initiatives, such as the African Union's 2017 decision to scale up public health security defense systems by establishing two million community healthcare workers across the continent through the Community Healthcare Workforce programme with the African Centre for Disease Control (see spotlight box for more information).

Moreover, IFRC continues to steer global debates about public health, in particular in applying lessons from COVID-19 into laws, policies and plans for prevention and preparedness for future epidemics and pandemics.

We are also pressing for concerted action to end cholera worldwide and promoting investment in community-based health and care through community health workers and volunteers delivering a range of critical public health services.

National Societies' work in regular health and care activities are a life-saving bridge between at-risk and marginalized communities and their local health and WASH systems, as well as providing a frontline response when an emergency strikes.

## Multiyear objectives

Globally the following multiyear targets have been set for 2025:

- Reach 150 million people per year with contextually appropriate health services
- Reach 30 million people per year with contextually appropriate water, sanitation and hygiene (WASH) services
- Reach 15 million people per year with mental health and psychosocial support services
- Train 20 million people per year in first aid.

## Our plan for 2023

In 2023, the IFRC and National Red Cross and Red Crescent Societies will continue to support the COVID-19 response around the world. This entails not only supporting people and communities living with the impact of the virus on their health and livelihoods, but also working to end the pandemic.

National Societies will work to achieve this through the roll out of vaccinations, risk communication and community engagement, epidemic control and public health interventions, and livelihoods support for an inclusive, resilient, and green recovery from the pandemic.

The IFRC will also mainstream COVID-19 pandemic response and recovery activities into regular health and WASH programming across the global network, sharing skills and best practices to improve our readiness and boost our current services.

Our network will work to prepare for, and respond to, a broad range of other outbreaks in humans or animals, such as dengue, Ebola, monkeypox, plague, measles, polio, Zika, yellow fever, cholera, rabies, foot and mouth disease and Rift Valley Fever among others.

The IFRC will also continue our support to prevent and respond to HIV and tuberculosis, following evidence-based solutions, promoting equity and health systems free of stigma and discrimination.

The IFRC will provide technical guidance to prevent, prepare for and respond to public health emergencies and health risks in emergencies in clinical,



public health, water, sanitation and hygiene fields to National Societies and direct deployments.

We will embed epidemic and pandemic prevention, preparedness and response into the long-term IFRC programming such as the Global Water and Sanitation Initiative, the Africa Cholera Framework and One WASH Initiative with the support of the Cholera Support Platform, as well as in community

health programmes such as routine immunization and malaria prevention among others.

And the IFRC will continue to influence the global health policy debate and advocate for the role of National Societies in health and wellbeing, in line with our support for strong local actors delivering cost-effective and efficient services at the community level, where these services have the greatest impact.

## ACTION IN THE FIELD

In Africa, the IFRC network is rolling out an approach to cholera prevention and response that's based on building capacities at National Society branch levels, so that volunteers and staff are better able to provide:

- Oral rehydration therapy access, diagnosis of dehydration level and referral with the ability to scale up provision of this service through Oral Rehydration Points
- WASH-based interventions in households and communities to break cholera transmission routes using trained volunteers as part of a Branch Transmission Intervention Team
- Support to preventative and responsive vaccination campaigns organized by the government.

The programme is being implemented with support from participating National Societies and CDC Atlanta.

In the Americas, the IFRC and National Societies are working together to strengthen community resilience, particularly around health in emergencies, epidemic and pandemic preparedness and response, the health of people on the move and host communities, and the prevention and care of non-communicable diseases. Work is also being done using social data to allow the network to design tailored health and WASH interventions, and more accurately ensure the meaningful participation of communities.

In Asia Pacific, National Societies and the IFRC are working on maternal, new-born and child health programming as a priority across the region. In 2023, National Society capacities will be strengthened around services such as routine immunization, malnutrition prevention, ante-natal care, safe institutional delivery and postnatal care, breastfeeding and infant feeding practices among others.

In Europe, the IFRC network is working to address unmet mental health and psychosocial needs in communities, as well as those of staff and volunteers. In 2023, work will be done to strengthen National Society capacities in mental health and psychosocial support. This will include efforts to change societal attitudes about mental health; countering stigma and discrimination; advocating for mental health and psychosocial support to be closely integrated in all Red Cross and Red Crescent work and protecting and promoting the mental health and wellbeing of staff and volunteers.

In the Middle East and North Africa, the IFRC network will scale up WASH programming as a key element in pandemic and epidemic control not only for the COVID-19 pandemic, but also for diseases such as cholera. Short – and long-term WASH operations will also be launched to protect the health and wellbeing of communities affected by climate change.



# SPOTLIGHT ON HEALTH FUNDING PLATFORMS

## Health funding platforms in Africa

More than half of the African population do not receive the healthcare services they need, and many people will go their whole lives without seeing a doctor.

The African Union has committed to improving access to healthcare and health outcomes across the continent. Africa Centres for Disease Control and Prevention (Africa CDC) and the IFRC have embarked upon two new areas of partnership that will directly contribute to these goals.

Both programmes enable the IFRC to support many National Societies in Africa at the same time, with scalable solutions to common challenges that will reach greater numbers of at-risk people and have significant positive impact on their lives.

The funding modalities are flexible in that some funding may come through the IFRC, and other funding may go directly to a National Society. This allows the IFRC network to be agile and adapt to the needs of National Societies and partners, while strengthening African National Societies' capacities to directly manage significant multi-country grants.

By joining the IFRC to support this ambitious work, partners can amplify their investment and contribute to sustainable solutions to improve health across the African continent.

## Community health workforce

Africa CDC and the IFRC are partnering to support the scale-up of community health workforces in Africa. Recognizing the crucial role of community health workers in improving healthcare – including in epidemic and pandemic preparedness activities – African Member States committed, in 2017, to deploying two million new community health

workers. Africa CDC and the IFRC are working to make this a reality within five years from now.

To succeed, partnerships will be essential. The IFRC and the African CDC will collaborate with partners engaged in policy, practice, and research, as well as Ministries of Health.

Community health workers will be selected, trained, equipped, and deployed, while capacities of National Red Cross and Red Crescent Societies, Ministries of Health and national and community actors will be increased. The model will be developed, adjusted and rolled out in a phased approach to reach all 55 African Union Member States.

The IFRC and Africa CDC seek to raise up to USD 2 billion to scale up to two million community health workers in 55 member states in Africa (the funding requirement for 2023 is CHF 300 million). This breaks down to the cost of training and equipping each community health worker for a cost of USD 1,000 over five years.

## COVID-19 recovery

The IFRC will also participate in the partnership between the Africa CDC and Mastercard Foundation for COVID-19 vaccination – Saving Lives and Livelihoods. The programme aims to vaccinate at least 70 per cent of the African population. Mastercard Foundation has committed to deploy more than USD 1.4 billion to make this ambition a reality. The programme will work with various partners to ensure procurement and logistics, through to vaccination and surveillance.

The IFRC network will lead the consortium for risk communication and community engagement. Community perception and trust are essential factors to ensure that communities will get vaccinated. Epidemics start and end in communities and it is essential to treat communities as partners.



The IFRC network will work in all countries across the continent to:

- Conduct perception studies and social research on COVID-19 vaccines to inform accelerated vaccine uptake (collecting, analyzing and using community feedback)
- Implement risk communication and community engagement strategies; train vaccine influencers such as religious and traditional leaders, teachers, healthcare workers, political leaders, and other community influencers; and support local media to share trustworthy, factual information about the vaccine
- Set up systems and tools for effective communication within Member States to share preventative messaging.

Approximately USD 40 million will be dedicated to the IFRC network's work on risk communication and community engagement.

Five consortiums have been established covering sub-regions:

- Southern Africa – Led by Botswana Red Cross, covering ten countries
- Eastern Africa – Led by Kenya Red Cross, covering 12 countries
- Central Africa – Led by Cameroon Red Cross, covering nine countries
- Western Africa – Led by Cote d'Ivoire Red Cross, covering 12 countries
- Northern Africa and Nigeria – Led by the IFRC, covering seven countries.

## **Global One WASH (Water, sanitation and hygiene) platform**

**Funding requirement for 2023: CHF 100 million**

**Funding ambition over three years: CHF 300 million**

The IFRC network has a proven track record of sustainable WASH programming, including hundreds of developmental WASH projects in more than 80 countries as well as recovery WASH activities in over 100 low-, middle – and high-income settings.

The IFRC invests in inclusive, protective, gender-sensitive, and climate smart WASH programmes. It creates tailored, sustainable solutions at scale, focusing on vulnerable communities and where the greatest impact can be achieved, leaving no one behind.

The IFRC is creating an ambitious platform to ensure adequate WASH for vulnerable communities – improving community and environmental health, protecting livelihoods, and preventing the spread of diseases, epidemics and pandemics in 100 countries over three years. It will also incorporate emerging areas of WASH work including climate, and protection, gender and inclusion, for example.

The platform will support the IFRC network, ensuring greater coordination at country, regional and global levels, and bringing together traditional and innovative funding.

To ensure maximum flexibility and impact, the platform will support a range of funding modalities where some programmes may be led by the IFRC, and others by consortiums of National Societies. This will enable the best-placed member of the network to lead programmes with the highest levels of capacity, knowledge and local experience.

We are already making progress. For example, the IFRC is tackling Cholera in affected countries in Africa and Asia, by combining public health and WASH, through a three-year grant from the Bill and Melinda Gates Foundation.

The One Wash platform has the potential to bring WASH solutions to scale. An investment in the IFRC's WASH programming saves lives, improves health and protects dignity in some of the most vulnerable communities in the world.



# **MIGRATION AND DISPLACEMENT**



**FUNDING REQUIREMENT 74M**

**PEOPLE TO BE REACHED 8.8M**

## **Introduction**

The 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 has contributed social, economic and cultural benefits to countries of origin and destination alike.

However, for millions of others, being on the move has led to unacceptable dangers. People on the move face challenges in accessing essential services, protection risks, hostility and exclusion in transit and destination countries. Global totals of refugees and internally displaced persons remain at historic highs, fuelled by disasters, climate emergencies, new and old conflicts and other crises. Many people who have been forcibly displaced suffer 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. People on the move also face rising stigma, xenophobia, and marginalization including through laws, policies and practices that aim to exclude and disenfranchise them in destination countries.

Research by the Global Migration Lab in 2021 showed that many migrants faced even greater difficulties in accessing essential services during the COVID-19 pandemic than they had previously.

## **Our approach**

The IFRC is committed to scaling up locally led and principled assistance, protection and advocacy for migrants and displaced persons, regardless of their legal status. The IFRC aims to reach at least four million migrants and displaced persons annually with assistance and protection services.

In 2021, the global IFRC network reached 6.6 million migrants and displaced persons; 23 per cent of National Societies had integrated migration and displacement into their strategic planning, and 48 National Societies had set up Humanitarian Service Points, in alignment with the Global Compact on Safe, Orderly and Regular Migration.

IFRC's Global Route-Based Migration Programme brings together the skills, experience and compassion of the IFRC network and leverages some of its strongest qualities – cross-border connections and solidarity, the open exchange of skills and information, and global coordination supporting seamless complementarity on the ground.



This programme aims to save lives and improve the safety and dignity of migrants, refugees, and other displaced people along dangerous and deadly migratory routes.

The IFRC actively supports coordination mechanisms such as the Migration Leadership Group, the Global Migration Taskforce, the Movement Reference Group on Internal Displacement and the research and analysis of the Global Migration Lab.

IFRC's global advocacy calls on States to ensure the safety of vulnerable migrants and displaced persons, as well their access to essential services, and to find solutions that enable them to live safe and dignified lives.

## Multiyear objectives

Globally the following targets have been set for 2025:

- 75 per cent of National Societies have conducted a migration and displacement needs assessment and/or have integrated migration and displacement into their strategic planning
- All National Societies operating along main migratory routes have the capacity to access resources to establish Humanitarian Service Points, providing access to assistance, protection and integration support to migrants and displaced.

## Plan for 2023

In 2023, 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 emergency and non-emergency contexts.

The IFRC will scale up the services being provided through the Global Route-Based Migration Programme, which ensures that humanitarian services are available at critical locations as people cross countries and regions, facilitating access to services in a safe and dignified way.

The IFRC will scale up and strengthen implementation of Humanitarian Services Points globally and along key migration routes. These are fixed or mobile neutral spaces along migratory routes where the Red Cross and Red Crescent can provide services that are informed by the needs of people on the move.

The IFRC will also strengthen the assistance and protection for people on the move in emergencies and crises, including population movement operations.

The needs of migrants and displaced persons cut across many areas. Therefore, the IFRC will also prioritize the integration of migration and displacement principles and practices into key thematic areas. These include cash (digital identification), protection (preventing trafficking and sexual and gender-based violence, and ensuring child protection), health and psychosocial support, shelter and settlements (urban approaches), livelihoods, community engagement and accountability, and National Society preparedness for effective response and climate action.

We will work to build the capacities of our member National Societies, as principled, strategic and locally led actors in migration and displacement.

The IFRC will also 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.





## ACTION IN THE FIELD

In the Americas, National Societies will be supported to develop preparedness and response plans for population movement crises; develop early warning mechanisms to identify and trigger early actions, and in collecting and analyzing community perceptions and concerns.

In Asia Pacific, the IFRC will support National Societies to better analyze and address population movement crises in the context of emergencies and the climate crisis. Scaling-up support will include increased use of cash and voucher assistance, and protection of the most at-risk groups will be prioritized in all operations and programmes.

In Europe, National Societies will continue to be supported in emergency and non-emergency contexts to provide essential services such as information, cash and voucher assistance, Restoring Family Links and Family Reunification, child protection and social inclusion services.

In the MENA, the IFRC will work with National Societies to better understand migration dynamics. Work will focus on implementing the Global Route-based Migration Programme involving seven National Societies, with work already underway in Algeria, Egypt and the Syrian Arab Republic.

## SPOTLIGHT ON GLOBAL ROUTE-BASED MIGRATION PROGRAMME

The IFRC network is saving lives and improving the safety and dignity of people on the move, on land and at sea, through its Global Route-Based Migration Programme, launched in 2021.

The programme involves 57 National Societies – 15 in Africa, 22 in the Americas, 13 in Europe, and seven in MENA to support and protect more than 4.7 million people on the move and in host communities through:

1. Direct humanitarian assistance and protection, through Humanitarian Service Points (HSPs)
2. Enhancing the capacities of National Societies through better route-based coordination
3. Humanitarian diplomacy to foster enabling policy and operational environments

HSPs will be a primary modality for providing assistance and protection. As of June 2022, there were over 600 HSPs active in more than 55 countries.

HSP@Sea is a partnership with SOS Méditerranée to provide humanitarian services aboard the Ocean Viking ship, on the deadly Central Mediterranean Sea migration route. By October 2022, the Ocean Viking had already rescued more than 2,900 people.

For the year 2023, the global programme has an estimated total financial ask of almost CHF 80 million to support 57 National Societies in the four regions and the ongoing activities of the HSP@Sea.

The IFRC seeks flexible and multiyear funding. Flexible funding will be allocated on a basis of 50 per cent of funds split equally between the four regions and 50 per cent based on priority humanitarian needs.

This ensures that all regions will have the funds to progress in their work while also responding to the most severe and pressing needs. Where necessary, it is still possible for partners to direct contributions to a specific region or country.



# VALUES, POWER, AND INCLUSION

FUNDING REQUIREMENT **43M**

PEOPLE TO BE REACHED **7.3M**

## Introduction

The ongoing COVID-19 pandemic, with its impact on health and livelihoods, has also highlighted the importance of disseminating clear and accurate information about risks, preventing infection, and the safety of vaccines. Sadly, this global crisis has also revealed divisions in communities and countries worldwide, leading to fear and mistrust.

Meanwhile, studies of the COVID-19 response have indicated that is that lower infection rates were associated with higher measures of interpersonal trust (The Lancet, 2022).

In this context, the IFRC network – with 15 million trusted volunteers living in communities large and small in almost every country on Earth – has a critical role to play in understanding and responding to community concerns, and in building trust.

COVID-19 has also worsened many of the protection risks that were already high on our list of priorities.

Sexual and gender-based violence was considered its own pandemic, affecting more women and girls than COVID-19. In child protection, an estimated 1 billion children experience violence yearly. In addition, trafficking in persons is the fastest-growing criminal activity.

The pandemic has also had a devastating impact on education for young people, with UNICEF estimating in 2022 that more than 460 million children were unable to access alternative educational support during school closures. There is a pressing need not only for greater access to formal education, but also for other forms of skills-based instruction and humanitarian programmes to inspire and guide young people.

As of the end of 2021, the IFRC network was already reaching 4.1 million people with various education programmes as well as 3.9 million with values, power and inclusion activities. Much more needs to be done – and we can achieve this as a global network with the support of our donors and partners.

## Our approach

The work of the IFRC network in the area of values, power and inclusion seeks to build trust within and between communities. We aim to address persistent inequalities and tackle the underlying causes that lead to experiences of disproportionate violence, discrimination and exclusion, including the lack of access to education and to learning opportunities that promote humanitarian values.



For example, our work in protection, gender and inclusion focuses on the causes, risks and consequences of violence, discrimination and exclusion before, during and after disasters and crises. The IFRC understands that at-risk people can have very different experiences during a crisis, depending on factors such as their age, sex, gender identity, physical ability, race, access to education, or nationality. Any one of these factors – or any combination of them – can affect how an individual withstands a crisis and recovers from it.

Increase in incidences of sexual and gender-based violence (SGBV), violence against children, and trafficking in human beings during and after emergencies. Disasters and crises can also exacerbate existing inequalities, leading to greater discrimination and exclusion.

The IFRC works with National Societies to embed protection, gender and inclusion practices in all programming related to supporting at-risk people and manages a global surge roster to place experts at a National Society's disposal during emergencies, with special emphasis on safeguarding and child protection.

The needs of children and young people in crisis are also addressed through the development and implementation of comprehensive Red Cross and Red Crescent educational programmes through the Education Plus Initiative. Other, less formal opportunities include the successful Youth as Agents of Behavioural Change programme, Football for Development, and the Limitless initiative run by IFRC's Solferino Academy, which supports the network in innovation and collaborative problem-solving. In addition, the IFRC is working to strengthen our collective capacities in providing education in emergencies.

All of this work is underpinned by a network-wide commitment to community engagement and accountability, a process that recognizes and values community members as equal partners in all Red Cross and Red Crescent activities. It makes sure people's opinions are heard and used to design and guide our work – and it holds us accountable to communities, with clear and actionable complaints mechanisms and opportunities for two-way communication.

## Multiyear objectives

Globally the following targets have been set for 2025:

- Reach 4 million young people with skills – and values-based humanitarian education, through 80 National Societies
- At least 100 National Societies and the IFRC actively implement the gender and diversity policy and demonstrate tangible progress against agreed institutional and programming targets, including equal gender representation at all levels of leadership
- At least 80 National Societies have integrated the Movement Commitments on Community Engagement and Accountability into their strategic plans and/or operating procedures.

## Plan for 2023

The IFRC will work to support safe, continuous and equitable access to inclusive, quality education and the promotion of humanitarian values and lifelong learning opportunities for all, especially in times of emergencies.

We will achieve this through the mobilization of young people, the strengthening of our individual and collective institutional and operational capacities, and the scaling up of comprehensive, multisectoral programmes.

The IFRC and National Societies will advance our work in protection, gender and inclusion through mainstreaming across programmes, scaling up specialized operations, encouraging advocacy, and strengthening institutional systems.

These two areas are complementary – access to and provision of educational programmes must be safe, equitable and inclusive, and our protection, gender and inclusion work must also consider educational needs and humanitarian values.

We will prioritize support for comprehensive, multisectoral educational opportunities that will encourage safe, inclusive, healthy and resilient communities.

The IFRC will work to build the network's operational capacities for education in emergencies.



National Societies will be supported to build the institutional foundations of protection, gender and inclusion through organizational assessments and certification processes for.

The IFRC will strengthen its capacity to address protection, gender and inclusion and safeguarding in all humanitarian programmes and operations.

In all our work, the IFRC and National Societies will seek to influence standards, norms, laws and behaviour to reduce violence, discrimination and exclusion, through advocacy, partnerships, and learning.

We will support the implementation of the global humanitarian education initiative, including through tools' development, capacity strengthening and partnerships with educational authorities and other relevant stakeholders.

The IFRC will expand the Youth as Agents of Behavioural Change and the Football for Development project to ten countries in 2023, engaging marginalized young people through sports and with life skills and opportunities for social entrepreneurship.

## ACTION IN THE FIELD

The focus in the Africa region is for the IFRC and all member National Societies to be inclusive organizations, where people of all identities are valued and protected, and can fully contribute with dignity and in safety. This will involve building institutional capacity for protection, gender and inclusion programming across the network on the African continent and ensuring our work in this area meets the recognized standards.

In the Americas, the IFRC is improving the coordination between the network's protection, gender and inclusion teams and the community engagement and accountability teams. This work will help to ensure National Societies and the IFRC have safe, transparent, and reliable processes to identify protection gaps early on, so that safeguarding, and Prevention of Sexual Exploitation and Abuse mechanisms can be activated. This is an area where National Societies still require technical support, which will be provided by the IFRC.

In Asia Pacific, the IFRC is working with National Societies to implement a new learning programme (Education Plus) that builds young people's humanitarian knowledge and skills. The network is also collaborating on ways to bring humanitarian learning to young

people, particularly in the areas of disaster risk reduction, climate change, first aid, road safety, and inclusion and the prevention of violence, particularly through IFRC's Youth as Agents of Behavioural Change programme. Young people are also being encouraged to get involved with the innovation work carried out by IFRC's Solferino Academy.

In Europe, National Societies and the IFRC are strengthening their guidance and support for the implementation of commitments and principles of protection, gender and inclusion to promote dignity, safety and inclusion at all levels of Red Cross and Red Crescent work. Many of the activities in the region are being specifically designed to reach and support very marginalized people and communities, such as female-headed households and Roma.

In the Middle East and North Africa, the IFRC is designing cross-thematic youth engagement activities to engage and inspire young people in areas such as health, digital technology, and life skills. The network is also building MENA youth capacities in climate and environment-related skills and knowledge, as well as leading initiatives to respond to the climate crisis as change agents in their communities.



# SPOTLIGHT ON UNITING THROUGH THE POWER OF FOOTBALL

Sport is a powerful way to address youth isolation and exclusion and prevent violence. The IFRC has teamed up with Generation Amazing (of the Supreme Committee for Delivery and Legacy of Qatar 2022) on a unique and innovative project that unites young people through one of the most popular sports in the world: football.

Uniting through the power of football aims to address societal issues such as discrimination, exclusion, and violence by equipping vulnerable young people - particularly those from communities at risk of conflict or violence, and from refugee, host, or internally displaced communities – with leadership and life skills through football and experiential learning.

The three-phased project combines and applies two models into a unique and innovative Hybrid Curriculum:

1. Youth as Agents of Behavioural Change (YABC) – the IFRC’s global Humanitarian Education programme on the promotion of a culture of non-violence and peace through youth empowerment and leadership.
2. Generation Amazing’s Football for Development (F4D) curriculum – leverages the power of sport to teach key life skills such as leadership, as well as unity and gender equality. It uses football to positively impact lives and foster sustainable social development in vulnerable communities.

Young people are trained as YABC & F4D facilitators. They are equipped with the skills, knowledge, attitudes, and experiences to deliver the curriculum.

Youth in each country then take part in the YABC & F4D ‘hybrid’ curriculum, delivered over 4 to 12 weeks in the classroom and on the football pitch.

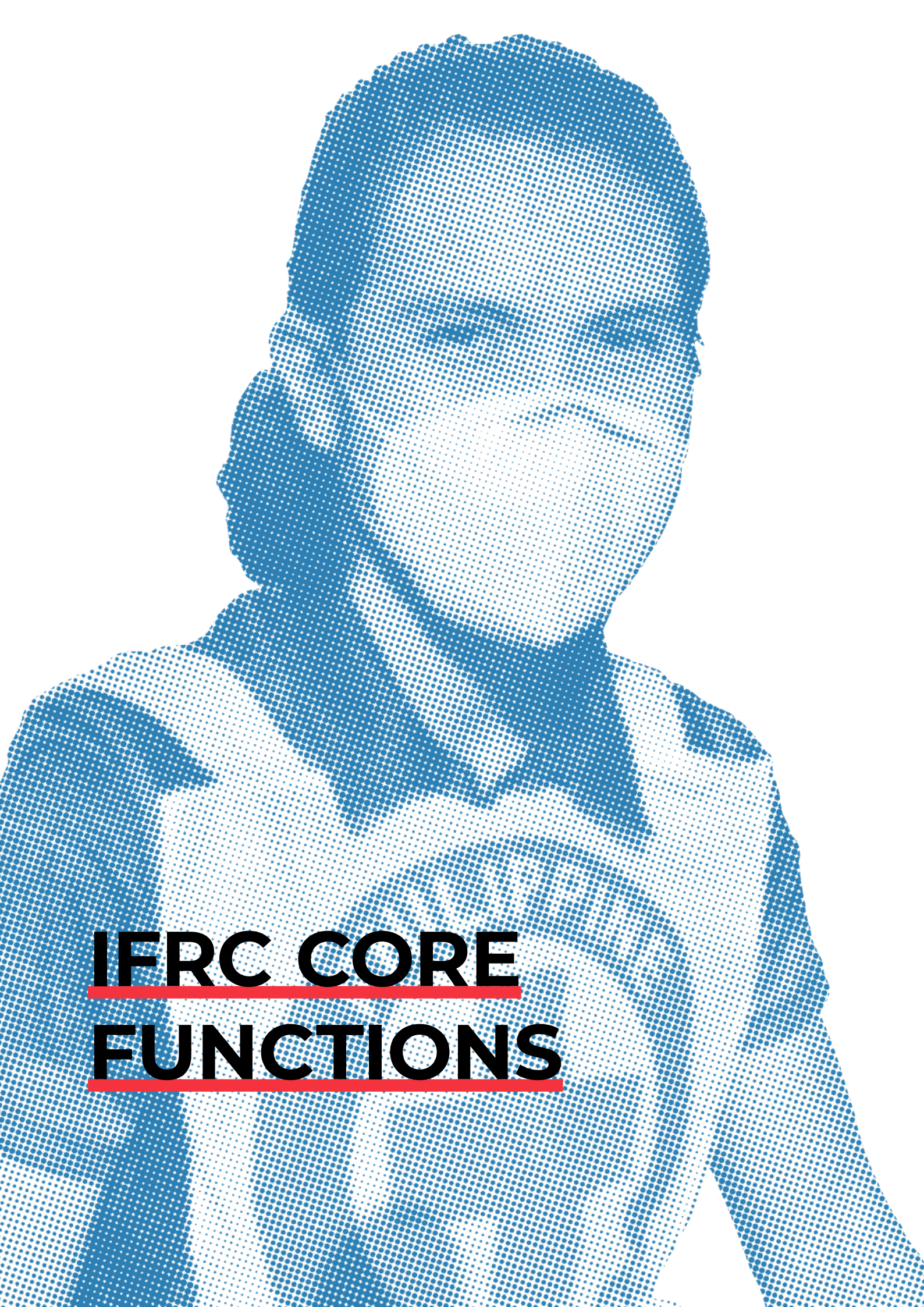
Small grants are then provided to participants to run social change projects within their communities. Young people identify risks and needs in their own communities and are taught how to design, develop, deliver, monitor and report on their micro-projects.

The project was piloted in Argentina, Iraq, Myanmar, and Uganda, with their respective National Societies, reaching more than 22,000 people through the implementation of community-based micro-projects.

For the IFRC, it is an opportunity to further enable young people to become ‘Agents of Change’ by bringing together the innovative methodologies for youth-led initiatives as an important strategic model to create lasting community change.

In 2023–2024, the project will expand to ten countries supporting 330,000 young people with 1,500 micro-projects and training for 15,000 young people. The project solidifies the transformative power of humanitarian education and sport by engaging young people as agents of change. It opens doors for youth to write new narratives that change the world for the better - not in the distant future – but right now.





# **IFRC CORE** **FUNCTIONS**



The IFRC's mandate is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by its member National Red Cross and Red Crescent Societies.

To do this, the IFRC focuses on four **core functions** that support member National Societies to deliver their programmes and services on the ground, increase their capacities, grow as effective and accountable local organizations, and collaborate with the IFRC to influence global humanitarian policy, discussions, and actions.

These core functions include strategic and operational coordination, National Society development, humanitarian diplomacy, and a fourth cross-cutting area – accountability.

Each one underpins the local, national, and international humanitarian activities carried out by the IFRC network every day in 192 countries.

Strategic and operational coordination work ensures that members of the IFRC network complement each other's work and contributions during an international response to a disaster or crisis, eliminating duplication of effort, and ensuring a coherent and cost-effective operation.

The development and transformation of individual National Societies receives targeted long-term support from the IFRC, to improve and enhance the services provided to at-risk and hard to reach communities.

The voices and the needs of the at-risk communities we support are amplified by the IFRC in international fora, regional networks and domestic policy discussions through humanitarian diplomacy. The IFRC defines this as our collective responsibility to persuade "decision makers and opinion leaders to act, at all times, in the interests of vulnerable people, and with full respect for fundamental humanitarian principles."

Accountability is a fundamental aspect of our relationship with the communities the IFRC works alongside, with donors and other partners, and with one another within the network. Accountability builds trust, and it is trust that enables Red Cross and Red Crescent access to communities and to partnerships, as well as encouraging a productive and healthy volunteer and staff base.

Viewed together, all IFRC core functions are designed to enable the IFRC network to deliver more effective, efficient, and appropriate services to at-risk communities around the world. In 2023, this collective work will be needed more than ever.

***The IFRC's core functions***





# STRATEGIC AND OPERATIONAL COORDINATION



## Introduction

Since the creation of the IFRC in 1919, our actions have been guided by the need to ensure effective coordination among member National Societies to achieve an efficient humanitarian response in line with our Fundamental Principles.

The IFRC has a constitutional mandate to “organize, co-ordinate and direct international relief actions in accordance with the ‘Principles and Rules for Red Cross and Red Crescent humanitarian Assistance,’” acting through, or in agreement with, the National Society in the affected country.

If a national crisis overwhelms the response capacities of a National Society, the IFRC and the wider IFRC can – on request – ask for international and bilateral support. While responsibility for coordinating any international response lies with the IFRC, the National Society in the crisis-affected country is always the leading actor.

The IFRC supports strategic and operational coordination through the development and implementation of common standards and policies, organizational development, capacity building and effective international disaster management, and of having an international presence and recognition as a global partner in humanitarian assistance.

Good strategic coordination leads to good operational coordination, particularly during an emergency response where timely, consistent, and coherent strategies are possible through enhanced coordination platforms. This aids routine communication and coordination; allocation of tasks; delineation of responsibilities and building conditions of risk sharing with joint mitigation efforts.

## Our approach

The IFRC’s goal is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities. This includes **ensuring the co-ordination of our international activities**, implementing common standards and policies, organizational development, capacity building and effective international disaster management.

Coordination provides opportunities for discussion and alignment on issues including scaling up our collective humanitarian responses, increasing our collective humanitarian impact, humanitarian diplomacy activities, building our financial resources, developing and protecting our staff and volunteers, effectively managing risks, and agreeing on integrity protocols.



The IFRC's coordination involves working with member National Societies to assess the humanitarian context, humanitarian situations and needs; agreeing common priorities; co-developing common strategies to address issues such as obtaining greater humanitarian access, acceptance and space, mobilizing funding and other resources; clarifying consistent public messaging; and monitoring progress.

The IFRC provides services to National Societies to:

- act as the permanent body of liaison, coordination and study among the National Societies and to give them assistance
- encourage and co-ordinate the participation of the National Societies in activities for safeguarding public health and the promotion of social welfare and a culture of non-violence and peace in cooperation with their appropriate national authorities
- be the official representative of the National Societies in the international field, and to be the guardian of their integrity and the protector of their interests.

The IFRC also ensures more effective and efficient humanitarian activities of the network, through the organization, coordination and direction of international relief actions in accordance with the Principles and Rules for Red Cross and Red Crescent Disaster Relief.

**Membership Coordination** relates specifically to coordination of the IFRC and the 192 member National Societies – bringing together the membership in direction and action. The need for strategic, operational, and technical coordination is most evident during humanitarian operations where consistency of action is of great need to ensure efficiencies as a network, to deliver humanitarian services in an effective manner. Membership coordination plays a stronger role in the times of development and peace to enable the conditions to support National Societies' development priorities and prepare the ground for humanitarian action.

**Movement Cooperation** follows the Statutes and policies, strategies and decisions of the International Red Cross and Red Crescent Movement, including the Seville Agreement 2.0 and the processes to Strengthen Movement Coordination and Cooperation. It includes all components of the

Movement – National Societies, the IFRC and the ICRC, and encourages scale up services through complementarity.

**Cooperation with external actors** is ensured through regular dialogues at country, regional and global levels, with Government authorities, the Diplomatic community and the humanitarian eco-system as well as the private sector. This is done to reinforce the message regarding the IFRC network actions and the difference we can make in the most vulnerable communities to improve their living conditions and build resilience, whilst always applying principles of humanitarian action. External coordination is also about reinforcing National Societies' auxiliary role in the humanitarian field to assist people when they most need relief or protection. These actions contribute to ensuring the IFRC network is seen as a partner of choice.

As a network, our strength lies not only in the individual capacity of the members, but as well in the combined results of the collective. The whole is greater than the sum of its parts, and defines the concept of synergy within the IFRC network.

## Plan for 2023

The IFRC will work to become an even more effective platform for international coordination of emergency operations, collective representation of the IFRC membership, policy discussions, and National Society development and capacity strengthening.

We envisage an IFRC network viewed from the outside as 'one entity': with the internal components truly networked and acting as one, applying Principles of Humanitarian action, with one standard of accountability and a single action plan towards improving the lives of people in need.

We will continue to leverage our local-global strengths as a network of interrelated parts, connected to national systems through each National Society's role as independent auxiliary to government, and with local branches reaching across communities and across the world.

The IFRC will support National Societies to be the trusted partners of choice in their own domestic context, delivering on their humanitarian mandate and with the Federation-wide engagement to ensure such ambition.



In 2023, the IFRC will define and re-shape humanitarian and development policies and agendas for the membership to come together on key issues.

We will continue to enhance our resource mobilization work for the benefit of the IFRC network, invest in leadership skills and capacities at all levels, including by providing technical capacity through rapid response where needed, and place a strong focus on information management to ensure the provision of data and analysis for evidence-based decision making.

Strong strategic and operational coordination is vital if the IFRC network is to make the best use of its skills and capacities, and the resources entrusted to it. This importance also extends out with the network to the external actors we work alongside and partner with. This will require not only a shift in mindset but also the development of greater knowledge and capacity to engage strategically with the broader humanitarian world.

## **SPOTLIGHT ON ECHO PILOT PROGRAMMATIC PARTNERSHIP**

The IFRC and European National Societies are engaging with ECHO in a pilot programmatic partnership (PPP) aimed to boost local capacities of National Societies and their response to humanitarian and health crises.

The programme will focus on enhancing local preparedness, early action and response capacities alongside complementary international support mechanisms, placing local communities at the very centre of the change.

This innovative funding and partnership instrument is a unique opportunity to implement new working modalities within the IFRC network.

Through the PPP, the IFRC is leveraging its international organization status to channel resources to member National Societies for larger and more predictable funding.

The funding with DG ECHO amounts to up to EUR 200 million over the coming three years, with IFRC co-financing to complement up to EUR 210 million.

Implementation will be led by the host National Society and a European National Society. The IFRC

will provide coordination at country level, ensuring an integrated approach with the host National Society's plan. At regional level the IFRC will ensure operational coordination across countries, support grant management, and learning. The IFRC will also provide global coordination and grant management.

Following an inception phase of six months in ten countries, the PPP is planned to last for an additional three years and reach 25 countries, with coordination and technical expertise support from 12 European National Societies and the IFRC.

Countries selected to be part of the PPP:

Africa: Chad, Cameroon, Mali, Niger, Burkina Faso, Democratic Republic of the Congo, Eswatini, Madagascar, Somalia, South Sudan, Uganda, and Zambia

- Americas: El Salvador, Guatemala, Honduras, Panama and Ecuador
- Asia Pacific: Bangladesh and Cambodia
- Europe: Kyrgyzstan, Tajikistan and Ukraine
- MENA: Yemen, Lebanon and Palestine.



# **NATIONAL SOCIETY** **DEVELOPMENT**



## **Introduction**

Every day, some 15 million Red Cross and Red Crescent volunteers across more than 177,000 local branches in 192 National Societies act as agents of change in their communities. They support people in situations of vulnerability, build community resilience, and empower people to voice their needs.

This unparalleled permanent presence and our investment in local action makes the IFRC a unique global network of strong local action, contributing to community resilience and empowerment, social cohesion and the promotion and maintenance of peace.

However, we can only continue to save lives and support community resilience if our member National Societies remain strong, independent, self-sustained and well-functioning organizations, and are trusted by communities, governments, partners and donors.

The ownership and primary responsibility for National Society development rests with each individual National Society itself. However, the IFRC also has a constitutional responsibility to establish, maintain and continuously support its member National Societies to develop their capacities and abilities.

## **Our approach**

Locally-led solutions are more likely to anticipate and respond to the emerging and fast-changing local and global needs. However, the scale, quality and effectiveness of Red Cross and Red Crescent work is dependent on the ability of National Societies and their branch networks to stay fit for purpose, develop their capacities, and adapt to a changing environment.

The IFRC provides continuous support to National Societies to ensure they can exercise their mandates in line with our humanitarian principles and values and carry out their rights and duties as members of the IFRC, including actions to strengthen integrity and compliance.

This is the essence of the IFRC's work in National Society development, which is defined as "the continuous effort of each National Society to achieve and maintain an accountable and sustainable organization that delivers – through volunteers and staff – relevant services to address needs, reduce vulnerabilities and build resilience in a changing environment."



It encompasses all aspects of the life of a National Society; and includes what is referred to as organizational (core) development, and also capacity strengthening or enhancement.

Organizational development focuses on fundamental issues such as a National Society's identity, legal base, strategic directions, its relationship with its environment, auxiliary role etc. while taking into account the relationship between all the functions and levels.

Capacity strengthening/enhancing aims to improve a National Society's existing services and capacities. It covers both the development of its programmes and its underpinning processes.

National Society development is not an end in itself but must ultimately allow National Societies to strengthen their support to at-risk people/communities by improving the relevance, quality, reach and sustainability of their services.

In parallel to the direct support we provide, the IFRC also plays a central role in supporting the coordination of National Society development support to a National Society's priorities, and to maximize partner contributions to avoid duplication and enhance impact.

The IFRC promotes peer-to-peer exchanges, learning and support among volunteers of all ages, staff and branches within and across a National Society to allow for collective action and joint problem-solving. This includes National Societies' engagements in regional networks and communities of practice and regional networks around National Society development to enhance the co-design and co-development of innovative approaches.

## **Our plan for 2023**

The IFRC will strengthen the integrity, transparency and accountability of member National Societies, ensuring that their auxiliary role is well supported and protected by a strong legal base (Statutes, Red Cross and Red Crescent laws, disaster laws, etc.);

reinforcing good governance and management, strengthening policies and processes so that National Societies can prevent fraud and corruption, sexual exploitation and abuse, among others. This will be reflected in the new IFRC certification approach that will be rolled out during 2023.

We will support National Society work to revise their systems for improved financial sustainability, including resource mobilization and income generation, financial management, systems development and digital transformation, and help them to remain a trusted partner of choice through improved data management and data protection.

The IFRC will support the network to increase safe and secure spaces for the participation of volunteers from all ages and from diverse sectors of the population, including support to strong policies and well-established systems for volunteer management and processes. Special attention will be given to the strengthening of youth engagement within the National Societies' leadership, youth education, and youth-led programmes.

As National Societies' branches are crucial in strong local action and the building and maintenance of trust between communities and the IFRC network, we will invest in local branches as strong, accountable and transparent local convenors for humanitarian action.

We will provide practical technical guidance along with learning and knowledge management to help National Societies strengthen their services and programmes in the areas of disaster preparedness and response, health and care, climate change, migration and the protection of affected people within the humanitarian services provided to at-risk communities.

And the IFRC will continue to scale up flexible and complementary funding available to all National Societies through the three funding mechanisms available – the Capacity Building Fund, the National Society Investment Alliance and the Empress Shôken Fund.



# SPOTLIGHT ON GLOBAL NATIONAL SOCIETY DEVELOPMENT FUNDING MECHANISMS

## The Capacity Building Fund

### 2023 Funding requirement: CHF 15 million

After 20 years of existence, in 2021 the IFRC re-engineered its Capacity Building Fund renewing its purpose, business rules and management structure. Today the Capacity Building Fund is an agile, flexible and easy-to-access mechanism for addressing development needs of National Societies.

The fund is open to all National Societies at any time, and it is designed to support four specific development priorities in line with our Strategy 2030. These are:

- Strengthening integrity
- Financial sustainability
- Youth and volunteering development
- Systems development and digital transformation.

Our approach to supporting National Society development is results-based and phased. The size of an allocated grant is limited, but there is no cap on the number of applications that can be made to the fund. In this way, the IFRC can support the gradual expansion of a National Society's capacities.

To keep costs down and our response agile, we have designed a system that reinforces accountability while allowing for quick processing of applications, decisions about grants, and the release of funds.

More than CHF 5 million was allocated through the Capacity Building Fund since beginning of 2021., giving fast and flexible resources to address the needs of 89 National Societies. You can learn more about the Capacity Building Fund by reading the first report or watching the video

In 2023, the IFRC will expand the focus areas and funding modalities to amplify the value proposition of the fund. Branch development and protection, gender and inclusion will be added.

Investing in National Red Cross and Red Crescent Societies is an extremely effective way to ensure strengthened local action and improve humanitarian assistance.

## The National Society Investment Alliance

### 2023 Funding requirement: CHF 12 million

The National Society Investment Alliance (NSIA) was created in partnership with the ICRC as a simple, cost-effective and accountable way to fund National Society development in complex emergencies, protracted crisis, and fragile settings. Its purpose is to help our membership reach their full potential and fulfil their mandates as effective, principled and sustainable local humanitarian actors.

There are two types of funding available, aimed particularly at National Societies working in situations of increased humanitarian need or risk:

- The NSIA Accelerator offers up to CHF 1 million for long-term organizational development and sustainability and is delivered as part of a three – to five-year plan that is reviewed annually.
- Bridge Awards fund up to CHF 50,000 for one year and are designed to help National Societies in their sustainable financial and organizational development, including through accessing a NSIA Accelerator project at its completion.

Since 2019, the NSIA has awarded 46 grants to 39 National Societies for a total value of CHF 10.4 million. Awarded National Societies provide regular reports and the IFRC publishes an annual report of over-all fund activities. The annual report includes key results and achievements, risk management, lessons learned, case studies and a financial report. We also keep donors and other partners constantly updated of the NSIA developments.



# **HUMANITARIAN** **DIPLOMACY**



## **Introduction**

One of the IFRC's core functions is to act as "the official representative of the National Societies in the international field." This clear mandate, alongside state recognition of the IFRC's distinctive international status, give us the privilege of bringing the concerns and needs of local communities to the international stage through strategic humanitarian diplomacy.

This commitment was reiterated through the IFRC's *Strategy 2030*, which sets out "influencing humanitarian action" as one of the key transformations envisaged for our network.

This is to be accomplished, in important part, by using the IFRC's "convening and diplomatic capacity to strengthen our collective voice on key humanitarian issues," and by leveraging both the auxiliary role of National Societies at home and the IFRC's international status globally.

The IFRC has a responsibility to systematically promote the global reach of the network with Federation-wide communication, planning and reporting, and to represent the network in global decision-making.

## **Our approach**

"The decision to engage in humanitarian diplomacy is not a choice, but a responsibility" – these words are from the IFRC's *Policy on Humanitarian Diplomacy*, which was adopted in 2009 and has inspired the IFRC network's external engagement ever since.

The policy defines humanitarian diplomacy as "persuading decision makers and opinion leaders to act, at all times, in the interests of vulnerable people, and with full respect for fundamental humanitarian principles".

The IFRC network engages in humanitarian diplomacy to ensure that the needs of vulnerable communities are taken into account in global discussions on humanitarian issues, and to protect and improve the ability of National Societies to deliver essential services to communities. The IFRC also supports National Societies to engage in humanitarian diplomacy at the local level.

The IFRC's humanitarian diplomacy is carried out with full regard for our Fundamental Principles, specifically Neutrality, and the auxiliary relationship between National Societies and the authorities in their country. Our network is unique, and as such our advocacy is different to that of other organizations.



For example, we do not take positions on political processes, and we avoid certain kinds of tactics (such as protests or “name and shame” sign-on letters).

The size and diversity of the IFRC network are among its greatest strengths, but this can create a challenge in how to prioritize issues across such a large and varied network, and how to find the resources to effectively gather and analyze our own field-level evidence.

However, well-considered humanitarian diplomacy strategies can marshal our collective energies and resources for the benefit of the network.

The IFRC also assist governments and regional organizations around the world to strengthen disaster risk governance, through the development and implementation of disaster-related legislation, policies and procedures.

The IFRC’s [Legislative Advocacy toolkit](#) includes training materials to enhance National Societies’ understanding of their auxiliary role and its scope in their respective contexts. The IFRC has also developed the [IFRC Guide to strengthening the auxiliary role through laws and policies](#) to help National Societies to identify strengths and gaps in their domestic policy frameworks and undertake effective humanitarian diplomacy strategies to strengthen their auxiliary role.

The IFRC is working to foster a culture of humanitarian diplomacy and establish it as an integral part of the daily activities of National Societies across our network. Work will continue in 2023 to support the membership with humanitarian diplomacy tools and guidance, as well as capacity building and skill sharing.

## Our plan for 2023

The IFRC will work to achieve greater access to, and influence with, decision makers to advocate for public behaviour change (e.g., persuading communities to accept immunization); policy change (e.g., calling for the reform of laws and policies to ensure more efficient and effective humanitarian response), and raising the profile of the IFRC network, so that our partners and supporters understand and value our humanitarian and development work.

We will increase the support we give to National Societies to strengthen their role as auxiliary to their national government in the humanitarian arena (e.g., by updating Red Cross/Red Crescent laws, other key sectoral laws and governmental plans, and through agreements with their authorities), and their capacity to work pursuant to the Fundamental Principles. Global humanitarian diplomacy work on behalf of the IFRC network will be conducted through our offices of representation in New York (for the UN), Addis Ababa (for the African Union) and in Brussels (for the European Union), and at high-level inter-governmental events and humanitarian fora.

We will achieve stronger visibility of the IFRC network’s activities through robust communication and outreach that is designed to improve public understanding of our work and our humanitarian principles. The IFRC will also increase its global media engagement, strategic use of digital platforms and the transfer and exchange of communications knowledge and skills across the network.

The IFRC will continue to lead as a centre of technical expertise and advocacy for effective climate-smart disaster and emergency laws. In 2023, this will include providing legal advice to more than 45 countries in preparing and strengthening their legal frameworks to address increasing disaster and climate risks, rolling out guidance on laws for public health emergencies, and the publication of ground-breaking research on law and recovery, among other initiatives.

On the localization commitments in the 2016 Grand Bargain, the IFRC’s focus will include supporting governments and agencies in policy change concerning the role of intermediaries in empowering and adequately funding local actors – including National Red Cross and Red Crescent Societies – and in leveraging the humanitarian, development, climate and peace nexus to promote adequate support for local actors’ capacities.

And the IFRC will strengthen our capacities, and those of our National Societies, to mobilize all relevant resources and the facilitation of effective partnerships when responding to the needs of vulnerable communities. Overall, the IFRC will strive to create an environment that fosters greater support, including resources, for our collective work.



# SPOTLIGHT ON HUMANITARIAN DIPLOMACY FOR EPIDEMIC AND PANDEMIC PREVENTION, PREPAREDNESS AND RESPONSE

The COVID-19 pandemic is the biggest single disaster the world has seen in decades, but a threat of such a magnitude was far from unpredictable.

Following the 2014–2016 Ebola outbreak, the IFRC, working with the Global Preparedness Monitoring Board, warned the international community that disease outbreaks were becoming increasingly frequent. The emergence of a pandemic was a matter of “when”, not “if”.

To prepare for this eventuality, a resolution adopted during the 33rd International Conference of the Red Cross and Red Crescent (December 2019) – [Time to Act: Tackling Epidemics and Pandemics Together](#) – called upon governments to work with their National Societies in disease prevention, preparedness and response.

On the strength of its new mandate, the IFRC analyzed structural legal and health gaps throughout the COVID-19 pandemic. Among these, we launched a report on legal frameworks related to public health emergencies in more than 130 countries and released guidance to help lawmakers review or add to their existing frameworks.

As governments and partners convene to discuss the future of the global health architecture over the next few years, the IFRC network has several rare opportunities to use these lessons to help ensure that future disease outbreaks do not become epidemics or pandemics and that – if they do – we are far better prepared to respond and recover.

These include, among others:

- Negotiations on a new pandemic instrument/ accord, under the aegis of the World Health Assembly, which could strengthen prevention and preparedness systems and financing, reinforce support for community health systems, and provide stronger guidelines for the revision of domestic legal frameworks and policies
- Two High Level Meetings at the UN in 2023 on pandemic preparedness and Universal Health Coverage, respectively (and possibly a 3rd High Level Meeting on Tuberculosis), will help maintain political attention on global health threats and domestic health systems strengthening and attract funding for these issues
- The newly launched Financial Intermediary Fund for Pandemic Prevention, Preparedness, and Response, which is working to include local actors in their decision-making bodies, and which could – if well-designed – enhance funding at the local level.

Now, more than ever before, it is time to act – to use our collective voice to help governments, partners and communities strengthen access to health, to prevent future epidemics and pandemics, and to control them far more effectively and equitably when they do occur.



# ACCOUNTABILITY



## Introduction

Accountability underpins all humanitarian work and activities carried out by the IFRC and our member National Societies. It is a fundamental aspect of our relationship with the communities we serve, with donors and other partners, and with one another in the IFRC network. We are accountable to:

**The communities we serve:** In all our interactions with communities, we must earn people's trust by demonstrating integrity, transparency, humility, respect and honesty. All people who access our services and projects must be safe and protected at all times, in accordance with established policies and systems. We must deliver quality services that meet their needs, prioritizing local action. We must manage risks appropriately, with established policies around fraud and corruption and a strong internal audit and investigation system.

**Our donors and supporters:** Donors and supporters trust us to use their resources wisely to help people around the world thrive. We commit to use their funds efficiently, delivering quality services, communicating in a timely manner on outcomes, issues and challenges, working with them transparently when things go wrong, and sharing the life-saving and life-changing impacts of our work.

**Our IFRC network, staff and volunteers:** We must be accountable to each other, and to our staff and volunteers. We actively work to cultivate a culture of trust, safety and integrity within the IFRC network and hold each other to account. We work to recruit committed and highly competent people with real empathy for the communities we serve. We strive for a diverse and inclusive workforce where each person and their experiences are equally valued, and their contributions are acknowledged and appreciated.

**The public:** We must deliver on their expectations of the largest humanitarian organization in the world and act in a way that safeguards the reputation of the Red Cross and Red Crescent.

## Our approach

The IFRC's approach to accountability is to always operate with integrity in accordance with our Fundamental Principles and in line with the applicable statutory texts, rules, policies and procedures.

Consistent action in accordance with an established, principled framework is essential to build trust, which is the foundation of our humanitarian action as the IFRC network.

Trust enables our access to communities and to partnerships, as well as encouraging a productive



## COMMUNITY ENGAGEMENT AND ACCOUNTABILITY

The COVID-19 pandemic and the global crises we are facing have demonstrated that we need a different way of doing business in the international humanitarian sector.

We have learned that trust is not acquired overnight; it is something that we earn gradually, by including the people we serve in the decisions that affect their lives, and by being transparent when something does not work out as expected. Humanitarian responses which ignore community feedback and participation are neither effective nor efficient, and lead to distrust.

At the IFRC, community engagement and accountability (CEA) is a way of working that recognizes and values all community members as equal partners, whose diverse needs, priorities, and preferences guide everything we do.

We achieve this by integrating meaningful community participation, open and honest communication, and mechanisms to listen to and act on feedback, within our programmes and operations.

When communities are truly engaged and play an active role in designing and managing programmes and operations, the outcomes are more effective, sustainable, and of a higher quality.

National Red Cross and Red Crescent Societies, with IFRC support, have used new approaches to ensure that people affected by crises are in the driver's seat of the support they receive. This means establishing healthy partnerships with the communities we serve, based on equality and respect.

It means communities having a central role in the decisions that determine their own lives. It means preparing for and responding to disasters and crises together, capitalizing on each other's respective know-how and competencies. It means taking the time to talk and listen to each other, aspiring to quality rather than quantity. It also means being transparent about what we can deliver.

In 2023, the IFRC will continue to strengthen community engagement and accountability capacities in its own structures and operations, while supporting member National Societies to use and refine the existing policies, tools, guides and frameworks already in place. It will continue to be a thought-leader in humanitarian and public health international sectors, by co-leading global initiatives such as the Inter Agency Standing Committee's Task Force on Accountability to Affected People, and the Risk Communication and Community Engagement Collective Service.

New initiatives and tools will include a new CEA guide and feedback kit; an *impact tracker tool* to measure the impact of community engagement approaches and how feedback is used to influence programming/responses, and the establishment of a Community Trust Index – an evidence-based tool to measure trust between humanitarian responders and the communities they serve.



and healthy volunteer and staff base. We fully embrace a culture of ethical practice and place personal and institutional accountability at the heart of all of our work.

Our accountability goes hand in hand with a culture of agility. To meet growing and changing humanitarian needs quickly and effectively, it is essential that the IFRC and the wider network are adaptable and can reinvent ourselves when needed. Where processes and policies no longer facilitate our mission, creative thinking is needed to find solutions to lighten bureaucracy, empower our leaders and enable quicker decision-making and action.

Accountability and agility must be balanced to ensure that policies and processes are agile enough to facilitate our operations, while also ensuring that appropriate checks and balances are in place to safeguard the communities with which we work and the assets that have been entrusted to us.

## Plan for 2023

We will continue to position the IFRC network as flexible, innovative, transparent and accountable, serving communities and member National Societies to respond to global challenges and support community-based action around the world.

We will improve how we manage risk, building on the new risk management policy and framework introduced in 2022 to further systemize risk management and build risk maturity across the IFRC network. We will introduce a common, Federation-wide risk register and risk management approach per country that partners regularly review together and adjust their actions accordingly.

The IFRC will continue to expand our data protection office and the legal compliance tools, guidance and advisory services that are made available to National Societies, fostering transparency and accountability and improving how the IFRC network manages legal and reputational risks.

The implementation of our Federation-wide Integrity Policy will strengthen integrity capacities across the network, and work will continue to improve whistleblowing systems. Support will be given to National Societies to set up an integrity line, which is a reporting system for any misconduct or integrity incident

involving Red Cross or Red Crescent operations or personnel.

The IFRC will continue to develop regionally-based investigators who can then be integrated into a National Society to help boost their integrity capacities. The IFRC's partnership with the ACFE (the world's largest anti-fraud organization) to train professional investigation skills across the network provided the IFRC with a roster of more than 60 certified fraud examiners.

The IFRC has already supported 44 National Societies in the development of a policy on Prevention of Sexual Exploitation and Abuse, through regional, cluster and country delegations, and work will continue to mainstream safeguarding across the network.

We will continue to focus on highly ethical, effective and transparent governance. We support and invest in our leaders to help them build cultures and organizations that enhance the safety, wellbeing and growth of our staff and volunteers, and the trust of the wider community.

The IFRC will also remain accountable for its work to improve the environmental sustainability of its programmes and operations through its active involvement in the Green Response initiative.

In 2023, work will continue on two long-term projects designed to improve the agility and the accountability of the IFRC.

The Enterprise Resource Planning (ERP) project is an organizational priority involving the implementation of a standard IT solution across key areas of the IFRC, including project management, finance, human resources, logistics, partnerships and resource development, and Planning, Monitoring, Evaluation and Reporting. The effective and user-friendly platform will allow digital processes to be integrated, automated, useful, agile and accountable for all our staff.

IFRC efficiency and effectiveness will also continue to be boosted by the ForeSEE project, which was launched after the scale of our COVID-19 response revealed some bottlenecks that affected the agility of our humanitarian work. Since then, the IFRC has reviewed critical systems and process issues, and has implemented solutions that have made the organization more effective and responsive.



## SAFEGUARDING IN THE IFRC

The IFRC approach to safeguarding is underpinned by the Fundamental Principles of humanity and impartiality and the principle of “do no harm”. In 2023, the IFRC network will work to further enhance safeguarding systems to ensure that the communities we work alongside – and our own volunteers, staff, and associated personnel – are not harmed by our programmes or our people.

Safeguarding within the IFRC network includes:

- Preventing the sexual exploitation and abuse (PSEA) of children and adults perpetrated by anyone working for IFRC or a member National Society
- Preventing other forms of abuse, e.g., physical, psychological, or emotional, financial and/ or material, discriminatory, organizational abuse and child labour perpetrated by our people
- Preventing harm caused by our programmes and communications that we fund through our partners (including other National Societies, the IFRC and ICRC)
- Ensuring adults and children of diverse backgrounds have a meaningful role in decisions that affect them
- Preventing and addressing sexual harassment in the workplace.

IFRC’s multiyear safeguarding targets set in our Global Safeguarding Action Plan include:

- A Safeguarding Pledge is presented at the 2024 International Conference, achieving 40 signatories from National Societies in the IFRC network
- All five IFRC regions have a well-functioning Safeguarding Working Groups providing regular progress updates, including an annual report on progress against this Action Plan and an updated list of networks / organizations for assistance for survivors
  - » All IFRC offices and 150 National Societies have completed safeguarding assessments as an initial step in developing PSEA of Child Safeguarding policies
  - » 100 per cent of new IFRC programmes each year complete a Child Risk Analysis.
  - » 50 National Societies have drafted or approved PSEA policies and procedures
  - » 60 National Societies have drafted or approved Child Safeguarding policies and procedures
  - » 30 National Societies have taken steps to ensure safe programming and services: screening of National Society personnel to help prevent safeguarding risks.



Other cross-cutting work in 2023 that will improve IFRC accountability while also ensuring we become more agile includes our ongoing digital transformation; a redefined approach to unified planning that will give donors and partners a clear view of the needs and challenges in each context;

reducing bureaucracy by simplifying operational procedures to speed up IFRC network support in emergencies, and empowering management by investing more resources and placing highly skilled people at country level to provide more effective and carefully tailored support to National Societies.

## SPOTLIGHT ON DIGITAL TRANSFORMATION IMPACT PLATFORM

**Funding requirement for 2023: CHF 30 million**

**Funding ambition over three years:  
CHF 100 million**

The IFRC network is large and diverse, and not all National Societies have the same level of digital maturity or the capacities to boost their humanitarian services through use of data and digital solutions.

The IFRC plans to address this through a Digital Transformation Impact Platform, where 80 of the network's least digitally mature National Societies will receive the targeted support they need to "level up" by 2025.

Technology is changing humanitarian action worldwide, and the changes are happening fast. National Societies can do more – and do it more efficiently – if they and people affected have the ability and the tools at hand to use data and digital solutions to reduce disaster impact, have greater access to humanitarian aid, and become more resilient.

Partners are invited to be part of this exciting initiative by contributing both cash and expertise along two concurrent tracks:

- Investing in the basic IT capacities of two to five National Societies, their branches and volunteers
- Investing in National Societies' data-driven and digitally enabled humanitarian services, e.g., their ability to provide digitally enabled cash assistance, health, climate and information services, etc.

The Platform is a collective vehicle for change. It will harness the skills, ideas and energies of tech partners and stakeholders to mobilize financial, technical, and material resources around a shared vision: closing the digital divide and giving 80 National Societies the tools and capacities they need to make an even bigger difference on the ground.

Platform partners will enjoy a range of benefits from their association with the Red Cross and Red Crescent, such as opportunities for employee engagement; visibility and interaction with between National Societies and a humanitarian service line, and access to the advisory body that guides and strengthens the delivery of the IFRC's Digital Transformation strategy.

Above all, our Platform partners will be helping National Red Cross and Red Crescent Societies enhance the relevance, speed, quality, reach, accessibility and sustainability of their humanitarian services – creating unparalleled impact at the community level and helping people to enjoy a safer and more dignified future.





# **NETWORK-WIDE PERSPECTIVE**

The IFRC network is based in local action and far reaching. National Societies work domestically to support their public authorities to provide services to vulnerable communities. Some National Societies also work internationally. This can include programming and support for the development of other National Societies- sometimes through the IFRC and sometimes directly. The IFRC strives to increase the level of network-wide planning, coordination and reporting for more effective services to the most vulnerable.

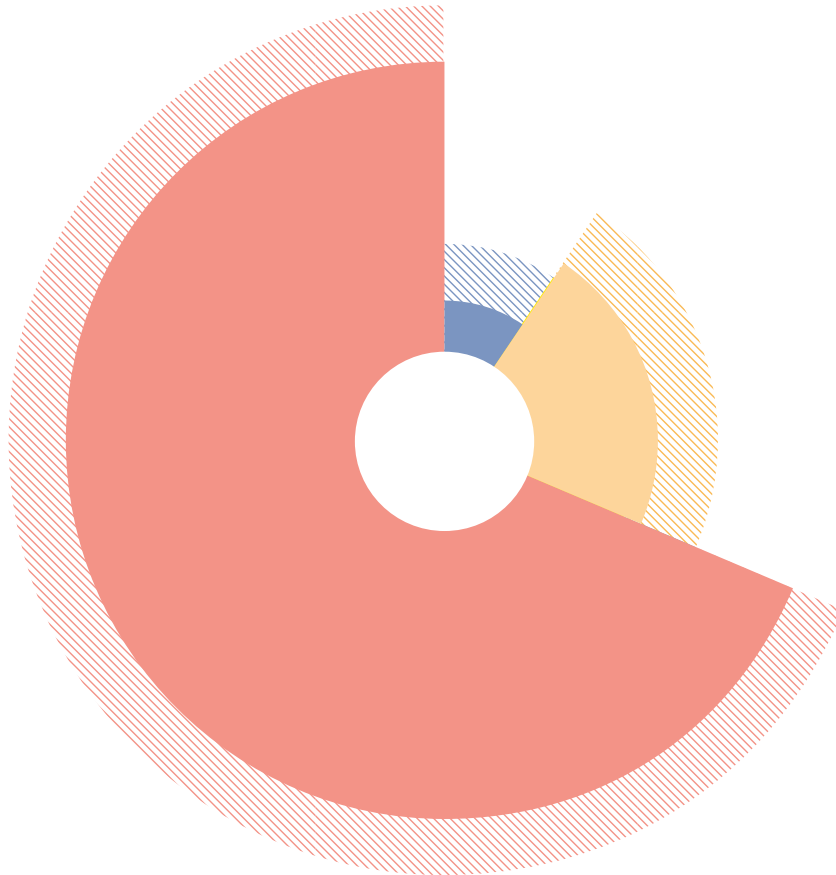
In this global plan, we will reflect on three main areas- IFRC network funding requirements by country, the need of National Societies working internationally in support of other National Societies, and the 2023 plans of Reference Centres. We hope that this inclusion will provide more visibility for the important work taking place in the network and support National Societies to secure needed resources to carry out this work.



# THE IFRC NETWORK

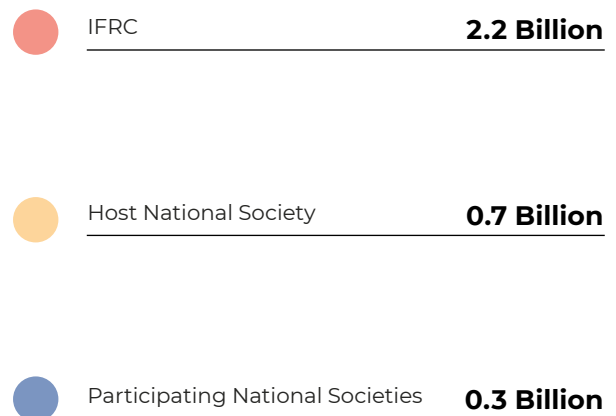
*IFRC network total funding requirement (CHF)*

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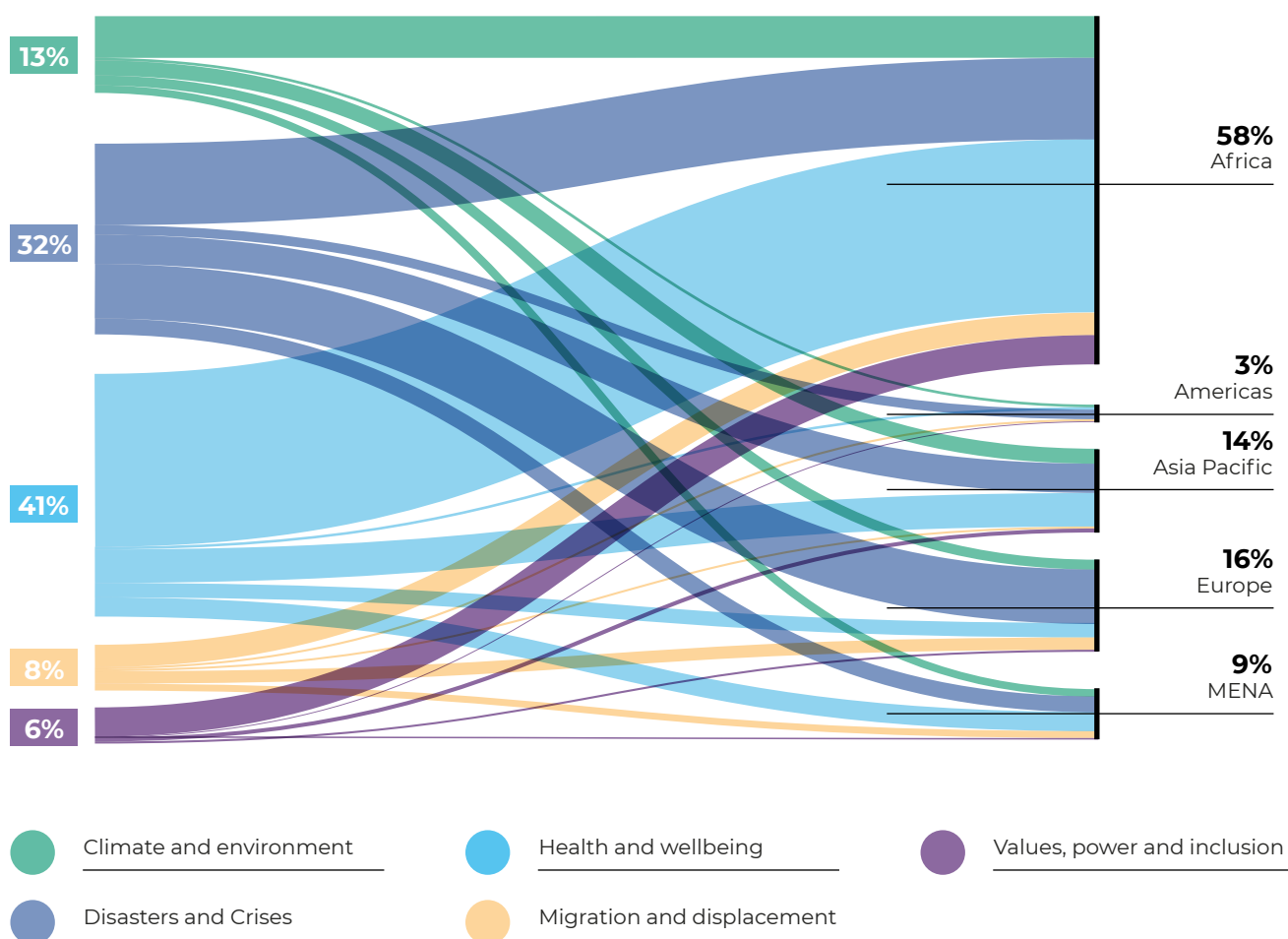
TOTAL **3.2 BILLION**

In the above chart, the IFRC funding requirement includes the totality of its work in support of National Societies, with strategic priorities, core functions, specialized funds and emergency work. The total for participating National Societies includes data from 45 Participating National Societies, who have provided information on their bilateral work voluntarily as part of the 2023 unified planning process taking place at country level and with a verification process at headquarters level. Host National Society funding requirements were also provided on a voluntary basis as part of the unified planning process for 2023, taking place at country level. Seventy-two out of 192 host National Societies reported their figures.





## People to be reached by Strategic Priority and region



## People to be reached by Strategic Priority

Region	Climate and environment	Disasters and crises	Health and wellbeing	Migration and displacement	Values, power, and inclusion	Grand total
Africa	8.1M	15.8M	33.5M	4.3M	5.7M	<b>67.3M</b>
Americas	0.5M	1.8M	0.5M	0.4M	0.2M	<b>3.4M</b>
Asia Pacific	2.9M	5.7M	6.5M	0.4M	0.8M	<b>16.2M</b>
Europe	1.9M	10.5M	2.8M	2.4M	0.4M	<b>18.0M</b>
MENA	1.5M	3.1M	3.7M	1.3M	0.3M	<b>9.9M</b>
<b>Total</b>	<b>14.8M</b>	<b>36.9M</b>	<b>46.9M</b>	<b>8.8M</b>	<b>7.3M</b>	<b>114.9M</b>

The highest number of people to be reached through the IFRC network for 2023 will be in health, with 46.9 million people to be reached. This is followed by disasters and crises at 36.9 million people to be reached.

When looking more closely into where most people will be reached, it is Africa for all five strategic priority areas. Fifty-nine per cent of people to be reached by participating National Societies in 2023 are in the Africa region.



## IFRC network funding requirements by country

Country	Funding requirement CHF million	Country	Funding requirement CHF million
<b>Africa</b>			
Angola	10.4	Liberia	1.3
Benin	2.0	Madagascar	7.7
Botswana	2.1	Malawi	21.7
Burkina Faso	32.7	Mali	25.2
Burundi	12.9	Mauritania	1.6
Cameroon	40.7	Mozambique	11.1
Cape Verde	1.7	Namibia	1.3
Central African Republic	23.2	Niger	22.7
Chad	5.6	Nigeria	29.8
Comoros	1.9	Rwanda	4.4
Congo	0.8	Sao Tome and Principe	0.6
Congo, the Democratic Republic of the	25.7	Senegal	3.5
Côte d'Ivoire	3.0	Seychelles	1.3
Djibouti	2.8	Sierra Leone	2.8
Equatorial Guinea	1.1	Somalia	31.8
Eswatini, the Kingdom of	3.6	South Africa	11.1
Ethiopia	40.9	South Sudan	67.9
Gabon	3.2	Sudan	36.2
Gambia	4.7	Tanzania, United Republic of	33.4
Ghana	6.5	Togo	2.5
Guinea	3.1	Uganda	15.5
Guinea-Bissau	0.6	Zambia	3.5
Kenya	78.7	Zimbabwe	19.3
Lesotho	1.7		
<b>Americas</b>			
Antigua and Barbuda	0.2	Guatemala	11.2
Argentina	1.9	Guyana	0.2
Bahamas	0.5	Haiti	12.3
Barbados	0.1	Honduras	16.1
Belize	0.6	Jamaica	0.8
Bolivia, Plurinational State of	1.8	Nicaragua	2.5
Brazil	1.0	Panama	5.5
Chile	1.6	Paraguay	0.9
Colombia	21.1	Peru	1.8
Costa Rica	2.7	Saint Kitts and Nevis	0.6
Cuba	1.4	Saint Lucia	0.2
Dominica	0.5	Saint Vincent and the Grenadines	0.5
Dominican Republic	2.2	Suriname	0.1
Ecuador	9.5	Trinidad and Tobago	1.4
El Salvador	11.3	Uruguay	0.5
Grenada	0.9	Venezuela, Bolivarian Republic of	9.4



Country	Funding requirement CHF million	Country	Funding requirement CHF million
<b>Asia Pacific</b>			
Afghanistan	120.8	Nepal	15.8
Bangladesh	110.7	Pacific islands	5.6
India	3.3	Pakistan	37.2
Indonesia	5.1	Papua New Guinea	1.2
Malaysia	3.9	Philippines	27.4
Mekong countries (Cambodia, Laos, Thailand and Vietnam)	4.1	Sri Lanka	29.1
Mongolia	2.3	Timor-Leste	1.2
Myanmar	32.2	Tonga	2.4
<b>Europe</b>			
Albania	2.0	Kyrgyzstan	4.9
Armenia	6.1	Lithuania	5.5
Azerbaijan	0.7	Montenegro	4.0
Belarus	5.0	North Macedonia	3.4
Bosnia and Herzegovina	1.8	Russian Federation	10.9
Estonia	4.8	Tajikistan	3.2
Georgia	1.5	Türkiye	237.0
Greece	16.9	Turkmenistan	7.1
Kazakhstan	3.5	Uzbekistan	0.2
<b>MENA</b>			
Algeria	19.1	Lebanon	56.3
Egypt	7.8	Libya	4.5
Iran, Islamic Republic of	201.7	Palestine, State of	78.0
Iraq	10.5	Syria	50.2
Jordan	13.7	Yemen	47.1



# PARTICIPATING NATIONAL SOCIETIES

This section reflects the international work of National Societies in support of their sister National Societies. All information in this section was provided on a voluntary basis through the unified planning process at country-level, with verification taking place at National Society headquarters level where possible. Forty-five Participating National Societies provided information through this process.

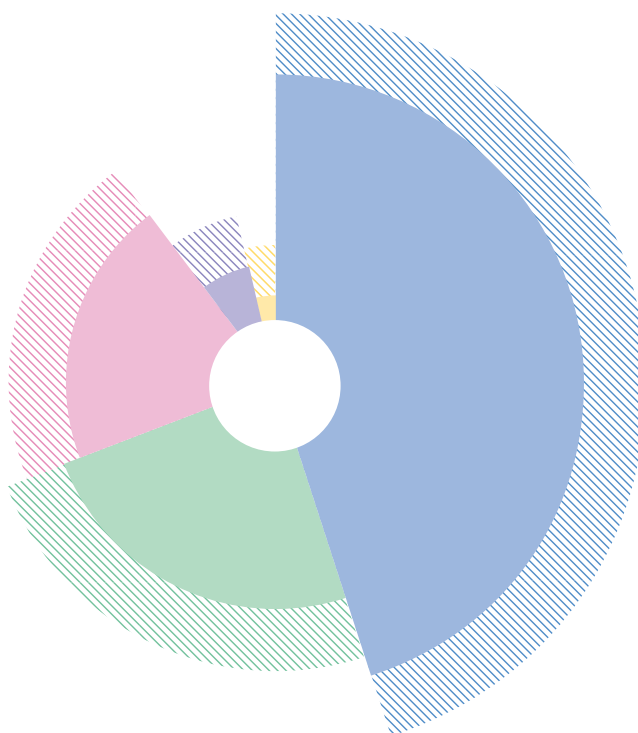
In 2023, participating National Societies are seeking to raise CHF 309.2 million.

It is important to note, that this section includes information only on the **bilateral work** (support provided directly from one National Society to another) of these participating National Societies.






Many National Societies also choose to work through the IFRC, providing **multilateral support**.

## *Participating National Society funding required by region (CHF million)*

TOTAL **309.2M**



The highest amount of support from participating National Societies will go to the Africa region, with funding requirements of CHF 139.7 million, followed by the MENA region at CHF 74.3 million.

	Africa	<b>139.7M</b>
	MENA	<b>74.3M</b>
	Asia Pacific	<b>63.6M</b>
	Americas	<b>20.5M</b>
	Europe	<b>11.0M</b>



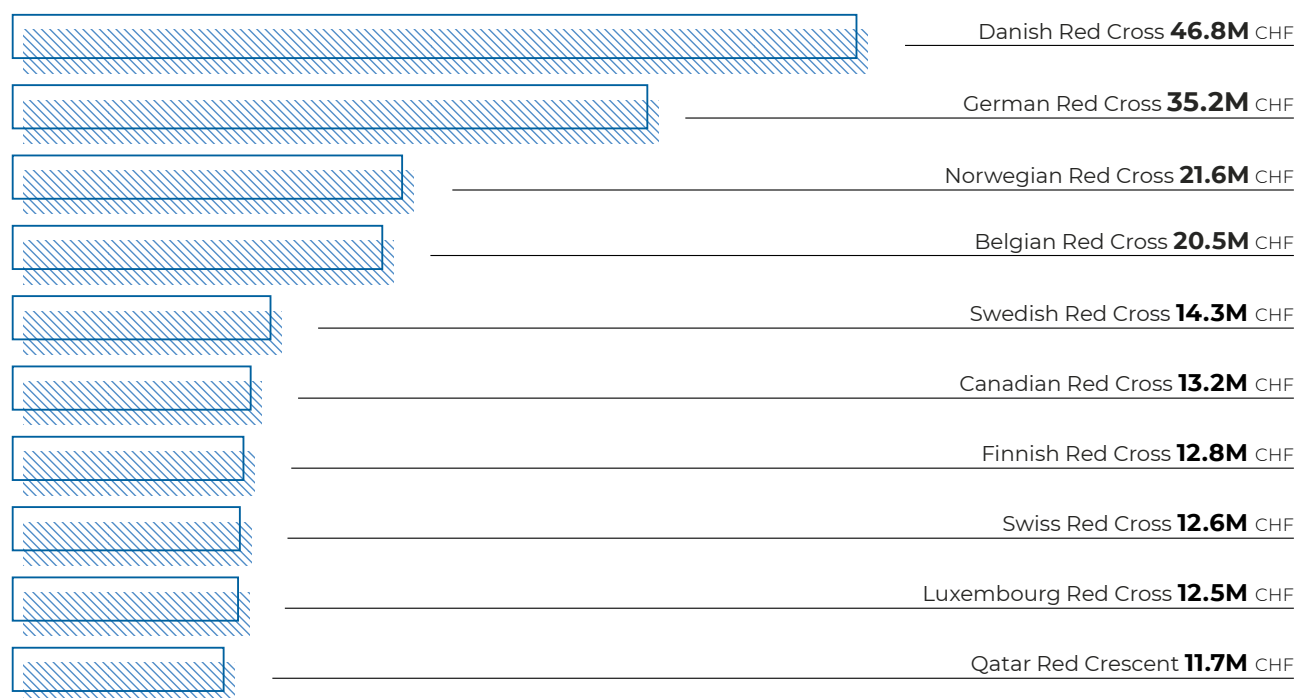
The top 10 participating National Societies providing support internationally are (in order of size of funding requirement) Danish Red Cross, German Red Cross, Norwegian Red Cross, Belgian Red Cross, Swedish Red Cross, Canadian Red Cross, Finnish Red Cross, Swiss Red Cross, Luxembourg Red Cross, Qatar Red Crescent.

Swedish Red Cross, Canadian Red Cross, Finnish Red Cross, Swiss Red Cross, Luxembourg Red Cross, Qatar Red Crescent.

### *Top 10 participating National Societies providing support bilaterally*

TOTAL **201.2M**

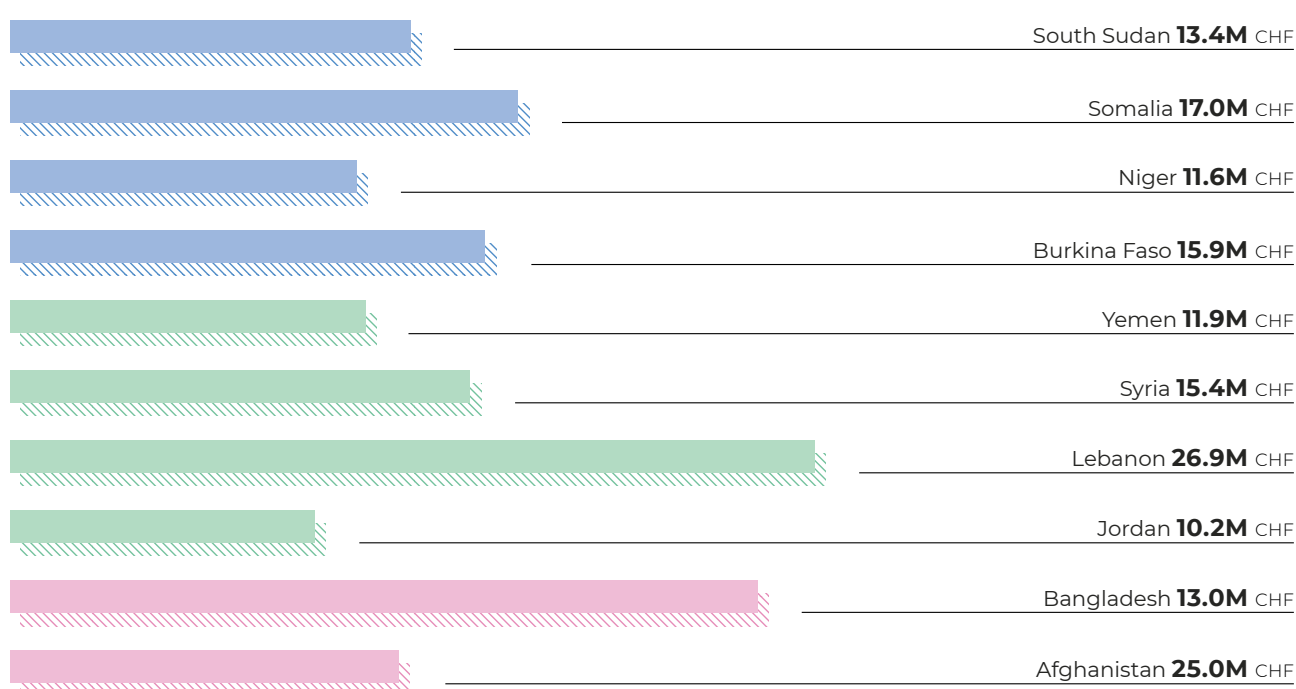
out of 28



### *Top 10 funding requirements of participating National Societies by receiving country*

TOTAL **160.3M**

108 countries

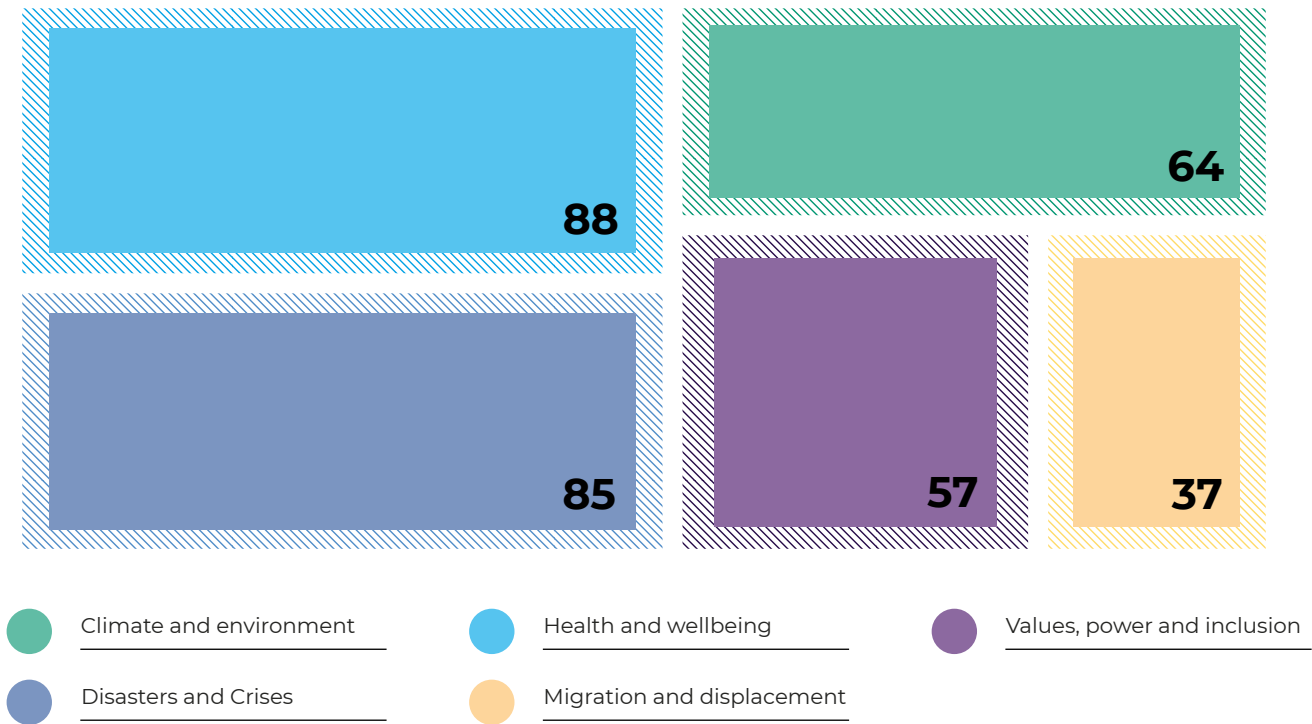




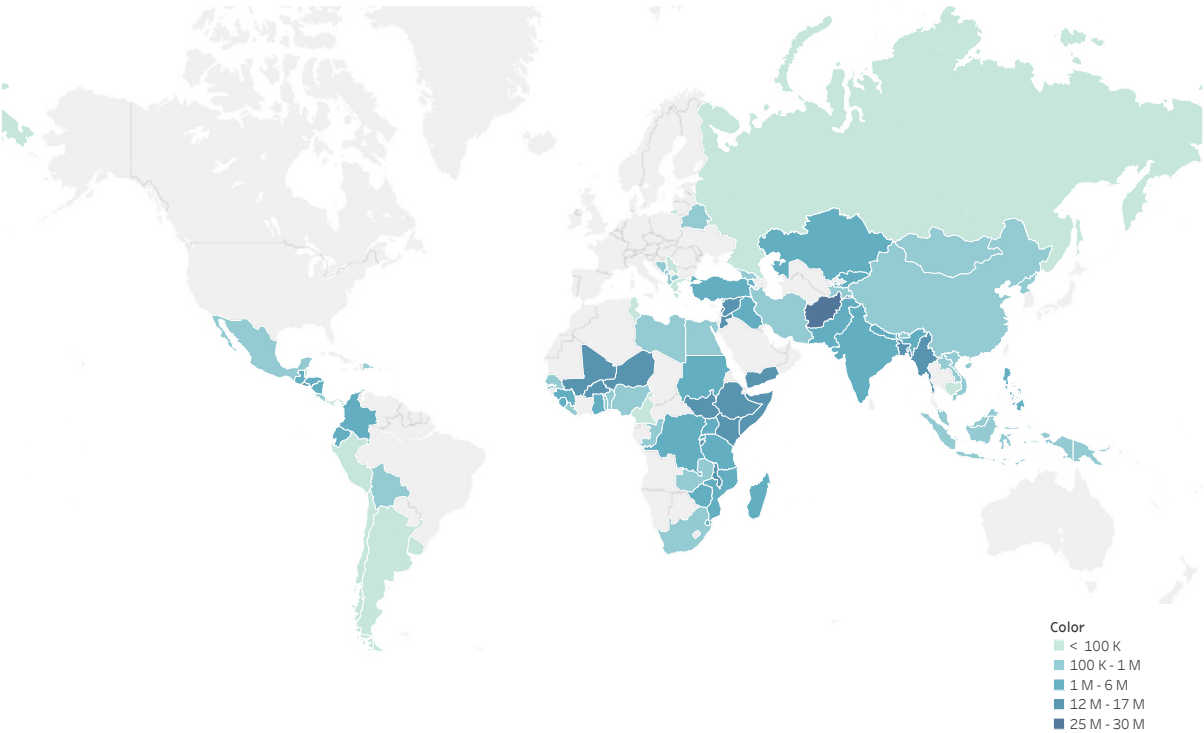
When looking at the support of participating National Societies by thematic area, the highest numbers of countries are supported in their health

work with 88 countries supported, followed by disasters and crises with 85 countries supported.

**Number of countries receiving support from participating National Societies per Strategic Priority**



**Funding requirements of participating National Societies by recipient country**





***Number of countries supported by participating National Societies per region sorted by region***

<b>Participating National Society</b>	<b>Asia Pacific</b>	<b>Africa</b>	<b>Europe and Central Asia</b>	<b>Americas</b>	<b>Middle East and North Africa</b>	<b>Total</b>
Albanian Red Cross	1					1
American Red Cross	7	2	1	4		14
Argentine Red Cross				2		2
Australian Red Cross	8			1	1	10
Austrian Red Cross	1	3	7		1	12
Bahrain Red Crescent Society	1					1
Belgian Red Cross		14		1		15
British Red Cross	4	9	1		5	19
Canadian Red Cross	7	3	4	4	3	21
Colombian Red Cross Society				1		1
Costa Rican Red Cross				1		1
Danish Red Cross	4	10		1	6	21
Ecuadorian Red Cross				1		1
Finnish Red Cross	8	13	3		3	27
French Red Cross		12		4	2	18
German Red Cross	5	9	6	10	9	39
Icelandic Red Cross		3				3
Indonesian Red Cross Society	1					1
Iranian Red Crescent		1	1	1		3
Iraqi Red Crescent Society					1	1
Irish Red Cross Society	1					1
Italian Red Cross	10	19	11	15	9	64
Japanese Red Cross	8	2			4	14
Kenya Red Cross		1				1
Kenya Red Cross Society		1				1
Korean Red Cross	6				1	7
Kuwait Red Crescent Society	1				2	3
Luxembourg Red Cross		5				5
Magen David Adom				1		1
Monaco Red Cross	2	1	1			4
Netherlands Red Cross	5	7		3	3	18
New Zealand Red Cross	15					15
Norwegian Red Cross	3	4	5	1	5	18
Philippine Red Cross	1					1
Portuguese Red Cross		1				1
Qatar Red Crescent	4	3	1		4	12
Red Cross Society of China	3		3			6
Saudi Red Crescent Authority		1				1
Singapore Red Cross Society	2					2
Slovenian Red Cross	1					1
Spanish Red Cross	1	10	3	11	3	28
Swedish Red Cross	3	8		1	5	17
Swiss Red Cross	5	5	9	3	3	25
The Russian Red Cross Society			1			1
The Thai Red Cross Society	2					2



# REFERENCE CENTRES

The below information details the plans provided by some of the Reference centres. These reference centres may be global, regional or national. They may be run by the IFRC or a National Society or group of National Societies. There are also specialized hubs and labs.

Reference centres help to ensure coordination and learning across the network. They are helping to improve the network's capacity and ability to provide effective services on the ground for communities in need.

## IFRC Global reference centres

### Global Disaster Preparedness Centre

The Global Disaster Preparedness Centre is a globally focused reference centre hosted by the American Red Cross in partnership with the IFRC. Its primary aim is to strengthen the disaster preparedness capacities of the IFRC network to help safeguard communities from future disasters and crises. Through promoting innovation and effective approaches to disaster preparedness, it strives to increase the impact of National Society preparedness activities.

#### Priority areas of work for 2023

In 2023, the Global Disaster Preparedness Centre will establish a new programming approach that builds on proven areas of success, including emphasis on innovation through research, piloting, and scaling. This new approach will employ a Research and Development model focused on discreet community-driven innovation in the areas of Climate Change, Migration and Displacement and Disaster Preparedness. With an emphasis on Human Centered Design, innovations will be identified and tested with the intent to quickly transition ownership of successfully piloted innovations to a pre-determined partner for scaling.

[preparecenter.org](https://preparecenter.org)

*Hosted by American Red Cross*

**Funding requirement: CHF 500,000**

### Global First Aid Reference Centre

The Global First Aid Reference Centre supports National Societies implementing quality First Aid services, education programmes and operations, to reduce deaths and severity of injuries (physical and psychological) and strengthen communities' resilience. It collaborates with National Societies as well as scientific, institutional and private partners. Our ambition according with the 2030 First Policy and Vision validated during the IFRC General Assembly 2022: at least **one person trained in First Aid by National Societies in every home, workplace, and school.**

#### Priority areas of work for 2023

1. Coordinating the production of technical resources for achieving the IFRC First Aid Vision 2030 on six priority sectors: First Aid education, Standards & Qualifications, Research/Evidence/Evaluation, First Aid in School, Commercial First Aid, and Prehospital Emergency Care and Operations
2. Enhancing and promoting the Universal First Aid mobile application worldwide
3. Deploying the GFARC presence at region/sub-region levels for a reinforced and customized support to National Societies.

[www.globalfirstaidcentre.org/](https://www.globalfirstaidcentre.org/)

*Hosted by the French Red Cross*

**Funding requirement: CHF 1.1 million**



## Climate Centre

The Climate Centre's mission is to help the Red Cross and Red Crescent reduce the impacts of climate change and extreme-weather events on vulnerable people. In line with IFRC's 2030 strategy and the International Red Cross and Red Crescent 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 communities.

### Priority areas of work for 2023

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.

Youth: Ongoing work with the IFRC and IFRC Youth Council to mobilize youth to take climate action is highly successful. We want to ensure that the ambitions in the Global Youth Commission's Youth Climate Strategy can be realized.

Health, WASH and climate: Work with the IFRC to enhance the capacity within the network to address the growing health risks in a changing climate, including through development of anticipatory action for health emergencies.

We also seek to develop further:

1. National Society leadership training 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)
3. Scaling of interactive and "virtually amazing" dialogues, building on experience during COVID, as an alternative to carbon-intensive travel, to enable new economies of scale in building capacity and brokering solutions.

[www.climatecentre.org](http://www.climatecentre.org)

*Hosted by the Netherlands Red Cross*

**Funding requirement: CHF 400,000**

## Livelihoods Resource Centre

The Livelihoods Resource Centre develops knowledge and builds resilience strategies on livelihoods, collecting and disseminating practical tools and guidance. We support National Societies to strengthen their capacity for livelihoods, through trainings and technical assistances.

A training catalogue provides basic livelihoods training, an advanced course on assessments, etc. The Livelihoods Resource Centre has developed a diagnostic methodology for National Societies to evaluate their capabilities to implement livelihoods programmes.

Technical assistance is provided remotely and through 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.

### Priority areas of work for 2023

- Migration and Livelihoods (key document: [Guidelines Livelihoods in migration and displacement contexts](#))
- Climate and Livelihoods
- Employability (key document: [Micro-entrepreneurship Programmes Toolkit Guidelines](#))
- Financial inclusion

The Livelihoods Resource Centre has also identified protection, gender and inclusion, and Livelihoods as mainstream thematic areas, and also pays special attention to response and recovery livelihoods in operations.

[www.livelihoodscentre.org](http://www.livelihoodscentre.org)

*Hosted by Spanish Red Cross*

**Funding requirement: CHF 550,000**



## Psychosocial Support Centre

The Psychosocial Support Centre guides National Societies in community-based mental health and psychosocial support.

We support National Societies to develop and provide community-based mental health and psychosocial services to vulnerable groups, staff and volunteers through assessment and training.

### Priority areas of work for 2023

- 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.

[pscentre.org](https://pscentre.org)

*Hosted by Danish Red Cross*

**Funding requirement: CHF 2.5 million**

## Shelter Research Unit

The Shelter Research Unit 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, it 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.

### Priority areas of work for 2023

- Applied research on good practices for improving the end-of-life cycle of construction materials from emergency shelters to permanent housing
- Continue collaborating with the IFRC, ICRC and UNHCR initiative to redesign standard sheeting by providing field testing and technical expertise
- Research and develop a digital and cartographic-based tool to assess the environmental impact of shelters, durable housing and basic infrastructure
- Continue to support National Societies and other humanitarian actors through the coordinated implementation of shelter capacity-building programmes (with a particular focus on the Africa region).

*Supported by Luxembourg Red Cross*

**Funding requirement: CHF 550,000**



## IFRC Regional reference centres

### Interamerican Centre for Volunteering Development

The Interamerican Centre for Volunteering Development supports National Societies in their strategies and objectives to promote and improve volunteering management and development recognizing that the investment in increasing the individual National Societies capacity contributes to collective effectiveness as a network. This is done by the adaptation and implementation of the Volunteering Development Framework.

It advocates for volunteering as a continued fundamental pillar of the work of the Red Cross and Red Crescent, re-positioning it at the centre of our work, whilst ensuring that our volunteers are protected, motivated, trained and engaged.

#### Priority areas of work for 2023

- Development of the Volunteering Development Platform 2.0 (VODPLA), exchanges and Internships, developing a network of experts and working groups, as well as Volunteering Labs
- Prepare the Volunteering Strengthening Programme with National Societies in the region, the implementation of the Volunteering Development Standards and the Americas Volunteering Summit
- Focus 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
- Provide tailored support to each National Society, focusing on their specific country plans. Support National Societies to raise the voice of volunteers and effectively transmit their issues and concerns to national authorities and relevant stakeholders.

[www.icvdredcross.org](http://www.icvdredcross.org)

**Funding requirement: CHF 550,000**

### Reference Centre for Institutional Disaster Preparedness

The Reference Centre for Institutional Disaster Preparedness assists the IFRC network in developing the capacities of National Societies and other partners in line with the challenges and transformations of *Strategy 2030*.

Work areas defined under the ISO 9001 2015 quality management certification: Training, Technical assistance, Instruments and tools, Knowledge generation, Virtual education.

#### Priority areas of work for 2023

- Knowledge management: strengthen the educational platform for America
- Provide leadership and policy debates with stronger research and analysis, working in coordination with other centers and academia
- Innovation: strengthening National Society capabilities through knowledge management that is supported by digital transformation
- Strategic Leadership and management support for National Societies
- Support for the development of educational plans in line with the E 2030 challenges
- Quality management, promotion of educational standards
- Increase the capacities of the National Societies and their preparedness and response to challenges such as migration, climate change and environment, among others.

**Funding requirement: CHF 500,000**



## Asia Pacific Disaster Resilience Centre

The Asia Pacific Disaster Resilience Centre strengthens capacity in disaster risk reduction and community resilience of National Societies in the region. It works together with National Societies to build a safer and more resilient Asia Pacific – where disasters and crises occur more frequently in a large and complex scale due to climate change and urbanization. In 2023, APDRC will work to make the region climate-smart and resilient.

### Priority areas of work for 2023

- Expand technical advisory group, improve research capabilities on climate and disaster resilience, implement field research, and reinforce partnerships with universities, research institutes, and the IFRC Reference Centre research consortium
- Develop new virtual reality content, digitize disaster risk reduction board games and training contents using innovative technology
- Reinitiate face-to-face training including IFRC Roadmap to community resilience via enhanced Vulnerability Capacity Assessment etc
- Secure personnel and finance for research projects.

[www.apdisasterresilience.org](http://www.apdisasterresilience.org)

**Funding requirement: CHF 400,000**

## Asia Pacific Mental Health and Psychosocial Support Training and Learning Collaborative

The Asia Pacific Mental Health and Psychosocial Support Training and Learning Collaborative (The Collaborative) was jointly established in 2021 by: the IFRC Asia Pacific Regional Office, the IFRC Reference Centre for Psychosocial Support, and the Hong Kong Red Cross Branch of the Red Cross Society of China. The Collaborative, based in Hong Kong, aims to enhance the development of mental health and psychosocial support in the region, in response and capacity building, and support the implementation of global strategies to formulate a joint plan of action.

There are three main functions of the AP MHPSS Collaborative:

- Provides regional training, workshops, and conferences
- Supports the IFRC in responding to emergency MHPSS needs by conducting technical reviews of emergency documents and providing technical guidance

Serves as the convener of the Asia Pacific MHPSS Network.

[link.redcross.org.hk/apmhpss](http://link.redcross.org.hk/apmhpss)

**Funding requirement: CHF 104,000**



## Caribbean Disaster Risk Management Reference Centre

The Red Cross Caribbean Disaster Risk Management works to build resilience against disasters and crises related to climate change. It provides virtual global training and event coordination.

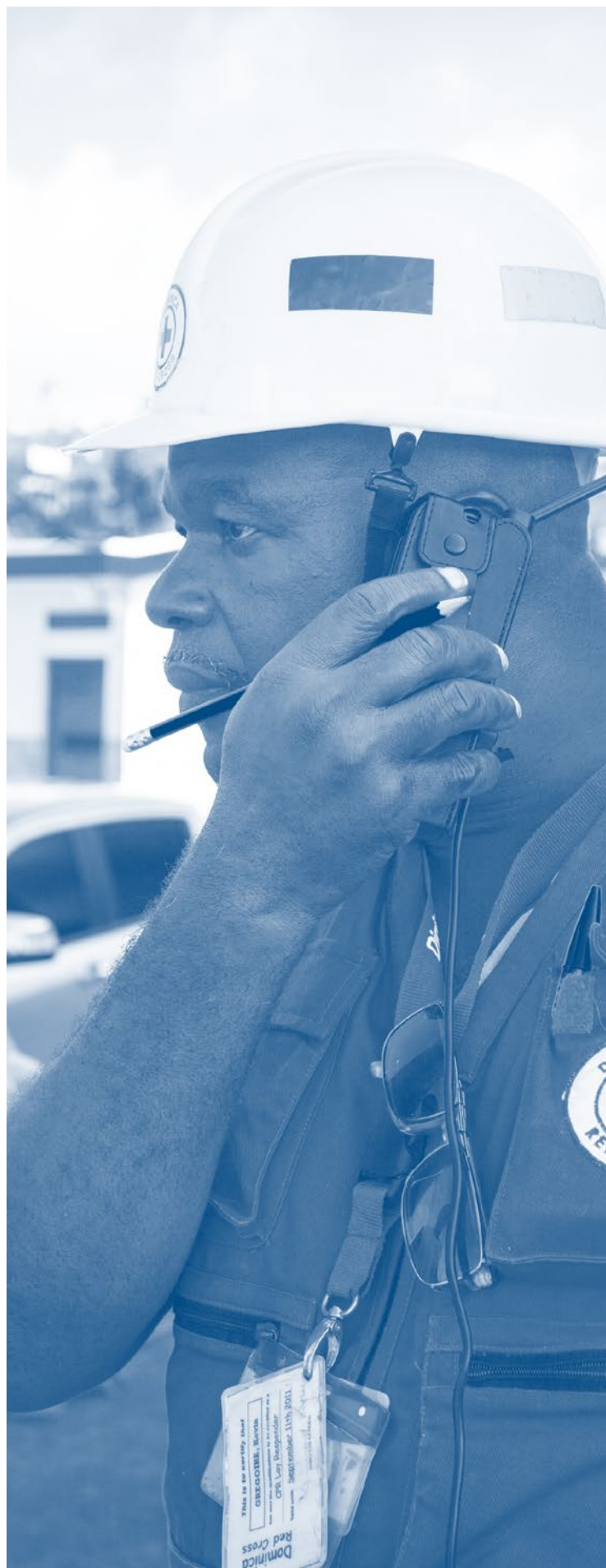
### Priority areas of work for 2023

- Research on community-based disaster risk reduction, disaster preparedness in communities, National Societies disaster response capacity when handling dual disasters and crises, and lessons learned for livelihoods microprojects
- Development and coordination of face-to-face Regional Enhanced Vulnerability Capacity Assessment, Community Disaster Response Teams, and National Disaster Response Teams facilitator training
- Review and enhance the current Community Disaster Response Teams training package with the creation of new modules and a revised assessment and evaluation toolkit
- Support the delivery of regional Y-Adapt, youths as agents of behavioural change, livelihoods, and leadership training
- Mosquito Borne Disease Knowledge Attitude and Practice surveys in six Caribbean countries

[www.cadrim.org](http://www.cadrim.org)

Hosted by the IFRC

**Funding requirement: CHF 150,000**





## National Society reference centres

### Reference Centre for Community Resilience

The Reference Centre for Community Resilience focuses on collective knowledge with the National Societies, the IFRC and other strategic partners that work in the field of community resilience and the environment.

#### Priority areas of work for 2023

- Updated inventory of the network of facilitators and focal points of the Reference Centre
- Strengthen the regional and national structure of volunteers and permanent staff through training and information on new lines of work of the centre
- Review and update materials and methodologies related to resilience and climate change according to the current trends defined in the 2030 Strategy, such as: EVCA, Climate Change, Environment, Neat Plus, Community Health, Mental Health and Psychosocial Support, Education and Public Awareness, migration, livelihoods, Early Action, Microprojects, among others.

*Costa Rican Red Cross*

**Funding requirement: CHF 382,000**

### Foundation for Humanitarian and Social Research

The Red Cross Red Crescent Research Consortium (RC3) is a coordinated network of entities and initiatives created within the International Red Cross and Red Crescent Movement, that are entirely or partially dedicated to conducting and promoting research in the field of humanitarian action. RC3 members join forces to improve the quality of research across the International Movement and to support the International Movement in better-utilizing research to achieve its community-driven goals and missions aligned with the IFRC and ICRC strategic frameworks.

#### Priority areas of work for 2023

- **Communication / Dissemination:** Annual global research workshop; launch of a quarterly newsletter; delivery of a series of regional seminars
- **Coordination:** Community of practice to facilitate learning and knowledge exchange between experts in the humanitarian field; planning for members' participation in IHSA 2023 conference; planning for members' participation International Conference of the Red Cross and Red Crescent.

#### Expected deliverables:

- Collaborative Flagship research on Volunteering
- Collaborative Flagship research on Heatwaves
- Global Forum / Long Night of Research.

*French Red Cross*



## Centre for Evidence-Based Practice

The Centre for Evidence-Based Practice (CEBaP) of the Belgian Red Cross-Flanders 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, which are overviews of evidence, based on published existing scientific studies. In addition, CEBaP develops evidence-based guidelines. Where gaps in evidence are identified, primary field studies are conducted. CEBaP's priority areas are first aid education & hygiene promotion, first aid assistance & disaster preparedness, blood donation, and blood platelets.

### Priority areas of work for 2023

- First aid education: conduct a field study which measures effectiveness of a blended learning first aid training program in Rwanda
- First aid assistance & disaster preparedness: collection of data in the preventive first aid posts during mass events and other data collection initiatives
- Blood donors: scoping review and systematic review about plasma donation and donor safety, as part of a European project (SUPPLY project)
- Social care: A data collection project is ongoing for our program in which support vulnerable children in the school context.

[www.cebap.org](http://www.cebap.org)

Belgian Red Cross

**Funding requirement: EUR 890,000**





## Humanitarian Observatory

The Humanitarian Observatory, of the Argentine Red Cross, is a research, knowledge and awareness space. Its goal is to better understand the different situations that our society goes through, from a humanitarian perspective, aligned with the IFRC's Strategy 2030. The knowledge the Humanitarian Observatory produces enables evidence-based decision-making and informs the design of programmes and interventions the National Society carries out.

From 2020 onwards, a total of 14 investigations have been conducted, gathering a total of 28,578 cases across the country and with the support of volunteers from 66 branches. In addition, through a Big Data Monitoring Platform, the Humanitarian Observatory published 1,545,759 reports based on topics relevant to the research studies that are being conducted.

### Priority areas of work for 2023

- Study based on the Wellness Index amongst the Elderly, an index the Humanitarian Observatory created in close collaboration with technical experts working in the National Society
- A complementary research study will be conducted on the prevailing behavior and attitudes amongst diverse groups related to health
- Barriers in Access to Mental Health Services, to identify the challenges and solutions that can be designed by the National Society Mental Health and Psychosocial Support technical team.

*Argentine Red Cross*

**Funding requirement: CHF 14,000**

## Partnership on Substance Abuse

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.

### Priority areas of work for 2023

- **Advocacy:** Promotion of the Rome Consensus 2.0 global campaign – towards a humanitarian drug policy. The statement can be signed here: [romeconsensus.com](https://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
- **Trainings:** Organize a live training on substance use disorders and humanitarian drug policy
- **Conferences:** Organize an international conference on alternatives to detention for drug offenders to relaunch the Rome Consensus 2.0 together with the founding partners, National Societies and other international stakeholders.

[substancesabuse.org](https://substancesabuse.org)

*Italian Red Cross*

**Funding requirement: CHF 294,000**



## Hubs, labs and other initiatives

### Global Migration Lab

The Red Cross Red Crescent Global Migration Lab, hosted by Australian Red Cross, is a Movement-wide initiative and resource established in 2020 and recognized in the [Council of Delegates Resolution CD/22/R9](#).

The Lab supports global Red Cross and Red Crescent humanitarian diplomacy and advocacy by producing evidence-based research designed to promote the safety, dignity, and wellbeing of migrants, irrespective of their legal status. In partnership with local organizations and academic institutions, the Lab's research projects involve surveys and interviews designed to understand the lived experience of migrants and local communities across different regions of the world.

#### Priority areas of work for 2023

- Produce research and tools to support Red Cross and Red Crescent partners to ensure humanitarian diplomacy efforts, responses and programming in migration are based on sound evidence and expertise and use available data effectively
- Build National Society capacity to undertake research on migration and facilitating action-research projects involving the Movement, civil society and migrant-led organizations, and international institutions
- Assess future trends in migration and contributing a humanitarian perspective to dialogue on migration policies and practices.

[www.redcross.org.au/globalmigrationlab](http://www.redcross.org.au/globalmigrationlab)

*Hosted by Australian Red Cross*

**Funding Requirement: CHF 1.0million**

### Cash Hub

The Cash Hub supports the use and scale up of cash and voucher assistance across the IFRC network 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.

#### Priority areas of work for 2023

- 1. Cash ready National Societies:** Support National Societies to be strong and recognized 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:** Continuing to provide a Movement platform for knowledge sharing and learning, by expanding the resource library, optimizing content and actioning digital transformation across the platform. facilitating and creating space for CVA networks and communities of practice and promoting the role of Red Cross and Red Crescent CVA in action.

[cash-hub.org](http://cash-hub.org)

*Hosted by British Red Cross*

**Funding requirement: please contact  
[cash-hub.org](http://cash-hub.org)**



## Anticipation Hub

The Anticipation Hub is a platform to facilitate knowledge exchange, learning, guidance and advocacy around anticipatory action both virtually and in-person. Hosted by German Red Cross in cooperation with IFRC and Red Cross Red Crescent Climate Centre, the platform brings together more than 100 partners from the Movement, UN, NGOs, governments, universities, think tank and academia.

### Priority areas of work (2023–2025):

1. Continue supporting exchange and fostering the growth of the anticipatory action community
2. Develop and implement work packages that supports new approaches, methodology and/or technology
3. Strengthen knowledge management
4. Develop anticipatory action learning modules, innovative learning approaches and tools
5. Support regionally-led / tailored learning and advocacy activities
6. Strengthen practice and inform advocacy .

The Hub also supports the implementation of the Council of Delegates Resolution on “Strengthening Anticipatory Action: Our Way Forward” and contributes to the IFRC operational framework on scaling up anticipatory action.

[anticipation-hub.org](https://anticipation-hub.org)

*Hosted by German Red Cross*

**Funding requirement: please contact us at [anticipation-hub@drk.de](mailto:anticipation-hub@drk.de)**

## 510: Improving humanitarian action with data and digital

510 supports National Societies to improve speed, quality and cost-effectiveness of humanitarian aid by creating data and digital products and services. In line with IFRC Digital Transformation Strategy, we are a technical partner for National Societies to use data for decision making and use digital products to increase the scale and impact of the humanitarian services.

### Priority areas of work for 2023

**Anticipatory Action:** Support National Societies to understand risk and forecast impact of upcoming hazards, in line with the IFRC’s operational framework 4AA 2021–2025, by

- Developing trigger models for (more) hazards for Early Action Protocols
- Training National Societies and their partners
- Scaling up the impact-based forecasting platform.

**Cash and voucher assistance (CVA):** Support scaling up cash to 50 per cent by 2025, through CVA information management, digitalization of CVA; and improving community engagement and accountability (CEA) through Digital CEA.

**Digital transformation:** Support National Societies to increase their digital maturity, by increasing the pool of digital transformation assessment facilitators and creating digital transformation case studies.

**Emergency response:** Promote data services for emergency support through the SIMS Network and develop a product strategy for automated damage assessment and social media monitoring.

**Water and landscape:** Support landscape restoration and water projects, by building evidence on the Water Risk Index and integrating information management in the emergency WASH response.

[www.510.global/](https://www.510.global/)

*Hosted by the Netherlands Red Cross*

**Funding Requirement for 2023: cost-recovery basis**



## Global Road Safety Partnership

The Global Road Safety Partnership is a hosted organization of the IFRC formed in 1999 dedicated to the sustainable reduction of road crash deaths and injuries, with a focus on low – and middle-income countries. In keeping with this mission, we actively contribute to the achievement of the UN Sustainable Development Goals and Decade of Action for Road Safety 2021 to 2030.

Our activities that aim to improve road safety at a global level include:

- Conducting training, leadership development and capacity building for road policing agencies
- Providing technical expertise and advice on road safety strategy, policy and projects
- Designing, tailoring and delivering international road safety grants programmes
- Building partnerships between the private sector, civil society and governments
- Designing, implementing and developing evidence-based road safety programmes
- Delivering road safety and leadership education, training and capacity building
- Strengthening our collaborative liaisons with National Societies across the world while building their road safety capacity

[www.grsproadsafety.org](http://www.grsproadsafety.org)

Please contact [Dave.CLIFF@ifrc.org](mailto:Dave.CLIFF@ifrc.org)

## Global Advisory Panel on Corporate Governance and Risk Management of Blood Services

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

- Technical advice and assistance
- 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.

### Priority areas of work for 2023

#### **Regional, thematic and country level support:**

Specialized blood program assistance to GAP's 2023 individual support countries and regional support for common challenges.

**Voluntary blood donation:** Identify mitigation strategies and provide materials, training and advice to assist National Societies to increase the number of voluntary donors.

**Tools, resources and guidelines:** Conduct an updated global mapping of blood programs, providing visibility of National Society engagement in their country's blood program.

**Blood Program Risk Assessment:** Our specialised GAP self-assessment program helps National Societies identify any areas of potential blood program risk. Each participating National Society Blood Program is provided with an individual analysis report, including suggested strategies to mitigate any potential risks identified.

For more information, please contact GAP: [gapsecretariat@redcrossblood.org.au](mailto:gapsecretariat@redcrossblood.org.au)

[globaladvisorypanel.org](http://globaladvisorypanel.org)

Hosted by the IFRC

Funding requirement: Self-funded





**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 15 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.