







National Society Investment

The National Society Investment Alliance (NSIA) A joint investment fund of the IFRC and the ICRC

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Cover image:

Kenya Red Cross health outreach team visits and assists local communities in Busbus Village, south of Wajir, North Eastern Kenya.

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SUMMARY

4	FOREWORD	26	REVIEW OF NSIA IMPACTS TO DATE
6	EXECUTIVE SUMMARY		CASE STUDY: Development of the Ukrainian Red Cross Society resource mobilization strategy and systems 29
8	ABOUT THE NSIA The goals of NSIA8		Building financial sustainability through innovative income generation31
	Two types of funding: Accelerator and Bridge10		Why the Norwegian Red Cross supports NSIA33
	How the NSIA fund is managed10		Making the best of volunteers34
	The Netherlands Red Cross and NSIA12 How to get involved with NSIA		Improving National Society governance35
14	CURRENT STATE OF THE NSIA Overall trends in 202214	36	NSIA APPEAL 2023 Interview with Nicole Ruder38
	2022 funding awards summary16 Resource mobilisation initiatives: Income generation19	40	APPENDIX: FINANCES AND OTHER DATA
	Resource mobilization initiatives: Strategy20		Allocations and expenses41
	Why the Canadian government supports NSIA20		Previous years allocations
	CASE STUDY: Improving road safety in Burundi23		
	The NSIA pipeline is working24		
	Branch development initiatives25		

Foreword



Xavier Castellanos Mosquera Under Secretary General for National Society Development and Operations Coordination, IFRC



Olivier RayDirector of Mobilization,
Movement & Partnerships, ICRC

As we share the 2022 NSIA Annual Report, the effects of COVID-19 pandemic still linger, new and protracted conflicts are creating enormous suffering for many people, and climate-related disasters are increasing in number and intensity. More than ever, we need strong local actors capable of anticipating crises and responding to emergencies.

Each Red Cross and Red Crescent National Society is made up of an unparalleled network of communitybased volunteers and staff, operating in local Branches, who provide a wide variety of services.

As the backbone of the international Red Cross and Red Crescent Movement (hereafter the Movement), National Societies have also been spearheading effective, sustainable and innovative humanitarian responses for years. The National Societies regularly provide vital services to their communities, but they are also the first to respond to crises and emergencies.

In those situations, they provide a vital lifeline to families and communities, as the tragic earthquakes that affected Syria and Türkiye recently demonstrated.

However, many of the National Societies need strategic investments to further build and strengthen their capacities and meet the ever-growing challenges of the 21st century. Faced with faster, bigger and longer lasting emergencies, the National Societies must become more autonomous and sustainable if they are to continue to provide lifesaving support to people and resilience to communities.

The National Society Investment Alliance (NSIA) was created as a joint IFRC / ICRC funding mechanism to meet this need. NSIA offers long-term, sustainable investments to National Societies in fragile settings to strengthen and develop their capacity to deliver humanitarian services at national and local levels at all times, where needs are at the highest scale.



In this way, NSIA acts in complement to other development funds and mechanisms that support the National Societies, such as the Capacity Building Fund (CBF) of the IFRC, which offers support to all National Societies in a phased approach, and the Empress Shôken Fund (ESF) jointly managed by IFRC and ICRC focusing on innovation. However, NSIA is a unique financial instrument: it provides substantial and long-term funding to National Societies, which in many cases would otherwise have few opportunities to access financial resources for capacity-strengthening. Through NSIA, National Societies accelerate their journey towards sustainable development, with stronger structures and quality funding streams. As such, they also become stronger local actors, uniquely able to anticipate, prepare and respond to crises, while continually supporting their communities and cooperating with their public authorities.

This report demonstrates that NSIA's model is delivering concrete results. We are proud to see that the number of approved initiatives and scale of the fund substantially increased in 2022, signaling the continued relevance of the mechanism for National Societies in fragile contexts. We are also humbled to hear from the National Societies in very difficult contexts about how they are leveraging the NSIA funds to become more strategic local actors, acting as auxiliary to their Authorities in the humanitarian field.

As IFRC and ICRC, we have jointly committed to support NSIA. We are envisioning ambitious objectives for NSIA in the next years. We are determined to live up to those challenges, as we owe it to the millions of people assisted by the National Societies across the globe.



Executive Summary

The National Society Investment Alliance (NSIA) contributes to the sustainable development of National Societies in fragile contexts. It is now expanding following several successful funding rounds and the direct commitment of IFRC and ICRC. Since 2019, NSIA has helped multiple Red Cross and Red Crescent National Societies to operate sustainably in highly challenging environments. NSIA-funded initiatives have helped National Societies in fragile contexts to become more financially stable and organisationally efficient. These improvements in resilience have enabled National Societies to be more effective local humanitarian actors, while continuing serving their communities. NSIA is now building on its successful first three years to expand its programme. In 2022, NSIA supported significantly more National Societies than in any previous year. The fund has also set an ambitious target for the rest of the decade.

With NSIA many things can be achieved, even in the longer term."

Gilbert NshimirimanaBranch Coordinator, Burundi Red Cross

NSIA supports National Societies' long-term and sustainable development in complex emergencies, protracted crises, and fragile contexts. It is one of the mechanisms that support National Society Development (NSD). NSIA helps National Societies to become even stronger local actors and partners of choice. The fund has a particularly strong focus on National Societies that struggle to access other forms

of support. It aims to create a virtuous circle, in which those National Societies strengthen their institutional capabilities and thus become more able to support themselves. In this way, National Societies can achieve more sustainable humanitarian impact and improve the resilience of their local communities.

NSIA is tackling an overlooked problem in the humanitarian system. Many local actors cannot access funds to develop their capacities, even though doing so would make them far more effective. This is particularly true for local actors operating in

Without NSIA we would

not have been able to resource

Head of delegation for Palestine, IFRC

Society."

Faisal Mahboob

the development of the National

fragile contexts. By providing the support it does, NSIA can significantly increase the capacities of Red Cross and Red Crescent National Societies in fragile contexts. A key target of NSIA is to enable National Societies to become self-sustaining, for example by improving internal processes such as volunteer

retention and codes of conduct. NSIA therefore serves the localisation agenda to which many donors have committed. National Societies are local actors, and NSIA is helping them to take on additional responsibilities and act more effectively, while also supporting the National Societies to continue and expand their work for the communities they serve.

National Societies supported by NSIA report positive outcomes. For example, the Ukrainian Red Cross Society (URCS) has faced considerable challenges since the outbreak of the Russia-Ukraine conflict in early 2022. Through NSIA funding in the first round in 2019, the URCS improved

its fundraising mechanisms and facilitated the onboarding of new donors. As a result, the Society was able to source and accept many donations to support its humanitarian work in the conflict. The NSIA support has helped the URCS to become more financially sustainable and to continue improving its programmes, despite the immense challenges posed by the conflict.

2022 saw NSIA significantly step up its level of support for National Societies. NSIA supported approximately twice as many National Societies in 2022 as in previous years. It also allocated a

> significantly larger overall sum. In its first year of operation, NSIA supported ten Red Cross and Red Crescent National Societies. This was followed by seven awards in 2020 and nine in 2021. In contrast, 2022 saw a stepchange as NSIA awarded funding to 20 National Societies. Similarly, while in

2019 NSIA supported two long-term "Accelerator" programmes, in 2022 it funded six. This increase Societies, strong positive impacts from previous

reflects the growing interest in NSIA from National rounds of funding, and donor satisfaction.

With its model having demonstrated its effectiveness, **NSIA** is now expanding its activities. The increased funding in 2022 is just the beginning of the fund's growth. NSIA aspires to secure resources to potentially ensure that National Societies in complex emergencies, protracted crises, or fragile contexts can access NSIA funds. New and existing donors will have the opportunity to be involved in NSIA's expansion.



About the NSIA

The goals of NSIA

The National Society Investment Alliance (NSIA) supports National Red Cross and Red Crescent Societies' long-term and sustainable development in fragile contexts. It provides support and investment to initiatives that aim to strengthen the institutional capacities of National Societies. NSIA helps National Societies to achieve and maintain a level of organization that consistently delivers vital services to vulnerable people and communities for as long as needed.

NSIA exclusively supports National Societies operating in humanitarian and protracted crisis contexts such as complex emergencies and fragile contexts. These National Societies play especially



significant roles as key local actors, and often require support for development initiatives. National Societies are eligible to apply for funding if they operate in very high or high-risk contexts, or in the most fragile countries in a medium-risk context. Country fragility levels are assessed using the INFORM Index, which ranks countries according to their risk. In March 2023, 82 countries were in severe humanitarian crisis and their National Societies were therefore considered eligible for NSIA funding. They operate in environments where communities are vulnerable to armed conflicts and other situations of violence, natural disasters, health outbreaks and the effects of climate change. Such National Societies often have access to funds supporting direct humanitarian

action, but struggle to access other sources of funding and support that enable their own development. NSIA therefore provides a major contribution to their sustainable development.

NSIA helps these National Societies to become stronger local actors and partners of choice.

Ultimately, NSIA helps National Societies to reinforce their role as sustainable and independent humanitarian actors with dedicated staff and volunteers. They gain recognition and credibility in their communities, and become trusted partners for the delivery of principled and effective humanitarian action. In this way, the National Societies can achieve more sustainable humanitarian impact and improve the resilience of their local communities.

The rationale for NSIA's activities is that National Society development should be driven by National Societies themselves. Strengthening National Societies is an important element of the localisation agenda, to which the International Red Cross Red Crescent Movement is committed under the Grand Bargain. NSIA promotes localisation by increasing National Societies' capacity to deliver humanitarian services at national and local levels.

NSIA is jointly managed by the IFRC and ICRC. It

complements other National Society Development (NSD) programmes and funds, such as the Capacity Building Fund (CBF) and Empress Shôken Fund (ESF). Each fund has a distinct focus. The CBF is accessible 24/7 and offers support to all National Societies, regardless of their level of risk, in a phased approach. Meanwhile, the ESF favours National Society initiatives that involve high degrees of experimentation and innovation.

Two types of funding: Accelerator and Bridge

NSIA offers two funding streams, known as "Accelerator" and "Bridge". These two options ensure that all eligible National Societies can access funding arrangements that are suitable for their needs and existing capacities.

- Accelerator initiatives may receive up to
 CHF 1 million and run for three to five years.
 They support long-term organisational development and contribute to National Society sustainability.
 Accelerator initiatives can range from developing novel income-generating activities such as commercial first aid to constructing new buildings.
- **Bridge** projects may receive up to **CHF 50,000** and run for **one year.** They are short-term ventures, intended to build the National Society's readiness for an Accelerator or other longer-term investment. They often cover initial exercises like assessments, market studies or strategy development.

The two funding types provide a pipeline for sustainable development of National Societies in fragile settings. In seven cases to date, National Societies have first obtained short-term Bridge funding and used it to build organisational capacity, then leveraged their newfound capacities to secure the more long-term Accelerator funding. In the 2022 funding round, three National Societies followed this path.

The Malawi Red Cross Society, Syrian Arab Red Crescent and Zambia Red Cross Society all developed using their initial Bridge funding, enabling them to move onto the more extensive Accelerator programme. For example, the Malawi Red Cross Society received two rounds of Bridge funding before obtaining its Accelerator, illustrating the flexibility of NSIA's approach.

Local action is the future of humanitarian work and Red Cross and Red Crescent National Societies are often the most important local actors in their countries. Therefore, NSIA is truly localisation in action because it is a crucial mechanism for strengthening National Societies long-term capacities as well as for promoting their sustainable development."

Gianmaria PintoNSIA fund manager

How the NSIA fund is managed

The NSIA is jointly managed by the ICRC and the IFRC, through the NSIA Office. Day-to-day management is carried out by a small Office with two staff, hosted by the IFRC based in Geneva. The NSIA Office works closely with IFRC and ICRC country staff that support National Societies ensuring continuous support to National Societies. Through all phases of initiatives, NSIA helps National Societies to actively manage the risks associated with developing capacity in fragile contexts.

The fund is overseen by a Steering Committee of senior IFRC and ICRC representatives. The Committee provides strategic direction, supports the funding strategy, approves grants, and ensures the accountability of the fund.

NSIA's activities are driven by the NSIA Working Group, under the guidance of the NSIA Fund Manager. The Working Group is comprised of seven IFRC and ICRC staff based in Geneva. All have expertise in National Society Development, including financial sustainability. The Working Group advises the NSIA Steering Committee on all technical and strategic issues. It also finalises the assessments of all initiative proposals, providing the basis for final decisions by the Steering Committee.

This is complemented by a Stakeholder Advisory Group (SAG). The SAG engages with and draws on the experiences of the International Red Cross Red Crescent Movement. In 2022, the SAG included representatives of the National Societies of Canada, Germany, Kenya, Lebanon, and Switzerland.

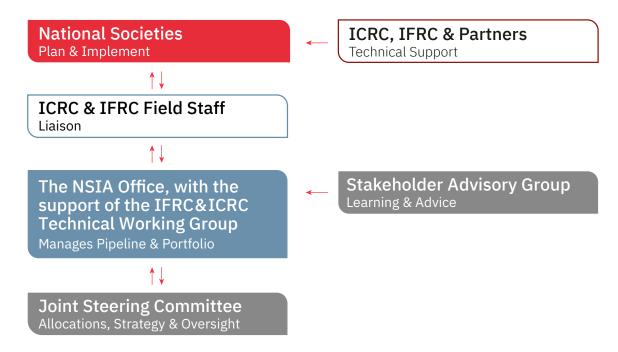
Proposals are evaluated through a four-stage review process. This includes analysis of the proposals by the NSIA office; consultation with in-country IFRC and ICRC staff; engagement of the NSIA Working Group; and interviews with National Society leaders. National Societies are required

to adhere to high standards of integrity. Risks are also identified and mitigated. The merit of each individual proposal is then evaluated by the NSIA Working Group, advised by IFRC and ICRC staff from the relevant delegations, against a set of objective criteria. The Steering Committee undertakes the final evaluation of the proposals and approves the projects.

In the past year, the fund has been working to further clarify its strategy and long-term vision.

The NSIA Office and Working Group are developing a revised strategy that will determine NSIA's targets for the remainder of the 2020s, once approved by the NSIA Steering Committee. They are clarifying the levels of risk NSIA is prepared to accept when funding initiatives, specifying the eligibility criteria for National Societies, and refining assessment criteria to ensure better support to National Societies in need.

The NSIA governance



The Netherlands Red Cross and NSIA

The Netherlands Red Cross (NLRC) provided funds to NSIA for the first time in 2022. The NLRC was involved in shaping NSIA before the fund's launch and has since provided technical support in several initiatives. Then in 2022 the Netherlands Ministry of Foreign Affairs (MoFA) stepped in with funds for localisation activities, including for NSIA.

NSIA is useful because it specifically strengthens local actors, says Liesbet Van Gaever, manager of organizational and financial sustainability at NLRC. "Localisation of aid is really the way to go," she says. That is a key goal of both NLRC and MoFA, and has been codified in the Grand Bargain. "In our international strategy, we see ourselves not as direct implementers but as facilitators," says Van Gaever. "We contribute, we broker where we can, but we are not directly the ones implementing on the ground." That is the role of local actors like Red Cross and Red Crescent National Societies.

For Van Gaever, this reflects an essential shift in mindset for the humanitarian system. Money given to National Societies should not be viewed as donations, but as investments, with the return on investment being positive impacts on people's lives. Making Red Cross and Red Crescent National Societies more sustainable is a good investment, she argues, because those National Societies will harness the talent and skill of the communities they serve. "We have enough expertise on the ground," says Van Gaever.

How to get involved with NSIA

Become a donor or partner: Prospective donors and Partnering National Societies should in the first instance contact the NSIA Office. NSIA's 2023 appeal is summarised on pages 36-37.

Apply for NSIA funding: NSIA issues an annual call for applications for accelerator and bridge funding. National Societies develop their own priority areas for investment, provide evidence for their decision, and outline how the proposed investment will lead to a sustained increase in capacity and impact. The 2023 call will be released in May.

Initial Eligibility

Basic eligibility and relevance, screening for integrity issues and basic fulfilment of requirements (i.e. complete applications)

Consultation

Extensive consultation with IFRC and ICRC field structures to triangulate and evidence proposal details.

Steering Committee

Short-listed proposals ranked and presented to the Steering Committee for review and final decision-making

Fund disbursement

Following the agreement of the Steering Committee and a risk assessment, agreements are signed with National Societies



Current state of the NSIA

Overall trends in 2022

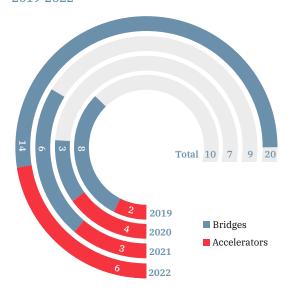
NSIA expanded its operations significantly in 2022, on multiple measures. In its fourth year of operation, NSIA allocated more resources to more National Societies than ever before. The fund supported 20 initiatives by 20 National Societies, approximately double the number funded in each of the previous years of operation. Similarly, NSIA distributed CHF 5.4 million in 2022, more than double what it provided in 2021 and more than triple the amount provided in its first year of operation in 2019.

support of recurrent institutional donors and other crucial supporters. NSIA has received considerable assistance from National Societies with international activities. It has also obtained strong backing from both IFRC and ICRC. The fund's mission to sustainably develop National Societies is a key plank of the International Red Cross Red Crescent Movement's localisation agenda. Consequently, IFRC and ICRC partnered in the creation of NSIA and have continued to strongly support it. In 2022, the IFRC and ICRC decided to financially support NSIA. They have committed to provide 2 million and up to CHF 10 million respectively over the coming years, beginning in 2023. This financial support will enable NSIA to continue expanding, especially if it is combined with increased support from donors.

NSIA's rapid growth reflects the continuous

In 2022 NSIA funded more initiatives than in any previous year

Numbers of projects funded by NSIA per year, 2019-2022



NSIA provided more money in 2022 than in any of its first three years

Money disbursed by NSIA (million CHF) per year 2019-2022

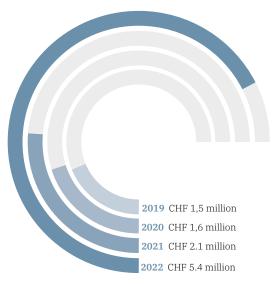
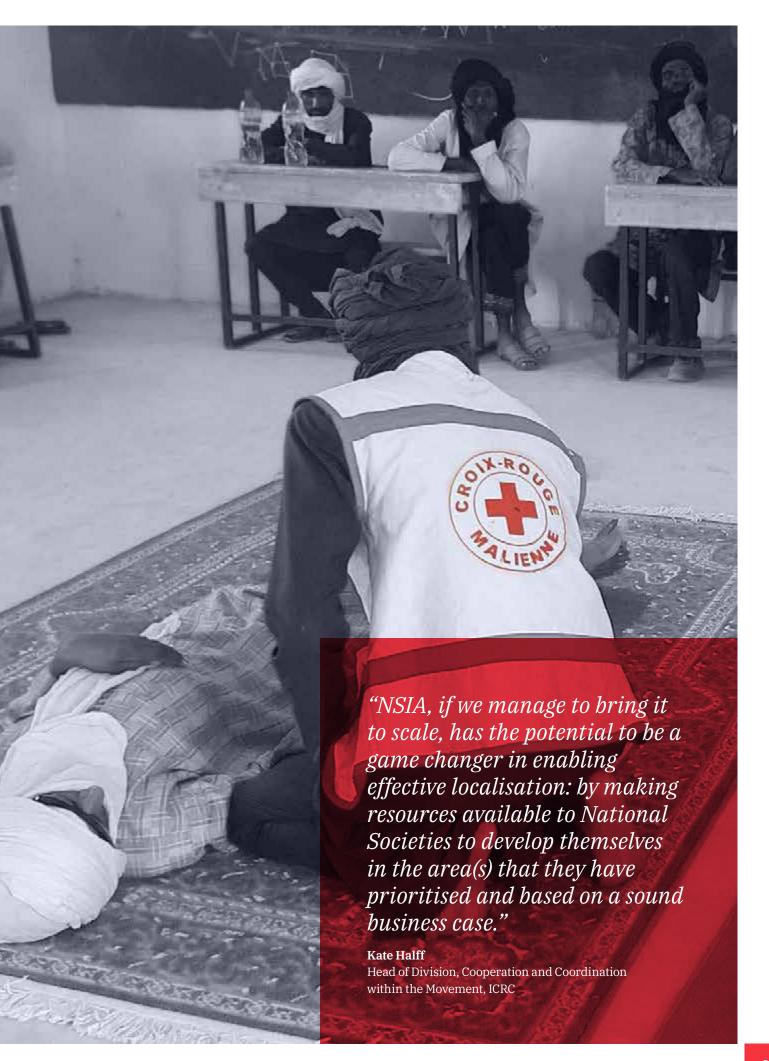
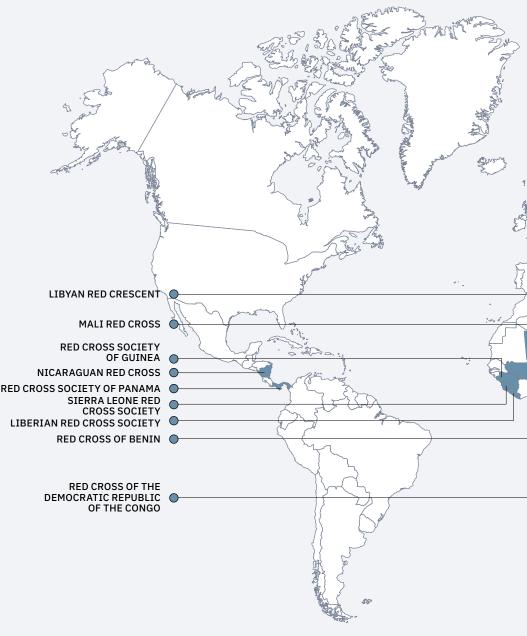


Image on the right: Fourth edition of the annual national meeting on first aid in Mali, organised by the Mali Red Cross



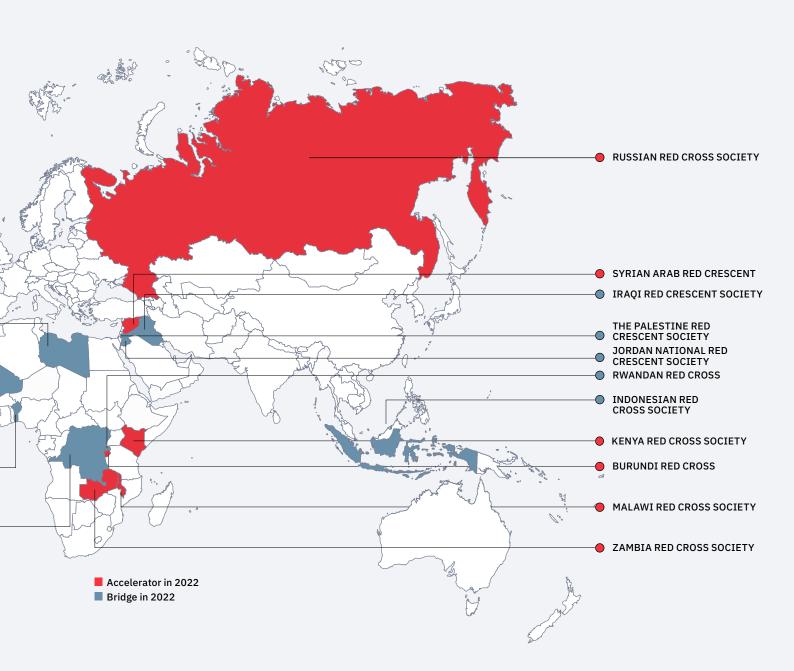




2022 funding awards summary

2022 saw NSIA's largest crop of funded initiatives to date. The fund supported 6 Accelerator initiatives and 14 Bridge initiatives, for a total of 20 National Societies. NSIA supplied these National Societies with CHF 5.4 million in total. This was made possible by additional funds from the Netherlands Red Cross and Norwegian Red Cross, and by contributions from the ICRC and IFRC, combined with existing donors

The 20 National Societies funded by NSIA in 2022



ACCELERATOR

- Burundi Red Cross
- Kenya Red Cross Society
- Malawi Red Cross Society
- Russian Red Cross Society
- Syrian Arab Red Crescent
- Zambia Red Cross Society

BRIDGE

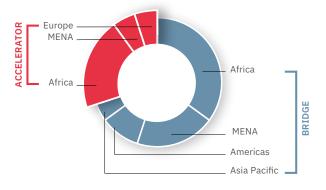
- Red Cross of Benin
- Red Cross of the Democratic Republic of the Congo
- Red Cross Society of Guinea
- Indonesian Red Cross Society
- Iraqi Red Crescent Society
- Jordan National Red Crescent Society

- Liberian Red Cross Society
- Libyan Red Crescent
- Mali Red Cross
- Nicaraguan Red Cross
- The Palestine Red Crescent Society
- Red Cross Society of Panama
- Rwandan Red Cross
- · Sierra Leone Red Cross Society

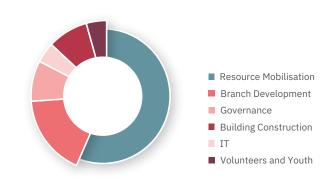
The 2022 accepted proposals have a wide geographical spread. Initiatives have been funded in the Americas, for example the Red Cross Society of Panama; in Africa, including the Kenya Red Cross Society; in Europe the Russian Red Cross Society; in the Middle East and North Africa (MENA) the Syrian Arab Red Crescent; and in Asia the Indonesian Red Cross Society. The Africa and MENA regions saw the largest numbers funded, reflecting the high proportion of National Societies working in fragile settings in those regions. In contrast, relatively few National Societies in Europe and the Americas are operating in fragile settings.

Many of the 2022 initiatives focus on resource mobilisation. The initiatives funded in 2022 span 6 thematic categories. By far the most common was resource mobilisation: 13 of the 20 initiatives included elements of this. Smaller numbers of initiatives entailed branch development, governance and other priorities. This preponderance of resource mobilisation reflects the priorities of the National Societies. Resource mobilisation is a central component of financial sustainability, which is a focus for many National Societies.

The spread of 2022 NSIA-funded initiatives across the IFRC's five regions



The 2022 NSIA initiatives fall into 6 thematic categories



The resource mobilisation initiatives are largely focused on income and strategy. A closer look at the initiatives reveals clear patterns in the National Societies' priorities. Eight of the resource mobilisation initiatives have a focus on income, variously through fundraising, paid services and other forms of income generation. Similarly, seven of the initiatives are about the development of new strategies. All these initiatives contribute to the National Societies' financial sustainability.

Different forms of resource mobilisation in the 2022 NSIA initiatives



Resource mobilisation initiatives: Income generation

Eight National Societies have received 2022 NSIA funding for initiatives to improve their income generation. This is often a key issue for National Societies operating in fragile settings, as local sources of income may be scarce or erratic. By developing strategies to increase and regularise their income, the National Societies boost their financial sustainability and improve their ability to take humanitarian action.

The Kenya Red Cross Society (KRCS) has started a five-year Accelerator programme to boost its income generation. A central pillar of this is a textile production facility that the KRCS operates. Sales of textile products help fund the Society's humanitarian work. The NSIA initiative aims to scale up production and train staff to market the products, and thus generate increased revenue.

Similarly, the **Liberian Red Cross Society** (LRCS) has Bridge funding to renovate its guesthouse, in order to generate income. This building has 20 rooms and is close to the borders with Guinea and Cote d'Ivoire, presenting a viable business opportunity. The NSIA initiative will upgrade the guesthouse, as well as supporting a market survey and development of a business strategy. The LRCS has not received

funding from the Liberian government since 2018, so innovative income sources like the guesthouse are essential to its financial sustainability.

Alongside this are other income-generating activities such as social enterprises, in which National Societies provide social impact. A common approach is to offer commercial first aid services.

For example, the **Zambia Red Cross Society** (ZRCS) has been awarded three years of Accelerator funding to enhance its capacity for income generation. They plan to establish dedicated first aid teams in multiple branches, who can provide workplace first aid services. Certain branch offices will be renovated so they can receive and train first aid clients. The ZRCS will conduct visibility and marketing campaigns to attract clients, purchase additional training equipment, and expand into related areas like fire safety and occupational health. This will be complemented by other income generation initiatives including a lodge and a driving school. The Burundi Red Cross is launching a similar programme centred on first aid (see pages 22-23), and the Mali Red Cross has Bridge funding to set up a first aid training centre to generate income.



Resource mobilization initiatives: Strategy

Many National Societies are using their 2022 NSIA funding to develop financial sustainability strategies.

National Societies operating in fragile contexts often struggle to plan for the long term, because crises recur so frequently. NSIA support enables them to overcome this challenge and thus make their operations more sustainable.

One such National Society is the **Palestine Red Crescent Society** (PRCS), which has received CHF 50,000 of Bridge funding. This will cover part of the cost of developing a strategic plan for 2024-2028. The PRCS operates in "a very complex, very insecure, very fragile and evolving context," says Faisal Mahboob, IFRC's Head of Delegation for Palestine. There is no ministry of health, so the PRCS has an especially broad role, including transporting emergency patients out of the West Bank. Furthermore, the PRCS has branches in multiple countries, all with significant Palestinian populations. "This National Society context is very unique," says Mahboob, and requires careful planning.

Consequently, the PRCS is engaging many branches and volunteers in the strategy development process. "It is an intense exercise," says Mahboob. Alongside this, the PRCS will develop an investment plan, in order to seek investment from partners and donors. Once the new four-year strategy has been approved, the PRCS may seek Accelerator funding to develop its capacities further.

The Red Cross Society of Guinea has also secured Bridge funding for strategy development. The National Society has an extensive network of volunteers, high levels of expertise and strong support from the national government. However, it has operational difficulties, notably including financial management and branch operation. The NSIA funding will enable it to assess its capacities and develop a strategy to bolster them. This will include developing a business plan for a Red Cross school that can generate income.

Why the Canadian government supports NSIA

Since NSIA's inception in 2019, it has received financial support from the International Humanitarian Assistance Bureau (IHAB), part of Global Affairs Canada.

IHAB became involved because many Red Cross and Red Crescent National Societies were struggling to deal with emerging crises in their countries, says Andrew Carswell, senior advisor, protection of civilians policy at IHAB. NSIA addressed this with its focus on National Societies operating in fragile settings. Carswell describes NSIA's model as "a form of capacity-building" that is "timely with some sort of emergency that's taking place".

He adds: "There sometimes is a lack of coherent mechanisms available for that."

Furthermore, NSIA promises good information on how money is used on the ground. "We're also keeping an eye on things like accountability," says Carswell. There is growing demand for funding mechanisms that report back to donors about how money is used. "We want to make sure that the money is being well spent at the end of the chain." With many governments struggling with tightening budgets, transparency and reporting are increasingly important. "It goes to the very function of the IFRC, which is to ensure that National Societies are living up to a particular standard," says Carswell.



Burundi Red Cross











CASE STUDY: Improving road safety in Burundi

The **Burundi Red Cross** (BRC) has obtained five years of Accelerator funding to improve road security by promoting first aid.

The initiative is strongly targeted to the situation in Burundi, which experiences frequent road traffic accidents (RTAs). Roads in Burundi are in poor shape and are rarely maintained, according to branch coordinator Gilbert Nshimirimana. "Most of these accidents are linked to the poor roads," he says. This is exacerbated by the country's fragile socioeconomic situation, and by frequent natural disasters like floods and landslides.

"The Burundi Red Cross is a major player in terms of road security in Burundi," explains Nshimirinama. It is a trusted partner of the government. "Whenever there is an incident or road accident, they call upon the Red Cross to take care of the people who have been injured and to take them to the hospitals for medical care."

However, the Burundi Red Cross does not currently have enough first aid kits, and it only has three ambulances. The NSIA funding will enable it to obtain more and therefore to help more people. Alongside this, the National Society plans to train volunteers and drivers in road safety, in order to reduce the number of RTAs.

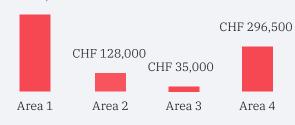
NSIA was the ideal funder for the initiative because it supplies funding over multiple years, says Nshimirimana. "With NSIA many things can be achieved, even in the longer term." The funding also enables the BRC to create new partnerships with other actors.





Budget distribution CHF 992,500

CHF 533,000





The NSIA pipeline is working

NSIA's approach of offering short-term Bridge funding and long-term Accelerator funding is enabling National Societies to scale up their initiatives. Among the 2022 grantees, several National Societies have obtained Bridge funding and already have longer-term plans that could be implemented with future Accelerator investments. Likewise, three of the newly-funded Accelerator initiatives have gone to National Societies that previously obtained Bridge funding.

The Red Cross Society of Panama is one National Society with 2022 Bridge funding and bigger plans for the future. The National Society has coped well with multiple recent crises, ranging from COVID-19 to Hurricanes Eta and Iota, says Larissa

Rodriguez Baso, its Director-General. However, it has an unclear internal structure that has caused difficulties with donors. It will use its Bridge funding to improve its management, for example training staff in accountability and transparency. "For us it will be a learning in terms of how to deploy it, and a

Larissa Rodriguez BasoDirector-General, Red Cross Society of Panama

56 If we have our internal

structure correctly organised,

deployment."

we can be more effective on our

preparation," says Rodriguez Baso. "In future maybe we can apply for an Accelerator [focusing on] sustainability." By clarifying the National Society's internal structure and policies, the Bridge initiative should enable it to undertake more ambitious initiatives.

Meanwhile, three of the 2022 grantees with new Accelerator initiatives previously held Bridge funding. For example, the Syrian Arab Red **Crescent** previously used Bridge funding to assess the capacities of its branches. It now plans to use its Accelerator funding to strengthen eight branches by bolstering their staffing and management, enabling them to help their communities more effectively. Meanwhile, the **Malawi Red Cross Society** is using Accelerator funding to construct an office complex that will act as a source of income. It previously used Bridge funding to assess the feasibility of this initiative, and to develop an implementation plan and business strategy for the office complex. Finally, the Zambia Red Cross Society is developing multiple income streams. It is expanding its workplace first

aid business and strengthening two other businesses: a lodge and a driving school. This entails renovating branches and launching marketing campaigns, among other activities. Alongside this it is building its income generation team, in order to develop additional revenue sources.

Examples like these highlight NSIA's value proposition. For National Societies, NSIA initiatives can act as pillars of future strategy. The Bridge-Accelerator dynamic is central to this development process.



Branch development initiatives

Another crucial NSIA thematic is branch development. Several National Societies are implementing initiatives in this area.

The Red Cross of the Democratic Republic of the Congo (RCDRC) has been given Bridge funding to develop model branches. Its host country has a complex humanitarian situation, due to multiple natural hazards including floods and disease outbreaks, combined with ongoing conflicts and violence in some areas. In order to support as many communities as possible, the RCDRC's branches were recently reorganised. "These branches have challenges in terms of organisational capacities, in terms of infrastructure development, logistical and administrative, even financial capacities," says Ange Lilembu Losambo, RCDRC's director of organisational development.

After initially applying for an Accelerator, the RCDRC was advised to focus on Bridge in the first instance. This will enable them to test their branch development approach on selected branches before scaling up. Accordingly, the National Society has targeted its branch in the province of Sud-Ubangi. It serves an estimated population of 3.1 million people spread over 5648 square kilometres. The branch will self-assess its operational capacities and use this information to draw up a development plan. At the end of the process, the Sud-Ubangi branch will

hopefully be "certified" as a model branch, which other RCDRC branches can emulate. A second branch will undergo a similar process, using separate funding. "After getting the Bridge, still there is a plan to make it a long-term project," says Lilembu Losambo. After implementing the initiative in two provinces and demonstrating positive results, the RCDRC hopes to re-submit for a bigger initiative covering many more provinces.

Meanwhile, the Indonesian Red Cross Society (Palang Merah Indonesia, PMI) has received Bridge funding to enable its branches to assess their capacities. The aim is to identify each branch's individual needs, says Achmad Djaelani, Head of the Organizational Capacity Building Subdivision at the PMI. Subsequently, in each case, "the branch will make a plan based on their capacity, and they will develop their capacity based on their own local resources." The more branches go through this process, the better the picture the PMI will have of its overall needs – enabling it to apply for more substantial support in future years.

Other National Societies engaged in branch development using 2022 NSIA funding include the **Syrian Arab Red Crescent** and the **Kenya Red Cross Society**.

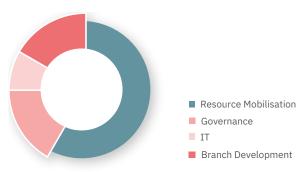
Review of NSIA impacts to date

With its 2022 funding round, **the National Society Investment Alliance (NSIA) has now supported 46 initiatives since 2019.** Of those, 20 are new for 2022, while the remaining 26 began in previous years.

To date, 11 NSIA initiatives have been completed.

All were Bridge projects. A further 35 initiatives remain ongoing, reflecting both the multi-year nature of Accelerators and the significant increase in the number funded in 2022. Over half of the completed initiatives had an element of resource mobilisation, reflecting the National Societies' focus on their financial sustainability.

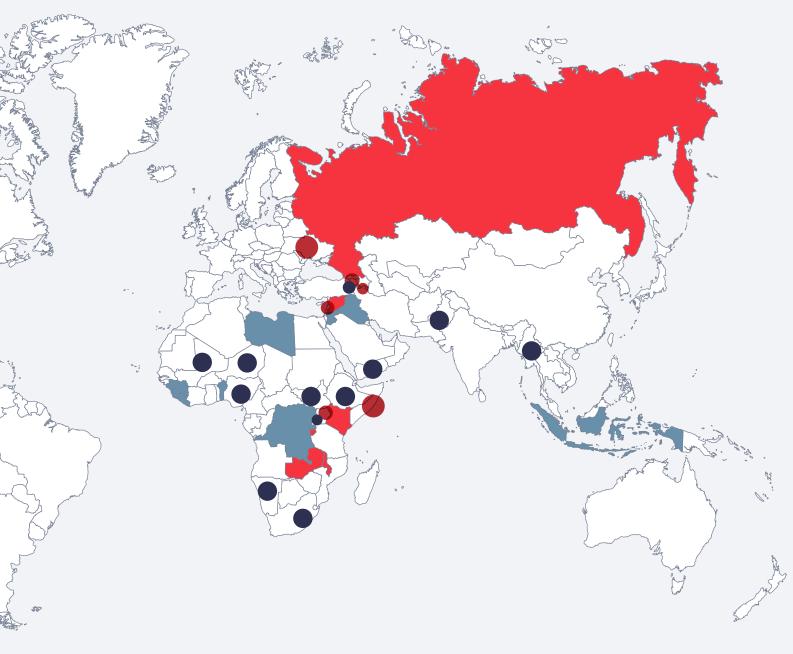
The 11 completed NSIA initiatives



In total, 38 Red Cross and Red Crescent National Societies have received NSIA funding. Of those, six have received funding twice. One – the Malawi Red Cross Society – has been supported three times.



All the National Societies supported by NSIA to date



ACCELERATOR

- Lebanese Red Cross
- Ukrainian Red Cross Society
- Colombian Red Cross
- · Red Cross Society of Georgia
- Mexican Red Cross
- Somali Red Crescent Society
- Armenian Red Cross Society
- Nigerian Red Cross Society
- The Uganda Red Cross Society
- Burundi Red Cross
- Kenya Red Cross Society
- Malawi Red Cross Society
- The Russian Red Cross
- Syrian Arab Red Crescent
- · Zambia Red Cross Society

BRIDGE

- · Armenian Red Cross Society
- Colombian Red Cross
- The Comoros Red Crescent
- Malawi Red Cross Society
- · Namibia Red Cross
- Nigerian Red Cross Society
- Uganda Red Cross Society
- Zambia Red Cross Society
- Lesotho Red Cross Society
- South Sudan Red Cross
- Syrian Arab Red Crescent
- Ethiopian Red Cross Society
- Malawi Red Cross Society
- Myanmar Red Cross Society
- Red Cross of Niger
- · Pakistan Red Crescent
- Yemen Red Crescent Society

- · Red Cross of Benin
- Red Cross of the Democratic Republic of the Congo
- Red Cross Society of Guinea
- Indonesian Red Cross Society
- Iraqi Red Crescent Society
- Jordan National Red Crescent Society
- · Liberian Red Cross Society
- · Libyan Red Crescent
- · Mali Red Cross
- Nicaraguan Red Cross
- The Palestine Red Crescent Society
- Red Cross Society of Panama
- Rwandan Red Cross
- · Sierra Leone Red Cross Society

Ukrainian Red Cross Society











CASE STUDY: Development of the Ukrainian Red Cross Society resource mobilization strategy and systems

The ongoing conflict in Ukraine has created a humanitarian emergency. The IFRC and ICRC estimate that between 6 and 7.7 million people are internally displaced within Ukraine, while over 8 million have fled to other countries. The number of fatalities is unclear, but estimates suggest it is many tens of thousands.

The Ukrainian Red Cross Society (URCS) has been responding to the crisis in a myriad of ways. For example, it has provided emergency relief items such as food, delivered psychosocial support, and conducted information activities on first aid and the dangers of mines.

The National Society had previously been significantly strengthened by NSIA. It was one of the first to obtain Accelerator funding, in the original funding round in 2019. The initiative was originally planned to last three years, but was extended by several months due to the ongoing conflict.

The NSIA initiative has focused on resource mobilisation. A particular focus has been enabling the URCS to build a funding infrastructure, including digital fundraising. This capacity-building exercise contributed to the URCS being able to source and absorb a significant increase in donations when the conflict escalated in 2022.

"That was significant," says Carina Wint, senior adviser for editing and reporting at the Norwegian Red Cross, which is a donor to NSIA. She says the Ukrainian Red Cross was better able to scale up its fundraising thanks to the NSIA support. "It just feeds localisation and preparedness: robust and resilient National Societies are better able to respond to crises."



Seven National Societies have followed the NSIA pipeline, obtaining first a short-term Bridge and then a longer-term Accelerator. Four of these instances occurred before 2022, indicating that NSIA's two-stream approach to funding has been consistently attractive.

Colombian Red Cross

The Colombian Red Cross is engaged in a long-term effort to finance its own organisation and activities. Its aim is to achieve greater financial autonomy and thus become more sustainable.

The National Society was among the first to be supported by NSIA, in 2019. It received Bridge funding to support the development of a resource mobilisation strategy.

The following year, the National Society secured Accelerator funding of CHF 240,000 over 5 years. This is a multi-pillar initiative. It includes a "Friends of the CRC" program to boost in-country donations, setting up a virtual store to generate income, and updating its computer systems to support these efforts.

Armenian Red Cross Society

The Armenian Red Cross is developing a nationwide first aid training and service system.

In 2019 it received a Bridge, one of the first National Societies to do so. This supported a comprehensive revision of its resource mobilisation plan.

The National Society then obtained Accelerator funding in 2021, receiving CHF 600,000 for a five-year programme. This comprehensive initiative includes building a team of first aid instructors, providing a paid training system, selling first aid kits, and raising awareness of first aid.

Uganda Red Cross Society

The Uganda Red Cross Society is developing commercial first aid and ambulance services.

It was first supported by NSIA in 2019, receiving Bridge funding to develop a business plan for this endeavour.

Then in 2021 it obtained a 4-year Accelerator worth CHF 600,000. The National Society is using this money to position itself as the leading first aid provider in the country, by providing online and offline services year-round.

Nigerian Red Cross Society

The Nigerian Red Cross Society is working to become financially sustainable.

In 2019 it received a Bridge to develop a business plan for first aid.

This was followed in 2021 by an Accelerator, supplying CHF 450,000 for a 3-year endeavour. This has three main pillars. One is to create a commercial first aid team in which trained instructors work alongside sales and marketing professionals to generate income. Alongside this, the National Society is developing corporate fundraising programmes and developing its property portfolio.

Building financial sustainability through innovative income generation

With NSIA's help, many Red Cross and Red Crescent National Societies have developed new income streams. By generating more of their own income, they become more financially sustainable and autonomous.

One common practice is to upgrade and professionalise commercial first aid. By doing so, National Societies can both serve their humanitarian purpose and bolster their own finances.

This is the basis of the **Armenian Red Cross Society**'s (ARCS) ongoing Accelerator. In 2021 the ARCS secured CHF 600,000 of funding for five years. It is establishing a nationwide first aid training and service system. This serves a major need: first aid is not a common skill in Armenia and many people hold false beliefs about how to help people in medical

distress. Furthermore, first aid is not currently regulated, so anyone can become an instructor. Fortunately, the ARCS is already the most well-known source of first aid information in Armenia. Using NSIA's funding, it is undertaking a multi-pronged initiative to expand and improve its first aid provision. It has begun establishing new first aid centres and training new instructors. Furthermore, it is developing paid training systems, and preparing to produce and sell first aid kits.

The Myanmar Red Cross Society's (MRCS) project also centres on first aid. The MRCS received a Bridge of CHF 49,755 in 2021. The National Society operates in a challenging environment: the people of Myanmar are exposed to conflict and vulnerable to natural disasters, and often lack access to essential services like health. Consequently, it had already

NSIA is tackling an overlooked problem in the humanitarian system. Many local actors cannot access funds to become sustainable and well-functioning organizations, even though doing so would make them far more effective. By providing these funds, NSIA has the potential to significantly increase the capacities of Red Cross and Red Crescent National Societies. We hope that other donors will follow our example and invest more into the basic needs of National Societies, through the various pooled funds we have."

Frank Mohrhauer

Director, National Society Development Services, IFRC

scaled up its first aid programmes. It is now using its NSIA funding to decentralise its first aid provision to its branches. In doing so it has faced difficulties, including restrictions on banking that made it difficult to recruit suppliers, and peaks of COVID-19. Nevertheless the initiative is underway.

Similarly, the **Uganda Red Cross Society** (URCS) is working to strengthen its commercial first aid and ambulance services. Using CHF 600,000 over 4 years, URCS is pursuing three objectives. First, it is improving its first aid training offer, both online and at its headquarters. Volunteers have been trained and supplied with uniforms and identity cards. Second, it is establishing a high-quality first aid shop that will bolster its finances. Sales and marketing staff have been recruited, and the National Society reports a detectable increase in revenue. Finally, it is upgrading its commercially-run first aid and ambulance service.

Other National Societies have found alternative sources of income. The **Red Cross Society of Georgia** (RCSG) is engaged in a 5-year endeavour to set up a hand sanitiser production plant. Sales of the sanitiser will generate sustainable income. Already the RCSG has purchased a plot of land in the Gardabani district and drafted company statutes. It has since begun sourcing offers for equipment and for the design of the building. The aim is for production and sales to begin by the end of 2023.

The Malawi Red Cross Society (MRCS) is taking a different approach: constructing a new office building for its headquarters, parts of which will be rented commercially. The MRCS is on its third round of NSIA funding. In 2019 it received a Bridge to develop an investment plan. This was followed in 2021 by a second Bridge to develop a plan for construction of an office block. The third funding block was an Accelerator in 2022, to cover the construction itself. The project is still in its early stages and is due to take 2 years.



In some cases, National Societies have combined several income generation activities. The Nigerian Red Cross Society (NRCS) obtained an Accelerator worth CHF 450,000 over three years in 2021. The funding is supporting the National Society as it undertakes an income generation initiative with three pillars. The first is workplace first aid, targeting customers with high earning potential. As of February 2023, the NRCS has trained over 1,100 people in workplace first aid, produced 400 first aid kits, and developed a corporate identity and website for its workplace first aid endeavour. Second, the NRCS is expanding its donor base by recruiting both corporate and individual donors, notably via a membership scheme. Third, the NRCS is developing its property portfolio. The National Society owns many properties around the country and plans to rent some of the sites to commercial users. This multistranded approach promises to significantly improve the NRCS's financial sustainability.



Why the Norwegian Red Cross supports NSIA

The Norwegian Red Cross has been donating to NSIA since 2021. Much of the money ultimately comes from the Norwegian Agency for Development Cooperation (Norad), a major funder of development. Norad is a directorate of Norway's Ministry for Foreign Affairs (MoFA). The Norwegian Red Cross also contributes some of its own money.

NSIA is a good fit because the Norwegian Red Cross has a strong focus on supporting the organisational development of its fellow Red Cross Red Crescent National Societies, explains Carina Wint, senior adviser for editing and reporting at the Norwegian Red Cross. The better a National Society's systems, the more sustainable its operations. Financial independence is key to effective humanitarian action, she says. In this way, NSIA complements existing projects co-funded by Norad in Colombia, Lebanon and Nigeria.

In addition, NSIA is open to National Societies anywhere in the world that are operating in fragile settings. "It has global reach," says Wint. This means NSIA has the further advantage of encouraging knowledge sharing and peer-to-peer learning, enabling National Societies to develop their own leadership skills by learning from others.

Finally, NSIA delivers. "NSIA's stellar results year on year and the two-tier financing approach make it very attractive to donors," says Wint.

Making the best of volunteers

Several Red Cross and Red Crescent National Societies have improved their volunteer management using NSIA support.

One such National Society is the **Red Cross Society of Niger** (RCSN). Niger faces multiple humanitarian issues, ranging from hunger and malnutrition to epidemics and droughts. In 2021, an estimated 3.8 million people needed humanitarian assistance. In response, the RCSN is engaged in many initiatives, tackling priority concerns like food security, livelihoods, protection, health and water, hygiene and sanitation.

To succeed, the National Society needs to overcome organisational challenges. It has many well-trained and enthusiastic volunteers, but needs to make better use of their skills. It obtained Bridge funding from NSIA in 2021 to develop a humanitarian response plan. This covers a number of activities: notably, an assessment of the needs of internally displaced persons in Niger, and development of income generation activities for several branches.

A key plank of the strategy is improving the management of volunteers – especially around first aid, a hallmark of the RCSN. "They already issued minimum standards, but need to reinforce standards around volunteers and first aid," says Ibrahim Sidi, project manager. "We also carried out an activity to popularize the IFRC Volunteering Policy and the RCSN Code of Conduct."

The Bridge funding is part of RCSN's strategic plan for 2022-2025, says Sidi. The overall aim is to reinforce the RCSN's capacities. "It is a long journey" he says. At time of writing, RCSN was writing a final report on the Bridge and preparing an application for an Accelerator.

Elsewhere, the **Ethiopian Red Cross Society** (ERCS) obtained Bridge funding in 2021 for an initiative focused on recruiting and engaging members and volunteers. The ERCS set out to broaden its base of members and volunteers, and to integrate them more closely into its operations. As part of this, the ERCS is developing a database of members and volunteers. It has also trained 46 staff and volunteers in database use. Alongside this ongoing IT project, the ERCS has conducted workshops to engage volunteers and members with its plans, and provided capacity-building training to both staff and volunteers.

Niger is facing multiple humanitarian issues like malnutrition, hunger, epidemics, droughts... NSIA was the beginning of the solution of this problem because it reinforces the National Societies."

Ibrahim Sidi

Project manager, Red Cross Society of Niger



Improving National Society governance

For any organisation to achieve its aims sustainably, it must have well-functioning governance. That includes strong codes of conduct for staff and volunteers, which can be enforced. It also entails systems for Planning, Monitoring, Evaluation and Reporting (PMER), to find out whether initiatives have succeeded and if not what lessons can be learned.

The Mexican Red Cross (MRC) received CHF 239,758 of Accelerator funding in 2020, to develop its institutional capacities. The initiative has two streams. First, the MRC is building an internal assessment system to achieve continuous improvement in services. It has created a system of indicators to track performance, and is developing a technological platform to enable the tracking. Alongside this, the National Society is hiring personnel to run the PMER system, and training other key personnel to work with it. The aim is "to generate an institutional culture of continuous improvement". Meanwhile, the second stream of the NSIA-funded initiative focuses on knowledge transfer. The MRC is holding seminars to improve governance and other administrative processes in its subsidiaries.

The Namibia Red Cross (NRC) has also successfully completed an initiative focused on governance. It received NSIA funding in 2019. The NRC had been labouring under institutional constraints related to governance, human resources and project management. It also had funding and financial issues dating back several years. In response, it elected and trained new boards at the regional and national level, and reviewed all staff policies. Job descriptions were clarified and a performance management system implemented. Furthermore, the NRC set up a financial monitoring system and hired a finance and operations manager.



NSIA Appeal 2023

In 2023 the IFRC and ICRC are appealing for CHF 9 Million in support to the NSIA. The NSIA continues to require significant and sustained support from partners, because National Societies in fragile contexts are facing ever growing challenges. Only then can it fulfil its potential as a robust, cost-effective Movement-wide funding mechanism to promote and support National Societies' sustainable development.

NSIA aims to increase the impact of National Societies operating in some of the world's most challenging contexts. Financial contributions to the NSIA result in direct, meaningful support to National Societies operating in fragile contexts. While National Societies are among the most effective local actors in the world, those in fragile contexts often struggle to develop core capacities that contribute to their financial sustainability, reducing their effectiveness. NSIA funding provides a unique opportunity for these National Societies to develop and to become more effective and relevant humanitarian actors. Specifically, support to the NSIA from partners will help the National Societies achieve the following:

- increase the impact of humanitarian services;
- enhance and secure their capacity for the rapid and sustained delivery
 of relevant humanitarian services in complex emergencies, protracted
 crises and fragile contexts at the national and local level;
- increase institutional learning and knowledge- sharing, contributing to coherent and coordinated National Society Development across the Movement, under the coordination of the IFRC; and
- continue serving local communities, while increasing their resilience and reinforcing their auxiliary role to their public authorities.

In the current appeal, over 90% of requested funds will flow directly to National Societies for implementation. A small percentage of the funds will be used to support the NSIA Office, which manages the day-to-day operations of the fund. The Office ensures the quality of the applications and selection process, manages the portfolio, and establishes the highest standard of risk management and controls in line with international accounting standards.

The NSIA has received generous support from four governments (Switzerland, the United States, Canada and Norway) and two Red Cross and Red Crescent National Societies (NorCross and the Netherlands Red Cross). Their backing has enabled NSIA to prove its value to National Societies. Now NSIA is expanding its activities.

We call on partners to provide the additional financial support needed to grow this approach to enhancing local capacity. By working together we can deliver on commitments made as part of the Grand Bargain. We can provide predictable support for the development of local humanitarian actors, and enhance the capacities of responders in some of the world's most challenging contexts.

The NSIA's funding to National Societies is complementary to the ongoing core development and operational funds of the IFRC and ICRC. Contributions should constitute new, additional funding. They should not compromise existing donor and partner support to the Movement's work. Donors will receive annual reports from NSIA, in the second quarter, on the previous year's activities. The reports focus on demonstrating the impact of investments over time.

Interview with Nicole Ruder

Ambassador and Head of Division, Multilateral Affairs and NGOs at the Federal Department of Foreign Affairs (FDFA), Swiss Agency for Development and Cooperation (SDC)

What are the factors that make NSIA a good donor opportunity?

Today, in a humanitarian landscape characterized by increasing complexity and an explosion of humanitarian needs, it is all the more important that we can rely on strong and effective locally rooted actors such as National Societies to address all these challenges. In fact, local actors are often the best placed to intervene after disaster or a crisis.

Since its inception phase in 2016, Switzerland has been a strong and long-standing supporter of the National Society Investment Alliance. I myself am a big fan of how the NSIA mechanism works: it really manages to strengthen the capacity of National Societies to respond before, during and after natural disasters, armed conflicts and other crises. It also gives funding partners like Switzerland the opportunity to directly support National Societies.

In particular, which of your goals/objectives does it serve?

As former co-leader - with the IFRC - of the Grand Bargain's localization workstream, Switzerland has a responsibility and the willingness to promote and help develop innovative instruments such as the NSIA. We need to lift the localization commitments made by the Grand Bargain signatories off the paper and translate them into reality. Strengthening local humanitarian actors like National Societies is one of our key priorities and we are convinced that through supporting NSIA, we can come closer to the commitments of the Grand Bargain.

More generally, Switzerland would like to see a strong Red Cross and Red Crescent Movement. NSIA is the glue that can strengthen the Movement but also make it more resilient. Through NSIA movement partners, the ICRC, the IFRC and the

National Societies coordinate their responses in a collaborative, inclusive and mutually supportive manner. This is much in line with the Sevilla Agreement 2.0.

Speaking of "innovative instrument", what makes NSIA different from other capacity building instrument?

National Societies operating in the most fragile contexts do not necessarily have the luxury of investing their resources in their own development, but must rather focus on their operational response. NSIA has been specifically designed for National Societies operating in those most fragile contexts and offers a significant level of flexibility and predictability because of its long-term, multi-year logic. This makes it indeed different from many other existing instruments.

How would you like to see NSIA develop in the longer term, e.g. until 2030?

We welcome the fact that local action will be one of the three key pillars of the 34th Conference of the Red Cross and Red Crescent to be held in Geneva in October 2024. Switzerland will continue to support the NSIA and all initiatives that contribute to strengthening the response capacities of National Societies worldwide. I would love to see them having the resources and capacities they need to do what their very purpose is: helping their own communities in a situation of crisis – quickly and effectively.

Switzerland is proud to have contributed over 4 million Swiss francs since 2016 and has committed to an additional 2 million in 2023 and 2024. We call on other donors to join NSIA and thus strengthen the National Societies and with that the entire Red Cross and Red Crescent Movement.



Appendix: Finances and other data

The NSIA operates in accordance with the International Financial Reporting Standards (IFRS). NSIA finances are transparent, and its accountability mechanisms clearly defined. Specific rules, such as use of the funds,

eligible expenses and financial capacity review and risk assessment requirements prior to investment have been developed and are outlined to National Societies in the Guidelines to Applicants.

Income

INCOME IN 2022	CHF	DONOR'S CURRENCY
Canadian Government (via ICRC)	368,767	CAD 500,000
Norwegian Government (via NorCross)	152,229	NOK 1,550,000
US Government	986,124	USD 1,000,000
Netherlands RC	786,587	EUR 798,750
Returns of unused funds during 2022	2,387	
Forex difference on unpaid pledges	10,611	
Total income in 2022	2,306,705	
Swiss Government (2022 budget, recorded in 2021)	1,000,000	
Available balance from previous year	690,872	
Total Income	3,997,577	

Allocations and expenses

ALLOCATIONS TO NATIONAL SOCIETY INVESTMENTS (2022)	СНІ
Allocations - Bridge Grants*	
Nicaragua	53,250
Libya	53,250
Indonesia	52,009
Panama	53,250
Palestine	53,690
Liberia	53,250
Rwanda	53,250
Sierra Leone	53,250
Guinea	53,250
Benin	53,250
Jordan	53,250
Iraqi	53,250
Mali	53,250
Democratic Republic of the Congo	53,250
Total Allocations - Bridge Grants	744,700
Allocations - Accelerator Grants*	
Kenya	644,91
Burundi	1,057,01
Malawi	1,064,96
Russia	439,84
Syria	690,425
Zambia	366,30
Total Allocations - Accelerator Grants	4,263,468
Total Allocations to National Societies 2022	5,008,174
OTHER ALLOCATIONS - GENERAL EXPENSES (2022)	CHF
Fund Management	267,844
Total Allocations - Fund Management	267,844

 $^{^*\} National\ Society\ grant\ amount\ is\ made\ of\ National\ Society\ allocation\ plus\ IFRC\ indirect\ cost\ recoveries\ at\ 6.5\ per\ cent.$

Previous years allocations

PREVIOUS YEARS' ALLOCATIONS INCLUDING IFRC INDIRECT COST F	RECOVERIES CHF
2019	
Bridges	423,119
Accelerators	1,143,035
Total 2019	1,566,154
2020	
Bridges	156,875
Accelerators	1,541,415
Total 2020	1,698,290
2021	
Bridges	286,240
Accelerators	1,757,250
Total 2021	2,043,490
Allocations to National Societies 2019/2021	5,307,934
Total allocations to National Societies 2019/2022	10,316,108

List of NSIA Accelerators

	NATIONAL SOCIETY	TITLE	NSIA Allocation (CHF)
2019	Lebanese Red Cross	LRC to achieve its sustainability objective	705,000
	Ukrainian Red Cross Society	Development of the URCS' Resource Mobilization strategy and systems	368,272
2020	Colombian Red Cross Society	Together for a sustainable Red Cross and innovation, transforming communities	240'000
	Red Cross of Georgia	Emerging Financially Sustainable and Resourceful National Society	567'580
	Mexican Red Cross	Development of Institutional Capacities	239'758
	Somali Red Crescent Society	Mogadishu Coordination Office Building	400,000
2021	Armenian Red Cross Society	Establishment of the nationwide first aid training and service system	600,000
	Nigerian Red Cross Society	Building Sustainable Resource Mobilization for Nigerian Red Cross Society	450,000
	Uganda Red Cross Society	Sustaining Commercial First Aid & Ambulance Services of Uganda Red Cross Society	600,000
	Burundi Red Cross	The NS capacity building for strengthening the road security by promoting the first aids in public transport	992,500
	Kenya Red Cross Society	Expansion of the Thread and Ink Textile production centre towards strengthened NS financial sustainability	605,556
2022	Malawi Red Cross Society	Blantyre Office Complex Construction	999,963
	Russian Red Cross Society	Resource Mobilization Development	413,000
	Syrian Arab Red Crescent	Strong Branches make SARC Stronger and More Sustainable	648,286
	Zambia Red Cross Society	Income Generation Capacity Enhancement	343,950

Abbreviations

CBF: Capacity Building Fund ESF: Empress Shôken Fund

ICRC: International Committee of the Red Cross

IFRC: International Federation of Red Cross and Red Crescent Societies

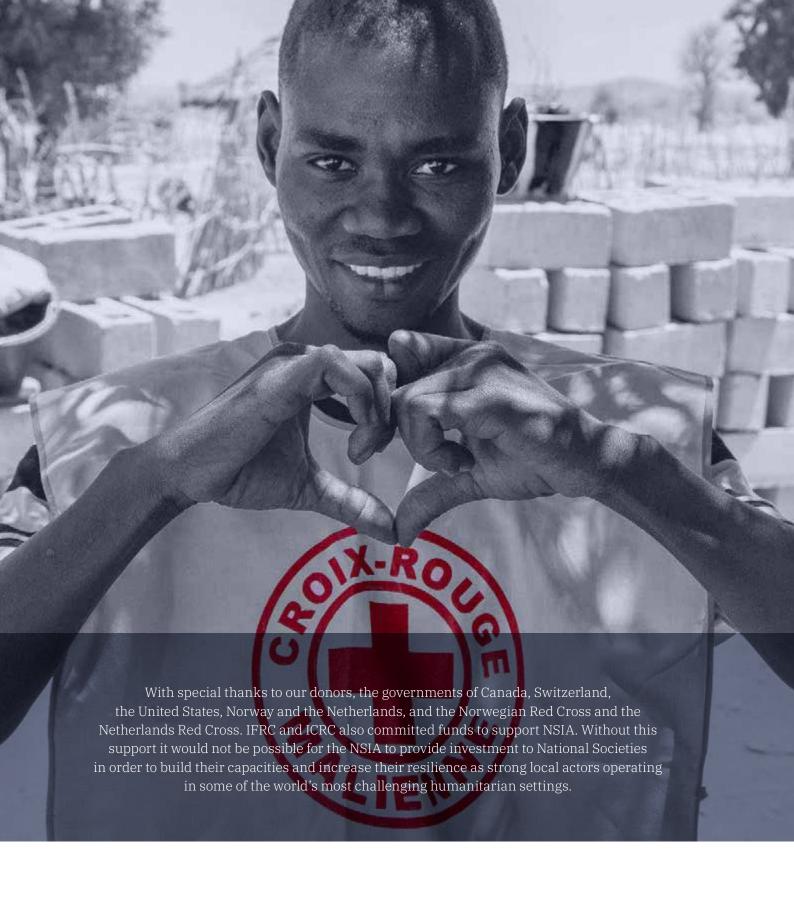
MENA: Middle East and North Africa NSD: National Society Development

NSIA: National Society Investment Alliance

PNS: Participating National Society RCRC: Red Cross Red Crescent

4th cover image:

April 2019, Kayes - Mali, Mali Red Cross volunteers.





Gouvernement du Canada





Swiss Agency for Development and Cooperation SDC







