



# REGULAR RESOURCES REPORT 2022

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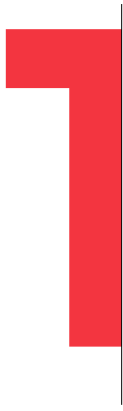
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## MESSAGE FROM THE SECRETARY GENERAL

For the first time, in addition to the IFRC's Global Annual Report, for 2022 we have prepared a special Annual Report on Regular Resources, which I am very pleased to now share with you.

Regular resources are critical to the IFRC's work. They are used to fund key functions of the IFRC – at global, regional and country levels – to ensure a permanent, predictable and long-term presence to support our 192 member National Societies, and to ensure fast scale up when a disaster occurs.

Regular resources enable the IFRC to deliver on its core mandate: to strengthen strategic and operational coordination, improving delivery of our humanitarian response; to scale up our investment in National Society development; and to represent our membership through purposeful high-level humanitarian diplomacy, to mobilize support for our actions and position the IFRC network as a key partner of choice and a leading voice on localization of humanitarian assistance. These are underpinned by our commitment to accountability and agility, enabling us to best serve those in need.

We must ensure that each of our 192 National Societies has the resources, the capacities and the systems to be strong, independent, trusted, and accountable local actors, to respond to the ever-growing humanitarian challenges we face. Regular resources are critical in enabling the IFRC to do that.

In 2022, our regular resources income was 113 million Swiss francs, and that funding was crucial in enabling us to raise an additional 1.1 billion Swiss francs, to support the humanitarian work of our member National Societies. This report provides examples of the work carried out with regular resources, and also contains case studies on Afghanistan, the Africa food insecurity crisis, the Americas migration crisis, and the Ukraine and impacted countries crisis. There is also a case study on Türkiye and Syria, showing the importance in regular resources in enabling the IFRC to be ready to respond to the devastating earthquakes which hit Türkiye and Syria in February this year.

For the IFRC, an essential ambition for the future is increasing our investment in regular resources, to better support National Societies in their work. Our ambition is to grow our regular resources income to 150 million Swiss francs per year by 2025.

I would like to take this opportunity, on behalf of our member National Red Cross and Red Crescent Societies, to sincerely thank all our members and partners who made contributions to our regular resources in 2022. Your support was invaluable in enabling the IFRC to deliver on its core mandate, providing essential support to our National Societies, enabling them to scale up their humanitarian response in the world's most vulnerable communities.

**Jagan Chapagain**  
**Secretary General, CEO**

International Federation of Red Cross and Red Crescent Societies

# 2

## INTRODUCTION

**Regular resources are used to fund key functions of the IFRC and as such enable it to provide membership services to multiple National Societies in parallel, and to prioritize developing capacities, where they are most needed.** These resources ensure that the IFRC can play its core roles for its members – strategic and operational coordination, National Society development and humanitarian diplomacy, all underpinned by accountability and agility.

The report contains general information about regular resources, sources of funding for regular resources and use of those resources. It also demonstrates the impact that regular resources had on the work of the IFRC's network in 2022. This includes examples of the contribution and impact of regular resources at global, regional and country levels, profiles of some of the IFRC's heads delegations, and five case studies, one from each region of the world.

# 3

## THE IMPORTANCE OF REGULAR RESOURCES

The IFRC's mandate is to support the work and development of its 192 member National Societies around the world, to represent them and to provide strategic and operational coordination. The size of the IFRC network is our strength and at the same time requires significant and varied support. To live up to the trust National Societies have placed in us, we must be ambitious, focused and work to scale to achieve humanitarian impact. Flexibility in funding to the IFRC is crucial for its ability to play its core functions for its members.

Regular resources consist of statutory contributions (membership fees) from our member National Societies, contributions and donations from partners (mostly state partners), cost recoveries, and other flexible income. In 2022, regular resources income was composed of 45 per cent from cost recoveries, 29 per cent from statutory contributions, 22 per cent from contributions and donations from partners, and 4 per cent from other flexible income.

### **Delivering on the IFRC's core mandate**

Throughout 2022, regular resources were crucial in enabling the IFRC to maintain its structure at global, regional and country levels, to deliver on its core mandate.

*"The IFRC has to be funded in order to be able to carry out its core mandate. We are One IFRC – with structures at global, regional and country levels and a strong field presence, which enables us to provide support to all our member National Societies. We also represent the IFRC network globally and as an international organization, and we are able to secure programmatic funding for our members."*

*"In 2022, with 113 million Swiss francs in regular resources that funded the IFRC's core functions, we were able to raise an additional 1.1 billion Swiss francs that were channelled to our member National Societies for their humanitarian work. Our ambition is to increase regular resources to 150 million Swiss francs per year by 2025, to be able to increase the support to our member National Societies in particular by strengthening our country presence."*

**Nena Stoiljkovic,**

***Under Secretary General for Global Relations,  
Humanitarian Diplomacy and Digitalization, IFRC***

Regular resources are critical for the IFRC to deliver on its core mandate to support our member National Societies, working at global, regional and country levels. This mandate is delivered through the following four core enabling functions:

- 1. 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, grounded in the domestic priorities of each National Society.
- 2. 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.
- 3. 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. The IFRC channels those funds directly to its National Societies, which is in line with the localization agenda and is enabled by our membership nature.
- 4. Accountability:** We are accountable to the people we serve; our donors and supporters; and to our IFRC network, staff and volunteers. The IFRC ensures accountability – operating with integrity in accordance with our Fundamental Principles and in line with 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. We have a critical role in helping National Societies to be more accountable.

**For further details on the core enabling functions, please see IFRC's main global Annual Report for 2022.**

## 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 country level, where 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, with context and risk analysis, to ensure effective organizations and programmes that can better assist at-risk people.
- Integrity strengthening through the inclusion of compliance mechanisms and safeguarding.
- Emergency Appeals to secure international support when needed in response to disasters and crises, so that National Societies can deliver lifesaving services.
- Technical support in emergencies and longer-term 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.

These are only a few of the areas that regular resources contribute to. Regular resources also contribute to humanitarian impact in a less direct way, and through ongoing support to our National Societies, in areas like volunteer management, training for volunteers and leadership, financial management and audits to ensure transparency and accountability, financial sustainability (including capacity for domestic resource mobilization), development of legal frameworks and facilitating access to funding through the IFRC's International Organization status.

Over 80 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 work 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 in the long-term.

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. An example is the way that regular resources enabled the IFRC to realize a partnership with and thus secure DG ECHO Pilot Programmatic Partnership funding to the total amount of 210 million Swiss francs to support 24 National Societies over three years in their humanitarian work.

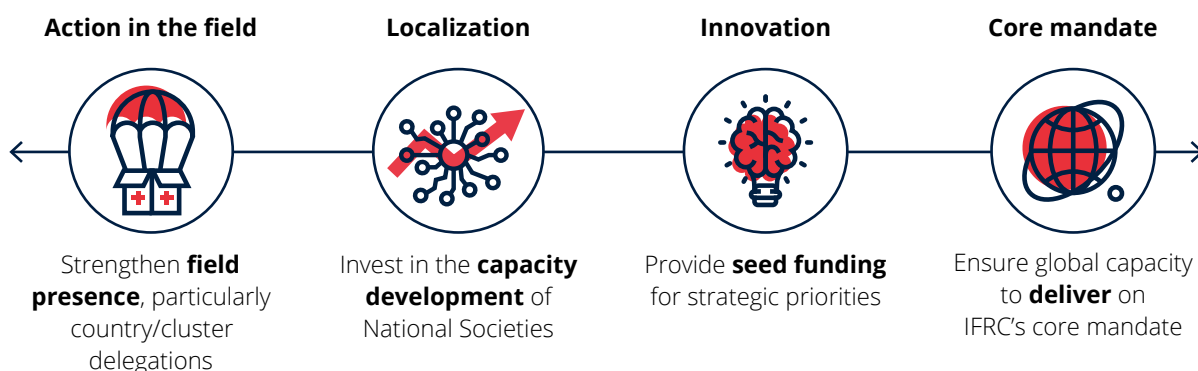
## Allocation of regular resources

The IFRC Secretary General holds decision-making authority in the allocation of regular resources with input from the IFRC's Senior Leadership Team. When considering potential areas for allocation, priority is given to strengthening the IFRC's country presence, National Society development, and enabling implementation of strategic priorities by the National Societies.

The process begins with an analysis of planned and anticipated thematic and emergency work. 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.

After initial allocations are made at the start of the year, there is a regular review process quarterly. Each quarter, the IFRC management reviews spending against the identified priorities, identifies cost savings, and makes decisions on re-allocation of those resources to the changing needs throughout the year. Having the flexibility to reallocate these funds is another reason regular resources are so important. The stated process makes sure that these resources are always used where they are most needed.

### Priorities for allocation of regular resources





# 4

## REGULAR RESOURCES INCOME AND EXPENDITURE

### Income

The regular resources income which the IFRC receives each year comes from three main sources: statutory contributions/membership fees from National Societies, voluntary contributions and donations, and cost recoveries from programmes and operations.

It is important to note that income generated through membership fees is insufficient to cover the support the IFRC provides to National Societies; hence, the IFRC must rely on stable voluntary contributions, today mostly from state partners, to secure sufficient regular resources income to meet needs. Cost recoveries, while intended to continue to grow with our increased ability to fundraise for our member National Societies, are still not sufficient to fully fund the gap.

**In 2022, the total regular resources income received was 113 million Swiss francs:**

Regular resources funding in 2022	CHF millions
<b>Statutory contributions</b> (membership fees from National Societies)	33.1 (29%)
<b>Voluntary contributions and donations</b> (mostly from state partners/donors)	25.1 (22%)
<b>Cost recoveries</b> (include indirect costs recovered from programmes and operations as expenditures are incurred, normally 6.5% of all programmes/operations income)	50.3 (45%)
<b>Other income</b> (consists mainly of realized finance income, including interest on funds held by the IFRC)	4.5 (4%)
<b>TOTAL</b>	<b>113 million</b>

<b>Regular resources voluntary contributions and donations</b>	
<b>Donor Name</b>	<b>Income CHF millions</b>
British Government	9.9
Swiss Government	3.6
Swedish Government	3.5
Hungarian Government	1.1
The Netherlands Red Cross (from Netherlands Government)	1.1
The United Arab Emirates	0.8
Italian Government	0.7
Panama Government	0.7
Irish Government	0.6
New Zealand Government	0.2
Other Donors	0.1
<b>Governments total</b>	<b>22.3</b>
The Netherlands Red Cross	1.0
<b>National Societies total</b>	<b>1.0</b>
Other Donors	0.7
Adobe Systems, Inc.	0.4
Charities Aid Foundation (from Cisco)	0.3
Analog Devices Foundation	0.3
Airbnb, Inc.	0.1
<b>Other Funding Sources total</b>	<b>1.8</b>
<b>Total</b>	<b>25.1</b>

## Expenditure

**In 2022, the IFRC reported a total expenditure of 107.9 million Swiss francs of regular resources.**

These funds were used at global, regional and country levels in support of National Societies. They were utilized to achieve impact in ensuring a sustainable IFRC country, multi-country and regional presence, and supporting National Societies through the core functions of the IFRC as mentioned above. Remaining funds may be added to reserves or invested in capacity building, for example.

**The allocation of regular resources funding for Delegations is essential to ensure that IFRC offices remain operational regardless of fluctuations in project funding. This has been a priority to ensure a permanent, predictable and long-term presence to support National Societies, and to ensure fast scale-up when a disaster occurs.**

The following table details how regular resources were spent in 2022 by area of work. These are the *core* functions of the IFRC in service of its member National Societies. They are carried out at headquarters, regional and country-level, in close coordination with National Societies. These functions directly contribute to National Societies' ability to deliver services and to develop as effective and accountable local organizations.

<b>Regular resources expenditure by function</b>	
<b>Function</b>	<b>Expenditure CHF millions</b>
Administrative Management	2.7
Communications	5.0
Corporate Services	1.1
Delegation Management	13.9
Digital Transformation	10.3
Disasters and Climate Crises	7.1
Financial Management	7.2
Global Management	5.3
Governance	2.2
Governance Support	2.1
Health and Care	3.6
Humanitarian Diplomacy	2.9
Human Resources Management	5.0
Inclusion Protection and Engagement	1.0
Internal Audit and Investigations	2.1
Legal	1.9
Membership Services and Movement Coordination	2.1
National Society Development	3.7
Others	6.0
Partnerships and Resource Development	5.2
Planning and Reporting	3.0
Regional Management	4.2
Security	1.1
Supply Chain Management	9.3
<b>Total</b>	<b>107.9</b>

The IFRC has **doubled allocations at country level** since 2020, increasing from 7 million Swiss francs in 2020 to 14 million Swiss francs in 2022. In 2020, not every delegation received funding from regular resources. In 2021, all heads of delegation were covered by regular resources, and in 2022, all heads of delegation, plus an average of one national staff per delegation, were covered (usually a National Society development officer or operations coordinator).

The IFRC's digital transformation work had 10.3 million Swiss francs in regular resources expenditure. Data and digital tools have real and significant impact on our ability to serve the most vulnerable. The IFRC network aims to use data and digital tools to deliver humanitarian services faster, at larger scale, with higher quality and greater relevance to people in need. Regular resources are crucial to increasing access to tools and building the capacity of National Societies to effectively use data and digital solutions in their work, for the benefit of the most vulnerable.

# 5

## IMPACT OF REGULAR RESOURCES FOR THE IFRC'S WORK IN SUPPORT OF NATIONAL SOCIETIES

**This section provides global, regional and country level examples of work that was carried out in 2022, to show how regular resources contributed to impact, with IFRC support, its member National Societies in strengthening their humanitarian activities.**

The examples are structured by IFRC's four enabling functions: (1) Strategic and operational coordination; (2) National Society development; (3) Humanitarian diplomacy; and (4) Accountability (accountability being cross-cutting). Regular resources complement programmatic funding, and the complementarity enables the IFRC to support National Societies across the breadth of their work, and to support their development as strong local actors.

**In 2022, all the IFRC's 49 heads of country and cluster delegations were funded from regular resources, supporting National Societies around the world.**

### 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, increasing effectiveness and efficiency. At all times, it is fundamental in grounding support in National Society priorities, linked to Strategy 2030 and contributing to the SDGs and global agendas.**

#### Strategic planning

In 2022, a major initiative, funded by regular resources, was the development of the IFRC's new unified planning process, improving coordination and accountability. The 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 complete view of the IFRC network's actions in a given context. Unified plans also contain a multiyear perspective with clear priorities and objectives for support. They will help the network to improve coordination for assistance to host National Societies, increasing effectiveness and accountability to our members, partners and local communities.

#### Emergency operations coordination

The Operations Coordination Department links local to global work, with two operations coordinator in Geneva fully funded by regular resources, and provides strategic and operational leadership in medium and large-scale emergency operations. At regional level, at least two operations positions support emergency response coordination.

In 2022, there were three deployments of Heads of Emergency Operations, also funded by regular resources, in operational leadership functions in major emergency responses: the Ukraine and Impacted Countries Crisis, the Africa Food Insecurity Crisis, and the Pakistan floods. Support was also provided for operations management training in Regional Offices.

## Migration and displacement

The IFRC continued to support National Societies to develop humanitarian service points to ensure that migrants receive dignified services. This implies coordination of programmatic support and ensuring Movement coherence. Movement-wide bodies provide leadership, coordination and development of technical guidance. These included the Migration Call for Support and coordination in the Migration Leadership Group, Global Migration Task Force, and the Movement Reference Group on Internal Displacement. The IFRC laid the groundwork for the adoption of a Council of Delegates Resolution with *Towards a Movement Strategy on Migration*. This strategy brings the components of the Movement together to ensure strong, coordinated and coherent Movement action that focuses on the most pressing migration challenges, supporting National Societies around the world to strengthen their humanitarian assistance to migrants.

## Shelter

In 2022, the IFRC coordinated the preparation, advocacy and adoption of the Red Cross Red Crescent Council of Delegates Resolution on *Strengthening the resilience of urban communities – our way forward*. This led to the endorsement of National Society urban shelter champions and unanimous consensus on the need to grow the Movement's urban shelter ambitions.

## Cash and voucher assistance

In 2022, further milestones were achieved in expanding cash and voucher assistance in humanitarian programmes. The IFRC's investment in a global framework agreement with RedRose enabled a growing number of National Societies to access data management and cash payment services. The framework agreement was an essential building block that enabled the development of a self-registration app in Ukraine and Impacted Countries Crisis response, a game-changing service that enables National Societies to rapidly launch new cash assistance programmes. The IFRC continues to provide support in its largest cash programme, the ESSN programme in Türkiye Regular resources also enabled the IFRC to invest in cash innovation, for example, on the use of digital ID to reach marginalized communities without formal ID, and working to connect and streamline cash services through enhanced data interoperability between humanitarian agencies.

## Epidemic and pandemic preparedness

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. In 2022, regular resources allowed the IFRC to work with National Societies on initiatives related to community and institutional epidemic preparedness, immunization for COVID-19 and other vaccine-preventable diseases, the provision of water sanitation and hygiene facilities, community-based surveillance, and community engagement and accountability.

## Disaster risk reduction

To support National Societies to improve community resilience, in 2022, the IFRC developed a *Framework for Community Resilience*, as well as a guide for its operationalization, the *Road Map to Community Resilience*. It also developed the Community Resilience Measurement Dashboard, a tool to measure Enhanced Vulnerability and Capacity Assessments, a community assessment tool for National Societies. Various materials to support its roll-out were developed, including a training of trainers' manual, interactive videos, case studies, data extraction and visualization, and training workshops for National Societies on community resilience were supported.

## Action in the field

### Africa

In 2022, regular resources contributed to the core structure of the Harare Delegation – which covers Malawi, Zambia and Zimbabwe – enabling the IFRC to deliver a more consistent support in operations, which enhanced the National Societies' reach and relevance in their communities, with an overall improvement in quality of their response to vulnerabilities. In addition, this has allowed investment in longer-term support on key membership services and National Society development activities. This sustained investment has made the Delegation more agile and efficient, in the spirit of the IFRC's *Agenda for Renewal*.

### Americas

A major initiative for the IFRC which started in 2021, and got fully underway in 2022, was the IFRC – DG ECHO Pilot Programmatic Partnership, providing long-term three-year support to 24 National Societies around the world. IFRC's Regional Offices and Delegations (with key positions funded by regular resources) played a key role in the coordination of the programmes. In the Americas, the IFRC provided guidance and support to the Panama Red Cross within the framework of the DG ECHO Pilot Programmatic Partnership. The IFRC held a leadership role and worked together with the National Society at country and regional levels, providing programmatic support to increase the National Society's capacities in migration response, disaster risk management, risk communications, community engagement and accountability. The Panama Red Cross reached more than 16,300 vulnerable persons on the move, with the support of funding through this partnership.

### Asia Pacific

In 2022, the IFRC provided technical reviews of Disaster Response Emergency Fund applications, organized staff for deployment, and tracked critical operational information on emergency contexts. It mobilized resources, including for assessments, for example a large survey of the humanitarian impact of the economic crisis in Sri Lanka.

### Europe

Strategic and operational coordination plays a pivotal role in ensuring the effective humanitarian work of National Societies. In 2022, in South Caucasus (Armenia, Azerbaijan and Georgia), the IFRC was actively engaged in promoting coordination efforts to address the complex humanitarian needs, especially in the context where protracted conflicts, displacement, and socio-economic disparities persist. The humanitarian challenges in the South Caucasus demand a cohesive and comprehensive approach, and strategic coordination acts as a catalyst for collaboration among various stakeholders. The IFRC, alongside National Societies, governments, and other humanitarian partners, actively engages in strategic coordination to ensure that relief efforts are well-coordinated and effectively address the diverse needs of the affected populations. By fostering dialogue and cooperation, strategic coordination helps avoid duplication of efforts and maximizes the impact of humanitarian interventions in the region.

### Middle East and North Africa

In 2022, the IFRC's New Way of Working (New WoW) initiative enabled the IFRC and its membership to support the Yemen Red Crescent Society in the development of a multi-year IFRC network country plan, ensuring that Yemen Red Crescent was at the centre and in the lead. The plan illustrated the real footprint for the IFRC network's support to the Yemen Red Crescent Society. The joint planning helped the National Society to better understand and plan for response to current humanitarian needs, rather than being driven by donor priorities. The role of the IFRC in coordinating the DG ECHO Pilot Programmatic Partnership funding in Yemen was central; it facilitated the access of the Yemen Red Crescent Society to multi-year funding in a transparent way, and placed the National Society at the centre of planning and coordination, supported by the IFRC team, while building on the technical strengths of the member EU National Societies involved in its implementation.

## PROFILE

### RUBEN ROMERO HEAD OF DELEGATION FOR ANDEAN COUNTRIES, LIMA



Ruben has been Head of the Cluster Delegation for Andean countries for two years. A Spanish national, he has worked for the Red Cross Red Crescent Movement for 25 years; for the Spanish Red Cross and the IFRC in 40 countries, including Colombia, Haiti, Pakistan, Philippines and Yemen.

The Andean Cluster Delegation supports four National Societies: the Bolivian Red Cross, Colombian Red Cross, Ecuadorian Red Cross and Peruvian Red Cross, all with very varying capacities. The delegation has 41 staff; one international and 40 national, based across the four countries, of which four are covered by regular resources (Head of Delegation, National Society Development Coordinator and two Programme Coordinators). The countries face a variety of natural disasters, including earthquakes, floods and droughts, and face the challenges of migration, civil unrest, and internal conflict, as in Colombia.

Ruben sees one of his principal roles as ensuring efficient and effective strategic, operational and technical coordination, to ensure the National Societies have quality programmes with the greatest possible impact on communities in need. This includes ensuring IFRC membership and Movement coordination mechanisms are in place in each country, addressing strategic, operational and technical matters, towards a harmonized vision and mission. An important achievement in 2022 was working with each National Society on the development of the One Unified Country Plan, ensuring that support from partners is aligned to the National Society's strategic priorities, maximizing capacities and resources.

Humanitarian diplomacy is also critical, ensuring the positioning of National Societies in their domestic contexts, facilitating their involvement in international platforms and initiatives, regionally and globally, and contacts with key donors/partners. In National Society development, providing tailor-made support to each National Society, including legal support in updating their statutes and strengthening leadership capacities, and in accountability, the promotion of integrity policies and quality assurance, are all important.

***As Ruben says: "Regular resources make a big difference, enabling the IFRC to ensure an efficient and stable structure, to provide long-term predictable support to National Societies in the core inter-related enabling functions of strategic and operational coordination, National Society development, humanitarian diplomacy and accountability. This is essential for the IFRC to be able to fulfil its institutional commitments to our member National Societies, so that they can access the support they need to become stronger National Societies".***

## PROFILE

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### MERCY LAKER HEAD OF CLUSTER DELEGATION FOR DRC, CONGO, RWANDA AND BURUNDI

Mercy has been Head of the Delegation for one year. A national of Uganda, Mercy has more than 20 years of humanitarian experience in Africa, and this is her first IFRC position.

The Kinshasa Country Cluster Delegation covers four countries: Burundi, Democratic Republic of Congo, Republic of Congo, and Rwanda, and has 45 staff; eight international and 37 national, of which three (Head of Delegation, National Society Development Officer and Humanitarian Development/Programme Officer Burundi) are covered by regular resources. DRC is the most fragile of the four countries.

Mercy sees strategic and operational coordination as the most important part of her role. In 2022, a major achievement was supporting the unified planning process in all four countries. The process, led by the National Society in each country, involved working collectively with participating National Societies, to agree on strategic priorities for each country. As Mercy says, ‘the unified plans set a solid reference yardstick for both internal and external coordination’.

Mercy ensured that Movement strategic coordination continues, through monthly meetings in DRC and the Republic of Congo, and quarterly meetings in Rwanda and Burundi. Other meetings include quarterly National Society leadership meetings for Secretaries General and Presidents, and annual experience exchange meetings, semi-annual Participating National Society briefings, and thematic technical and operational communities of practice. These meetings are invaluable tools for exchanging lessons, opportunities and challenges (for example, on income generation and fleet management). In addition, the Delegation has also effectively coordinated peer-to-peer organizational development support, collective resource mobilization efforts, and disaster response funding and deployments.

Coordinating strategic external engagement with government ministries, UN agencies, donor embassies and other partners has been key among her priorities, too. This has enabled her to promote the collective work of all network members and forge strategic partnerships.

***As Mercy says, “Regular resources are crucial in enabling us to implement our core mandate of supporting our member National Societies. They enable me to be flexible by supporting immediate humanitarian needs while keeping a critical long-term strategic perspective on National Society development. They are also crucial in supporting the work of the IFRC’s Geneva and Regional Offices, which operate without boundaries, providing critical additional support and resources for our work”.***



## PROFILE

### MARISSA SOBERANIS HEAD OF DELEGATION VENEZUELA



Marissa has worked in the IFRC's Country Delegation for Venezuela for the past five years as Operations Coordinator, and Head of Delegation since August 2021. A national of Guatemala, she has worked for the IFRC network and in the humanitarian sector for more than 20 years.

Venezuela continues to face a prolonged socio-economic crisis, and humanitarian needs have remained significant. The Venezuelan Red Cross Society, with 41 branches, 1,600 staff and more than 4,700 volunteers, is one of the leading humanitarian organizations in Venezuela, well respected and trusted, and with access to communities across the whole country.

In 2022, the IFRC's Country Delegation had 26 staff; ten international and 16 national, of which two, the Head of Delegation and the National Society Development membership coordinator, were funded from regular resources. Marissa defines her main role as "to ensure the effectiveness of all assistance to the National Society, and importantly to protect and advocate for respect of the Fundamental Principles of impartiality, neutrality and independence".

The primary focus of Marissa's work in 2022 was strategic and operational coordination, though support in National Society development, humanitarian diplomacy and accountability were also important. Ensuring ongoing effective coordination, working with the Venezuelan Red Cross Society, the ICRC and participating National Societies, has been very important. A big achievement in 2022 was working together in the collective development of the One Unified Plan, ensuring the harmonization of all the network's support to the National Society, to strengthen the National Society's structures and the delivery of programmes. Providing strategic, operational, and technical guidance to the National Society was always important. Additionally, coordination with external partners, and advocacy to keep the humanitarian needs high on the agenda was also an important role of the Head of Delegation.

***As Marissa says, "Having regular resources to keep a minimal structure in place has made a huge difference in our ability to provide continued support to the Venezuelan Red Cross Society in difficult times".***

## PROFILE

### DR GHULAM MUHAMMAD AWAN HEAD OF CLUSTER DELEGATION FOR SIERRA LEONE, LIBERIA, GUINEA AND GUINEA-BISSAU



Awan has been Head of Delegation since September 2021. A national of Pakistan, he has worked for the network for ten years, with Pakistan Red Crescent Society, including as Secretary General, and with the IFRC, including as Head of Delegation in Papua New Guinea.

The Delegation supports the Sierra Leone Red Cross Society, Liberian Red Cross Society, the Red Cross Society of Guinea and Red Cross Society of Guinea-Bissau. The Delegation has 18 staff (one international and 17 national), of which three are covered by regular resources (Head of Delegation, National Society development officer and operations officer). The four countries face various challenges: Sierra Leone and Liberia both suffered years of civil war, and they all face poverty, natural disasters such as floods, and epidemics such as Ebola and COVID-19.

For Awan, his main role is to ensure the IFRC fulfils its core mandate, especially in strategic and operational coordination, but also in humanitarian diplomacy, National Society capacity strengthening, and accountability, all of which are inter-related. In 2022, in strategic and operational coordination, it was important to ensure that coordination mechanisms were in place, for more efficient and effective humanitarian assistance. Additionally, it was important to provide coordination and technical support to the National Societies for them to be involved in IFRC's four Pan-African flagship programmes – the Zero Hunger Initiative, Tree Planting and Care, Red Ready and National Society Development – enabling them to strengthen the impact of their humanitarian work in vulnerable communities.

In Humanitarian diplomacy, working with each National Society to promote their auxiliary role with their governments, supporting them to be involved in national and international development and humanitarian forums, and to develop relationships with UN agencies, embassies, institutions such as the African Development Bank, and the private sector, have been priorities. In National Society development, support in financial sustainability, and good governance and leadership, were the focus last year.

***As Awan says, "Regular resources play a major role; the fact that some core roles in country and country cluster delegations are now covered by regular resources makes a huge difference; it is a huge change, an excellent step, and is essential for the delegations to be successful in their work".***

## National Society Development

**Institutionalizing National Society development within the regular resources of the IFRC guarantees stronger adherence to the commitments of the localization agenda, and to the IFRC's Strategy 2030 and Agenda for Renewal, and hence allowing the IFRC to deliver on its mandate, putting National Societies at the centre of their own development path and contributing to creating efficient, sustainable and accountable local actors.**

### Financial sustainability

The IFRC's increasing focus on financial sustainability is supporting the IFRC 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. In 2022, the IFRC launched its first community of practice on financial development, where in less than three months, more than 600 financial managers of 110 National Societies were sharing and supporting one another to strengthen their financial management capacities and accountability.

### National Society branch development

The IFRC network numbers 197,000 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.

### National Society preparedness: COVID-19 response

In 2022, the IFRC (supported by regular resources) worked on case studies that highlight how National Society preparedness contributed to the COVID-19 response. <https://www.ifrc.org/document/national-societies-preparedness-covid-19-success-stories>. Since the beginning of the outbreak, National Societies have quickly adapted their ways of working, building on local solutions, leveraging their auxiliary role, and striving to meet growing health needs and demands of local communities facing social and economic consequences of the pandemic. In many cases, such consequences have increased and compounded local vulnerabilities caused by climate-related hazards and other crises. These experiences show that a strong preparedness for response mechanism is crucial and will continue to become even more important as we face the global consequences of climate change, the continued impacts of COVID-19 and future global health threats.

### Preparedness for effective response

Having predictable (human) resources and long-term funding helps to have a more robust approach to National Society preparedness, provides continuity to the work we do in preparedness, coordinating with the regions and mobilizing partners, allowing us to reach more National Societies. In 2022, National Societies continued to invest in their local and national preparedness capacities in a systemized way with assistance from the IFRC, through the Preparedness for Effective Response process, which strengthens local preparedness capacities, supporting National Societies to fulfil their auxiliary role. By the end of 2022, 89 National Societies around the world had engaged in the process. A well-prepared National Society with response capacity will be able to implement quality, efficient operations at scale.

## Emergency Operations Centres

In 2022, the Emergency Operations Centres guidance was tested and revised. It advocates that investing in disaster preparedness is worth it – both in terms of human lives saved and economic returns. This included offering the conditions for proper coordination, communication and information sharing to guide decisions.

In addition, a series of National Society Preparedness short videos have been launched, where collaboration between teams has been crucial, including National Society preparedness, health, policy and knowledge development, urban preparedness, community engagement and accountability, and protection gender and inclusion. <https://www.ifrc.org/document/national-societies-preparedness-covid-19-success-stories>.

## Organization of statutory meetings

The IFRC provided the coordination and organization of statutory meetings – the IFRC General Assembly and the Council of Delegates of the Red Cross and Red Crescent Movement were held from 19 to 23 June 2022. These meetings are crucial for setting the direction of the IFRC's work and ensuring that this work is aligned with the needs of vulnerable people and National Societies.

## Strengthening National Society statutes

In 2022, the IFRC supported 35 National Societies to align their Statutes and related regulatory frameworks with the standards of the Guidance on National Society Statutes. Modern, strong and relevant Statutes are essential for a strong National Society, as they enable a National Society to act at all times in line with the Fundamental Principles, to carry out its humanitarian mission and be a credible partner in light of the Localization Agenda and to constantly progress on its development. For example, almost all 13 National Societies from the Pacific have adopted modern good quality Statutes, and in the Europe region, several 'small' National Societies (Monaco Red Cross, Liechtenstein Red Cross, Luxembourg Red Cross) successfully revised their Statutes, which contributed to strengthening their organizations and fulfilment of their missions.

## Supporting National Societies in revision of Red Cross Red Crescent Laws

The IFRC also provided recommendations and suggestions to seven National Societies to revise/draft their current/new Red Cross Red Crescent Laws. The Joint Statutes Commission, together with the IFRC and ICRC, provides support to National Societies to modernize, revise, review and strengthen their Red Cross Red Crescent Laws. Among other examples, the Costa Rica Red Cross became visible during the COVID-19 response through their activities undertaken also on behalf of its public authorities. This contributed to the National Society's awareness that its Red Cross Law should be revised and modernized, and the National Society has been working closely with the Government to develop and adopt a modern Law. Similarly, the Seychelles Red Cross and the Ghana Red Cross undertook revision of their Red Cross Laws using the momentum created by the COVID-19 response.

# Action in the field

## Africa

In Africa, regional and country level National Society development support in 2022 has contributed to better governance and better leadership by exposing leaders to good practices and peer learning. Additionally, it has elevated youth representation within distributed leadership and decision-making contexts, ensuring young people are not only heard but also proactively contribute to the future of their own communities. Regular resources for National Society development have also supported enhanced accountability and integrity, both within the organization as well as towards local communities. National Society development efforts have also led to stronger financial sustainability for some National Societies, thanks to the development of technical skills, better positioning vis-à-vis local authorities by virtue of

their auxiliary role, and wider understanding of how to benefit from untapped local resources. Securing institutional funds for National Society development has therefore a strong long-term impact in National Societies and it allows the IFRC to deliver on one of its core priority mandates.

## Americas

In 2022, the IFRC provided guidance, support and follow up to 12 National Societies in their proposals and successful bids for funding from the IFRC's Capacity Building Fund, to work towards fulfilling their development priorities. The Regional National Society Development Coordinator worked together with National Society development focal points in Delegations to provide a systematic, unified approach to the National Societies in the Americas. This support has been provided to the National Societies of Paraguay, Trinidad and Tobago, Ecuador, Argentina, Belize, Uruguay, Saint Vincent and the Grenadines, Honduras, Colombia, Jamaica and Guatemala. The projects encompass a variety of topics, from financial organizational system improvements, equipment provisioning, branch and service upgrades, financial sustainability initiatives, improved coordination between branches, to digital transformation that will enable stronger, more capable and better prepared National Societies to provide quality services to the communities they serve.

## Asia Pacific

In 2022, the development of National Societies was supported by financial and technical support for preparedness and response, recovery planning, operational support, addressing the needs of populations affected by protracted crises, and promoting sustainable livelihoods. Response training, together with training in cash and voucher assistance, enabled National Societies to respond quickly and effectively to disasters and crises in the Asia Pacific region. The promotion of sustainable recovery also took place through the support to National Societies in the development of comprehensive and long-term recovery plans.

## Europe

A critical element in National Society development is the pursuit of financial sustainability. With growing vulnerabilities throughout the Europe region, it is imperative to ensure that National Societies have the necessary resources to address humanitarian challenges effectively. In 2022, the IFRC worked closely with 20 National Societies to enhance their financial management systems, diversify their funding sources, and promote innovative approaches to resource mobilization. By strengthening financial sustainability, National Societies can better plan and respond to emergencies, ensuring that their operations are not hindered by financial constraints.

## Middle East and North Africa

In 2022, in line with the national strategy towards combating climate change and COP27's youth role for climate action, the Egyptian Red Crescent Society, supported by the IFRC, launched a youth-led innovation programme on climate change, "Climate Change Champions", which empowered young people to take an active role in contributing to their community's welfare and instilled a sense of social responsibility towards climate action. To support financial sustainability, the IFRC helped the Egyptian Red Crescent establish a fundraising strategy that enabled the organization to identify new sources of funding and improve financial planning, ultimately contributing to the sustainability and effectiveness of its humanitarian work. Overall, the collaborations between the IFRC and the Egyptian Red Crescent has demonstrated the power of partnership and cooperation in achieving shared goals and making a meaningful impact on people's lives.

## PROFILE

### NEHAL HEFNY HEAD OF DELEGATION, JORDAN



Nehal has been the IFRC's Head of Delegation in Jordan for two years. An Egyptian national, she has worked for 25 years for the IFRC network; at the Egyptian Red Crescent Society, including as Under Secretary General, and at the IFRC's Regional Office for Middle East and North Africa.

The Jordanian National Red Crescent Society, with ten branches, 210 staff and 4,000 volunteers, is one of the leading humanitarian organizations in the country. The largest humanitarian needs are related to the fact that there are more than three million refugees in Jordan, from Iraq, Palestine, Syria and Yemen. The Country Delegation has seven staff, two of whom are funded by regular resources: the Head of Delegation and the National Society development officer.

Aside from the IFRC's representational role, Nehal sees her most important role as supporting National Society development. In 2022, important achievements included supporting the National Society in the development of its Strategic Plan 2022–2026 and in the strengthening of volunteer management. Linked to accountability, the Delegation facilitated the first training in the region on prevention of fraud and corruption and on integrity policy, for National Society staff at headquarters and branches, and an Integrity Line was established. Linked to strategic and operational coordination, a multi-sectoral needs assessment was carried out and shared with partners, and regular coordination meetings were held with partners at leadership and operational levels. Linked to humanitarian diplomacy, a workshop was held on the auxiliary role of the National Society.

***As Nehal says, "Regular resources are crucial to ensure a fixed minimum structure in each delegation, enabling the IFRC to have a permanent presence, to be there to accompany National Societies in their development, and to fulfil an important liaison role, facilitating provision of expertise and peer to peer support between National Societies".***

## PROFILE

### SEVAL GUZELKILINC HEAD OF CLUSTER DELEGATION FOR CENTRAL ASIA, BISHKEK



Seval has been the Head of the IFRC's Cluster Delegation for Central Asia for two years. A national of Türkiye, she has worked for more than 20 years for the network; at the Turkish Red Crescent Society and at the IFRC's Regional Office for Europe.

The Delegation provides support to the five Central Asian National Societies of Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan. In 2022, the Delegation had a total of 16 staff and five key positions were covered by regular resources: Head of Delegation, National Society development, humanitarian diplomacy, finance and administration, and planning monitoring evaluation and reporting.

Seval sees her principal role as supporting National Society development, as well as humanitarian diplomacy, and strategic and operational coordination. In 2022, the main priority was working to support strengthening of the capacities of the National Societies in finance, logistics, digital transformation and human resources, as well as in strategic planning, in volunteer management and branch development. The Delegation started applications to the IFRC's Capacity Building Fund with three National Societies. It facilitated the provision of technical expertise to the National Societies from the IFRC's Regional Office for Europe and Geneva, as well as other National Societies, providing technical support in information technology, information management and digital transformation, disaster preparedness, community engagement and accountability, and protection gender and inclusion. Additionally, working to promote greater understanding of the importance of humanitarian diplomacy at all levels – at community and branch level as well as at senior leadership level of National Societies – was very important.

***As Seval says, "The fact that five key roles and functions in the Country Cluster Delegation are covered by regular resources has been crucial in ensuring we are able to provide long-term sustainable support in key functions to the five National Societies of Central Asia. We want to support them to be strong National Societies, leading in humanitarian work in their respective countries".***

## Humanitarian diplomacy

**Regular resources contribute to the IFRC's ability 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, the Red Cross Red Crescent EU Office in Brussels, the IFRC's Representation to the African Union in Addis Ababa, and logistics hub in Dubai.**

### Climate change

In 2022, the IFRC continued to be a leading voice on climate advocacy, and in November, the IFRC brought a distinctive message on the climate crisis to the UN Framework Convention on Climate Change, COP27. The IFRC fielded a delegation of senior leaders and representatives of 28 National Societies, including more than a dozen integrated with their government's delegations, as well as youth delegates. It launched its Global Climate Resilience Internal Platform that will fund climate resilience work of up to 100 National Societies, and IFRC leaders took part in negotiations with a focus on loss and damage and adaptation. COP27 recognized the importance of early warning systems, with States endorsing the "Early Warning for All" (EW4A) Initiative to ensure universal coverage of early warning and early action in the next five years. The IFRC is leading Pillar 4 of EW4A on implementation at community level and supporting in other aspects.

### Access to health

In its humanitarian diplomacy work around access to health for communities, in 2022, the IFRC focused on the future pandemic accord and targeted amendments to the International Health Regulations, drawing from lessons learned from COVID-19 and other public health emergencies to ensure reforms are meaningful not just on paper, but in practice. This included raising awareness of the need for equitable access to health services, including through stronger community health systems; guiding principles for more inclusive and effective regional and domestic legal frameworks; and the critical roles of local actors and communities in pandemic prevention, preparedness and response. At the inter-agency level, the IFRC continued to advocate for improvements to the COVAX Humanitarian Buffer mechanism (until its closing) and engaged in early meetings with WHO officials related to the development of the Health Emergency Preparedness and Response framework. Furthermore, IFRC's relationship with the African Union has made the IFRC a trusted partner of choice – providing strategic support to establish a new African Union Humanitarian Agency and, together with the Africa Centres for Disease Control and Prevention, strengthening capacity of community health care workers across the African continent.

### Disaster risk reduction

The IFRC coordinated the network's participation in the 7th Session of the Global Platform for Disaster Risk Reduction held in Bali, Indonesia, on 23-28 May 2022. The delegation was led by the IFRC's Secretary General and was composed of representatives from the IFRC, ICRC, 26 National Societies, and the Anticipation Hub and REAP Secretariat. The delegation actively engaged in sessions including the Official Statement, high-level and thematic sessions, side events, Ignite Stage sessions, Innovation Platform, Multi-Hazard Early Warning Conference and Stakeholders Forum. Through panel presentations, interventions and engagement with various stakeholders, and by leading various thematic sessions, the delegation profiled National Societies' work in disaster risk reduction, including early warning and early action, anticipatory action and nature-based solutions.



## Migration

In 2022, the IFRC engaged with the International Migration Review Forum. The IFRC's delegation was led by the IFRC President and included delegates from several National Societies. Following engagement at the International Migration Review Forum, the IFRC was invited to co-lead the UNNM workstream 2 on *missing migrants and humanitarian assistance to migrants in distress*. The outcome of the workstream will be actionable recommendations for inclusion in the UNSG's report on implementation of the Global Compact on Migration.

## Shelter

The IFRC organized and coordinated the presence of 25 members (IFRC, American Red Cross, German Red Cross, Kenya Red Cross, Lebanese Red Cross, Polish Red Cross) at the World Urban Forum in Katowice, Poland, in June 2022. Networking events were also hosted by the IFRC, and there was high level representation on panels. A dedicated [short video](#) was produced by the Geneva urban team as an introduction and with key messages, along with a special IFRC webpage on [Urban Resilience](#).

# Action in the field

## Africa

In October 2022, 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 the UN Food and Agriculture Organization, 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 longer-term needs.

## Americas

In 2022, Honduras was a step closer to becoming the first country in Central America to have implemented International Disaster Response Law Regulations. Honduras's International Disaster Response Law was approved in November 2020, and since then an extensive review and consultation process has been underway to develop the law's framework. After a law is passed, work is required to develop its regulations and to operationalize the law. The IFRC's Americas Region Disaster Law Unit has been supporting the Government of Honduras to develop the International Disaster Response Law since 2017. As part of the development of the law, an International Disaster Response Law group was established, composed of key government representatives from the Ministries of Disaster Risk Management, Migration, Foreign Affairs, and Customs, among others, as well as the Honduran Red Cross and the IFRC. The International Disaster Response Law group is also helping to train Red Cross staff and volunteers and government officials in disaster law.

## Asia Pacific

Regular resources can contribute to both humanitarian impact and humanitarian diplomacy by supporting capacity enhancement, advocacy and engagement, and legal research and tools related to disaster law and the auxiliary role of National Societies. In 2022, in the Pacific, the Regional Disaster Law Unit provided technical support which helped build the capacity of National Societies and governments in the region. Advocacy and engagement promoted the importance of disaster law and the role of National Societies. Regular resources also enabled the support of legal research and tools to strengthen policy frameworks and increase resources for disaster response. By supporting these initiatives, it helped provide enhancement of the overall response capacity in the region and promoted stronger policy frameworks for humanitarian diplomacy.

## Europe

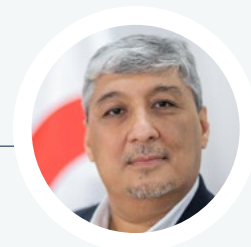
In 2022, regular resources have proven to be highly effective in supporting IFRC's humanitarian diplomacy and communications work in Europe, enabling the IFRC to establish robust communication channels and platforms, and ensuring timely and accurate dissemination of information during red level emergency escalations. In an increasingly polarized context, the IFRC played a crucial role in crisis management by providing reliable and trustworthy information to its members and the diplomatic community. Our commitment to speed and dissemination of information has been instrumental in countering disinformation and addressing urgent concerns. The ability to articulate the impact of emergencies and the importance of humanitarian interventions has also been crucial in inspiring empathy and solidarity amongst donors, building lasting partnerships in addressing the underlying issues faced by vulnerable communities. One notable outcome of this has been the significant boost in resource mobilization during emergencies at both IFRC and National Society levels.

## Middle East and North Africa

In 2022, the IFRC Country Delegation in Yemen used humanitarian diplomacy to influence stakeholders and decision-makers to consider the needs of Yemeni people. This required a four-track approach: (1) providing principled humanitarian protection and assistance response at the right scale while strengthening the capacities of the Yemen Red Crescent to provide long-term, relevant, effective and sustainable services; (2) a proactive strategy to influence governments and decision-makers to increase flexible and long-term funding that will allow and support our ambition to transition towards a programme-based approach in line with the vision for Yemen and respectful of our Fundamental Principles; (3) the influence of governments and other stakeholders to use their own networks to bring about diplomatic solutions, ceasefires, guarantee of safe access to aid, and reduce, where possible, the effect of restrictive measures on vulnerable people and humanitarian action, and an eventual peace agreement and resolution to the conflict, (4) global and neutral (non-politicized) positioning that highlight the consequences of the current situation on average families, patients, vulnerable groups and on humanitarian organizations operating in Yemen, as well as the obligations of all parties and responsibilities of the international community.

## PROFILE

### DR DAVRON MUKHAMADIEV HEAD OF SOUTH CAUCASUS CLUSTER DELEGATION



Davron has been the head of the Delegation for one and a half years. A national of Tajikistan, he has worked for 30 years in the network; in the Tajikistan Red Crescent Society, including as Secretary General, and in various positions with the IFRC including in the Regional Office for Europe, and in the Country Delegation in Moscow.

The Delegation provides support to the Armenian Red Cross Society, the Red Crescent Society of Azerbaijan and the Georgian Red Cross Society. All three countries are prone to natural disasters, have frozen conflicts, and population displacement is a major humanitarian issue. The Delegation has a total of 20 staff; 12 in Georgia, four in Armenia and four in Azerbaijan, of which four are covered by regular resources (Head of Delegation, Operations and Programme Manager for Armenia, and two liaison officers, in Armenia and in Azerbaijan).

Davron sees his main role as humanitarian diplomacy. In 2022, he held 44 meetings with external partners across the three countries, including high level meetings with public authorities, key ministries, and with embassies, UN agencies and other partners, as well through the platform of the Inter-Parliamentary Assembly of Commonwealth of Independent States. In May 2022, the Delegation hosted a workshop on Humanitarian Diplomacy for the three National Societies, about how to demonstrate and position themselves as humanitarian partners of choice, and the importance of impartiality and neutrality. In 2022, the Delegation organized 32 meetings, training session and workshops for the three National Societies, and hosted Europe regional meetings, including on Health and Ageing, Psychosocial Support, and Community Engagement and Accountability, with more than 430 people. In April 2022, the Delegation supported the organization of the Europe Regional Red Cross Red Crescent Conference (held every four years), hosted by the Georgian Red Cross, with 220 participants from European National Societies.

***As Davron says, “Regular resources have been critical in enabling us to maintain a constant presence to support the three National Societies in their work, to engage in humanitarian diplomacy and ensure strategic and operational coordination within the Red Cross Red Crescent Movement, and to immediately activate humanitarian response when needed”.***

## PROFILE

### ATTA MUHAMMAD MURTAZA DURRANI HEAD OF DELEGATION, ISLAMIC REPUBLIC OF IRAN



Atta was the IFRC representative in the Islamic Republic of Iran for two years and became Head of Delegation in June 2022. A national of Pakistan, Atta has worked for the network for 16 years, including with the Pakistan Red Crescent Society and with the IFRC in Tajikistan, Bangladesh and East Africa.

The Red Crescent Society of the Islamic Republic of Iran has 532 branches, 6,500 community centres, 8,500 staff and 1.5 million volunteers. It is the only local organization with nationwide community reach and access, and is very well respected in its humanitarian work. The country is a difficult context, with many years of sanctions, and is the world's sixth most disaster-prone.

The IFRC's Delegation has two international staff and seven national; three of which are covered by regular resources (Head of Delegation, National Society Development Officer and Programme Coordinator). Atta's main task was to re-open the IFRC's Delegation (after lack of physical presence in Iran for almost a decade), to establish a structure, and importantly to build relationships and trust with the National Society.

For Atta, with IFRC's re-established presence in Iran, humanitarian diplomacy has been his principal role. Also important has been the establishment of relationships with various government ministries, as well as with UN agencies, EU, embassies and other partners. The IFRC is uniquely placed in that it can go everywhere in Iran, together with the National Society (other organizations have restricted access). A major advocacy effort was needed as the IFRC was not able to transfer funds to Iran; however, the banking channel was successfully re-opened, enabling the IFRC to transfer funds to the National Society.

The President of the Iranian Red Crescent Society (IRCS) recently wrote, *"The IFRC is playing a crucial role in Iran in coordinating humanitarian action, continuously advocating to stakeholders regarding mitigating impacts of sanctions on humanitarian operations...IRCS highly appreciates the IFRC offers since 2021 in the fields of capacity building, IRCS promotion, disaster response, planning monitoring evaluation and reporting, and humanitarian diplomacy"*.

***As Atta says, "Regular resources have enabled the IFRC to establish a unique presence in Iran, to support and advocate for the important humanitarian work of the National Society, and to maintain an essential humanitarian diplomacy, brokering and influencing role; it is the door to the National Society".***

## Accountability

**Accountability underpins all IFRC work and activities and is a fundamental building block of our relationships with the communities we serve, and with 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.

### Strengthening accountability in the humanitarian sector

Over the past few years, the IFRC has significantly invested in inter-agency initiatives at global and regional levels, advocating for changes in the international humanitarian and public health emergencies' systems. In 2022, the IFRC and the UN World Food Programme, mandated by the the Inter Agency Standing Committee (IASC), put forward a recommendations paper on critical changes needed to ensure that the humanitarian system be more accountable to people affected by crises. As a result, the IASC Task Force on Accountability to Affected People was created, co-chaired by the IFRC, WFP and the Core Humanitarian Standard Alliance, which oversees, until 2024, the implementation of strategic actions for increased accountability within the humanitarian sector. The IFRC also co-leads the Risk Communication and Community Engagement Collective Service to support inter agency coordination within health emergencies, from COVID-19 to Ebola Virus Disease responses.

### Risk management, audit, fraud prevention and safeguarding awareness

During 2022, the IFRC's Office for Internal Audit and Investigation (OIAI) incorporated risk management, audit, fraud prevention and safeguarding awareness in all IFRC internal audits. Where audits were conducted at regional offices or country cluster and country delegations, this training was offered to both IFRC and National Society staff, to support capacity strengthening. The OIAI incorporated National Society Health Check reviews into its annual internal audit plan; these focus on National Societies impacted by weak control systems or fraud and corruption. The Health Checks focus on identifying critical control gaps and risks, and providing an action plan that the National Society can work on jointly with its respective IFRC delegation, to build their control and integrity capacity.

### Risk management in emergency operations

In 2022, the IFRC's Office for Internal Audit and Investigation supported risk management implementation in the early phases of critical humanitarian responses (Türkiye Emergency Social Safety Net programme, Ukraine and Impacted Countries Response, COVID-19). This approach ensured that risk mitigation and effective risk-taking were built into the response from day one and allowed for a smooth transition to long-term risk management teams.

### Dialogue with donors on fraud and misconduct

The Office of Internal Audit and Investigation (OIAI) has been engaging regularly with donors since 2018, when it held its first donor group briefing on fraud and misconduct. Those meetings are now taking place quarterly and are attended by donors, National Societies, and diplomatic missions. The OIAI held four virtual meetings in 2022, where they discussed allegations, investigations, and integrity action plans. These conversations engage key donors and stakeholders and demonstrate the IFRC's commitment to action.

### Preventing corruption in humanitarian operations

The IFRC's Office for Internal Audit and Investigation plays a constant role in raising awareness of fraud and corruption. As part of this agenda, in 2022, it organized and hosted the 6th edition of our global conference on "Preventing Corruption in Humanitarian Operations". The event gathered experts around three main topics, Legal, Fraud, and Sexual Exploitation, Abuse and Harassment, and was attended by over 600 people from around the globe.

## Digital Transformation

In 2022, a major priority for the IFRC was the digital transformation initiative. Together with National Societies, the IFRC has been developing digital technology solutions that can support National Societies to communicate at scale, via mobile and through multiple channels (e.g., Viber, WhatsApp, SMS, Messenger). The technology covers multiple National Society needs, from supporting needs assessments, self-registration, to having two-way communications with people receiving assistance, to enhancing engagement with blood donors and early warning messaging. The development of the IFRC's digital product vision, adoption approach and long-term sustainable finance model, are all funded from regular resources.

## Support for volunteer management systems

Amongst the top ranking asks from National Societies was support to establish volunteer data management systems. In order to develop a scalable volunteer data management system that can be made available to National Societies that have no solution, an analysis was made amongst more than 30 National Societies of their common requirements for such systems, and 15 systems in use by National Societies at present were reviewed against these requirements and for their potential to scale within the membership. Next, decisions will be made on the most appropriate technology solution, and to prioritize further investment needs towards such solutions. Upskilling volunteers and staff within National Societies is a key priority workstream within the IFRC-wide Digital Transformation strategy. Regular resources contributed to the launch of a Data playbook and Digital literacy E-learning course, as well as a variety of cyber security online training modules.

## Strengthening communications

In 2022, together with IFRC communications and National Society development colleagues, the Digital Transformation Department set the foundations to improve digitally enabled communications and collaboration within the IFRC and between the IFRC and National Society colleagues. A new intranet page, *Our IFRC*, has been launched to strengthen communications within the IFRC and an online Community of Practice pilot launched for Financial Development practitioners across National Societies and the IFRC. The online Community of Practice helps knowledge management, sharing of experiences, finding peers easily, and identifying topics that finance experts can collectively address.

## Information Management

In 2022, development of the project management module in IFRC's new Enterprise Resource Planning system (RE@DY) took place throughout the year. The first version of the module was tested by operations managers from the five regions in the first quarter of the year and a revision of the system was conducted in the second and third quarter of the year. The Information Management team also led the revision of the IFRC crisis categorization process, strengthening the evidence-base for operational response decision-making and resource allocation. In addition, a new analytical product was developed, aiming to bring together data and analysis, to provide information on a disaster in its early stages, called the Disaster Brief. An IFRC-wide Information Management Working Group was initiated, with a clearly defined remit for defining standards and building capacities.

# Action in the field

## Africa

Since 2020, community engagement and accountability capacity have been strengthened and scaled up, largely due to experience gained during the response to COVID-19. Regular resources have been critical in supporting this scale up, and in 2022, through innovative programmes and strategic partnerships with different organizations such as Africa Centres for Disease Control and Prevention (CDC), DG ECHO Pilot Programmatic Partnership, and USAID Bureau for Humanitarian Assistance, the community engagement and accountability team now has 16 positions at regional office and country level. Ensuring that we

are working in a manner that recognizes and values all members of the community as equal partners, whose diverse needs, priorities and preferences guide the different operations, can only be achieved by ensuring the financial resources to secure dedicated staff to monitor, implement and integrate meaningful community participation, open and honest communication and mechanisms to listen and act on feedback within our programmes and operations.

## Americas

During the COVID-19 era, several new innovative ways of communicating with communities, including feedback mechanisms, were developed in the Americas (including WhatsApp lines, ChatBot, phone lines, Telegram, loudspeakers, suggestion boxes) and specialized materials by gender and age (such as colouring books for children to learn how to avoid COVID-19). This has continued in 2022, and National Societies have been strengthened with face-to-face workshops such as community engagement and accountability (CEA) workshops and trainer of trainers seminars. This has been complemented with institutionalization processes “to make CEA part of the DNA” of each National Society. The social sciences area has been strengthened, with surveys and social listening that are complemented with data analysis and concrete actions to be followed by the CEA focal points in each country.

## Asia Pacific

The IFRC Child Safeguarding Policy delivers a framework that ensures programmes promote the protection of populations affected by disaster. In 2022, during the COVID-19 pandemic, the IFRC worked closely to consult communities in the Asia-Pacific region to encourage the uptake of vaccines. Fake news and rumours regarding vaccines were identified and addressed. By tracking progress against pre-defined indicators, transparent reporting on programme activities and outcomes, and responding and taking action on feedback, we could demonstrate our commitment to delivering effective and responsible humanitarian programmes. These measures help to assess the impact of IFRC programmes, build trust and ensure accountability to stakeholders and donors, improve programme outcomes, and support the safety and security of programme staff and beneficiaries.

## Europe

In 2022, accountability was ingrained in our daily operations and was of paramount focus to our operations in Türkiye. Working in collaboration with the Turkish Red Crescent Society through joint monitoring teams, the IFRC ensured the implementation of comprehensive security plans, and safeguarding guidelines applicable to all personnel involved in humanitarian operations. In line with our commitment to accountability, the IFRC has implemented robust assurance and risk management activities. New personnel joining the operations receive thorough briefings on relevant policies during their induction and onboarding.

## Middle East and North Africa

In 2022, an important initiative for the IFRC was the implementation of third-party monitoring projects. The IFRC has successfully executed two such projects, one in Lebanon (concluded in 2022) and another ongoing project in Iraq. The primary objective of these two projects was to provide independent monitoring of the COVID-19 vaccination campaign in both countries. The resulting recommendations have helped advance the work in the region, further highlighting the importance of the IFRC’s efforts. Moreover, the IFRC has demonstrated its capability to implement large-scale projects in a short time. This success is a testament to the organization’s technical capabilities in executing complex projects. However, the IFRC’s impact goes beyond just numbers and statistics. The trust and gratitude shown by vaccine recipients towards healthcare providers and IFRC field monitors on the ground serve as evidence of the organization’s crucial role in ensuring the safe delivery and fair distribution of vaccines.

## PROFILE

### MAKI IGARASHI HEAD OF DELEGATION, PAPUA NEW GUINEA



Maki has been Head of Delegation in Papua New Guinea for a year. A national of Japan, she has worked for 15 years for the IFRC and Japanese Red Cross; in Indonesia, Timor-Leste, East Africa, and at IFRC's Regional Office for the Middle East and North Africa.

Papua New Guinea is a country affected by tribal conflicts, natural disasters, epidemics and poverty. Papua New Guinea Red Cross Society has 12 branches, 30 staff and 700 volunteers. The National Society has suffered difficulties in recent years, facing financial management issues, instability and lack of organizational capacity. However, new leadership is in place and the National Society is at an important turning point for the future.

The IFRC's small delegation is funded totally by regular resources and is composed of the Head of Delegation and finance officer. Maki defines her main role *"as delivering on the IFRC's core mandate, to make the National Society functional, facilitating the development of a well-prepared, well-functioning and sustainable National Society, and for it to be trusted"*.

In 2022, the most important area of capacity strengthening was financial development, ensuring financial transparency and accountability, and development of systems and reporting mechanisms. Support, including training, was provided from IFRC's Regional Office for Asia Pacific. The majority of staff in the National Society are new, and induction training on the Movement, Fundamental Principles, and policies and procedures, including for the new National Society leadership, has been very important. Maki also supported the National Society in promoting its auxiliary role to the government, in re-building trust with key ministries, and maintaining a constant dialogue with key partners.

**As Maki says, "Regular resources are critical in enabling the IFRC to maintain its presence, to have a core minimum structure in place, providing essential support to the National Society for it to re-build itself and become a leading humanitarian organization in Papua New Guinea. We have a long journey together, and the IFRC's Country Delegation always needs to be here for the National Society."**



## PROFILE

### **SANJEEV KAFLEY** HEAD OF COUNTRY DELEGATION, BANGLADESH



Sanjeev has been Head of Delegation in Bangladesh for two years. A national of Nepal, he has worked for the network for 30 years; with the Nepal Red Cross Society, and the IFRC in Sri Lanka, Myanmar and Indonesia.

The Bangladesh Red Crescent Society, with 68 branches, 2,900 staff and 122,000 volunteers, is one of the largest humanitarian organizations in Bangladesh, well recognized by the Government and partners. Bangladesh faces multiple disasters: cyclones and floods, impacted by climate change; it was greatly affected by the COVID-19 pandemic; and hosts one million Rohingya people from Myanmar.

The IFRC's Country Delegation in Dhaka has two international and 35 national staff (one of which, the Head of Delegation, is covered by regular resources), and its Sub-Delegation in Cox's Bazar has six international and 37 national staff.

*"Accountability and risk management are always of prime importance: first and foremost, accountability to the people we serve, also supporting the Bangladesh Red Crescent Society in ensuring it has all necessary institutional accountability mechanisms in place, and our accountability to partners/donors, for the funds we are entrusted with,"* Sanjeev says. In 2022, he ensured there was a risk management matrix in place which he monitored on a regular basis; he was in constant dialogue with the leadership of the National Society, and immediately raised any issues which needed addressing. Also important has been ensuring that the National Society has a thorough understanding of the importance of transparency and accountability. A working group has been set up to ensure community engagement and accountability are institutionalized in programmes, and a common accountability framework is also being established.

***As Sanjeev says, "As the Bangladesh Red Crescent Society achieves more, expectations of it grow, and so the need to secure more resources to enable it to do more and provide more humanitarian assistance. Accountability is crucial, to keep the confidence of all partners and of the people we serve. For the IFRC, it is crucial that we have regular resources to cover core positions at country level, to maintain a permanent presence, to have strong relationships with our member National Societies, with host governments, as well as humanitarian partners, and to be able to provide long-term support in all areas of National Society development".***



## CASE STUDIES

### CASE STUDY

#### AFGHANISTAN COMPLEX CRISIS

#### Humanitarian context

**More than 20 million people, over half of Afghanistan's population, are in need of urgent humanitarian assistance, due to a combination of crises:** decades-long conflict, economic hardship, widespread poverty, a protracted and severe drought, and disasters wrought by various natural hazards. In vast areas of the country, access to basic services like health, safe water, sanitation, education, and electricity remains constrained. In 2022, Afghanistan faced several earthquakes and a continuation of droughts, floods, and a harsh winter. With the change of political leadership in 2021, significant financial restrictions and sanctions were imposed, which impacted its already deteriorating economy and increased economic hardship. This also affected international donors' support to Afghanistan.

#### KEY FIGURES RELATED TO HUMANITARIAN SITUATION IN 2022

- An estimated 20 million people faced food insecurity, and were in need of urgent humanitarian assistance
- 25% of children were severely under-nourished and 40% had stunted growth
- One in three people in Afghanistan have migrated or been displaced since 2012
- Afghanistan has one of the highest rates of disability in the world

**The Afghan Red Crescent Society is a leading humanitarian organization in Afghanistan and, in 2022, reached at least 1.3 million people with humanitarian assistance using the support provided by the IFRC.** These included:

- 1.3 million people reached with healthcare support, among them 920,000 served by mobile health teams, financed via the IFRC
- One million people (144,000 households) provided with cash assistance
- 15,000 people (2,100 households) supported to repair their homes following an earthquake

## Support provided by regular resources

**In countries with complex and protracted long-term crises, such as Afghanistan, regular resources are crucial in enabling the IFRC to maintain a permanent country presence and to continue to provide support to the National Society in the country, often at times when there is very limited external funding support from partners/donors, and very large unmet humanitarian needs.**

The IFRC has had a country delegation in Afghanistan since 1991. During the transition of authorities in August 2021, several international humanitarian organizations left or reduced their presence in Afghanistan; however, the IFRC remained and continued with its provision of services. In October 2021, the new authorities appointed new leadership to the Afghan Red Crescent Society, and by remaining in Afghanistan, the IFRC was able to support the transition within the National Society, the continuation of its humanitarian work, and enabled the voices of Afghans, including women, to be heard.

In 2022, in the IFRC's Delegation in Kabul, one position was covered by regular resources (the Head of Delegation). Additionally, in 2022, a Senior Partnerships Officer from the IFRC in Geneva was deployed to Afghanistan for six months.

Crucial support was provided by the IFRC's Regional Office in Kuala Lumpur, with the Regional Director for Asia Pacific making three high-level visits to Afghanistan and providing extensive remote support. The Regional Human Resources Unit, Regional Finance Unit and Regional Planning Monitoring Evaluation and Reporting Unit each deployed someone for in-country support and provided extensive remote support. The Risk Management Unit visited for assessment, training and in-country support, and the Communications Unit also visited and provided remote support. Extensive remote support was also provided from the Global Humanitarian Services and Supply Chain Management Unit, the Strategic Engagement and Partnerships Unit, the Humanitarian Diplomacy Unit and Regional Legal Advisor. Additionally, important support was provided by the Head of Delegation in Pakistan (funded by regular resources), as the Pakistan



*In Faryab Province, northern Afghanistan, an Afghan Red Crescent Society volunteer assists an elderly person coming to a distribution point. © Afghan Red Crescent Society*

Country Delegation hosted the sourcing hub for Afghanistan, facilitated visas and customs processes, and deployed several of its staff for in-country support.

Significant support was also provided to Afghanistan from the IFRC in Geneva (from departments funded by regular resources): from the Office of the Secretary General, Legal Counsel (on matters relating to sanctions, compliance), Finance (on unblocking banking challenges, funds transfers), Office of Internal Audit and Investigation (on risk management, compliance and audits), Movement Cooperation and Membership Coordination, Safeguarding (on assessment and planning to establish capacity for safeguarding in-country), and Partnerships and Resource Mobilization.

**The above illustrates that the need for a locally led organization, reinforced by a global network, is more important than ever.**

The President of the Afghan Red Crescent Society described IFRC's support during 2022: *"2022 was an extremely difficult year for vulnerable Afghans who endured immense suffering and depended on humanitarian assistance alone to get through shocks brought by drought, disasters, and economic hardship. Thanks to contributions from our partners, especially the IFRC, the Afghan Red Crescent Society was able to expand our response operation in every province to deliver assistance focusing on widows and their children, persons with disabilities, including those with mental illnesses, and households in underserved areas. The IFRC also accompanied us in critical humanitarian diplomacy efforts which helped to highlight humanitarian and development needs in Afghanistan as well as influence policy and funding decisions of donors in favour of affected populations".*

## Impact of regular resources in Afghanistan

### Humanitarian diplomacy

After the new authorities took charge in August 2021, and through 2022, by remaining present in Afghanistan, the IFRC could engage through "private diplomacy", to advocate on behalf of the Afghan Red Crescent Society, to explain the IFRC's principles, our mandate, and how we work. As a result, the authorities have ensured unrestricted access for Red Cross Red Crescent work throughout the country.

Continued engagement with partners/donors, including donor governments, enabled the IFRC to provide assurances to donors that adequate control and accountability measures are firmly in place, to address any concerns they might have. Continued investment has been crucial to keep the confidence of partners/donors.

In May 2022, the IFRC supported the Afghan Red Crescent Society to hold a Partnership Meeting, as well as a diplomatic roundtable meeting, in Doha. In June 2022, the IFRC arranged for the leadership of the Afghan Red Crescent Society to attend the IFRC's Donor Advisory Group meeting held in Geneva. In November 2022, there was another occasion for the IFRC's Head of Delegation for Afghanistan to meet with the IFRC's Donor Advisory Group, to provide first-hand up to date on the situation in Afghanistan and the work of Afghan Red Crescent Society, and to advocate for further support to meet the acute humanitarian needs.

**All these occasions were made possible by the use of regular resources.**

On 24 December 2022, when the authorities in Afghanistan announced a ban on female NGO and INGO workers, the IFRC and Afghan Red Crescent Society were able to secure assurances of the authorities, for female staff and volunteers of the Red Cross Red Crescent to continue working. Throughout, the IFRC has worked with the Afghan Red Crescent Society to raise the voices of vulnerable people and advocate for much-needed humanitarian assistance to be provided.

## Strategic and operational coordination

In a country such as Afghanistan, with a very difficult humanitarian context, fraught with risks and limited access, the IFRC's mandate and function in strategic and operational coordination is of prime importance. The IFRC's membership coordination role, together with its Movement cooperation role, is very important.

In 2022, the IFRC supported the development of an Afghan Red Crescent Society consolidated operational plan 2022/23, reflecting what the National Society aimed to do with the support of network and non-network partners. The plan was presented in the Partnership Meeting in Doha, and ensured that all partners are investing in a common plan, with a common purpose, to maximize humanitarian impact.

The IFRC's coordination efforts with more than 20 participating National Societies supporting the Afghan Red Crescent Society, would not have been possible without its continuous and predictable country presence. With the IFRC maintaining its country premises in Kabul, participating National Societies supporting the Afghan Red Crescent Society do not need to establish their own separate premises, but instead can be integrated or request specific services, including accommodation space, thus optimizing resources. During 2022, the IFRC was also able to facilitate an agreement with the Turkish Red Crescent Society, which has had many years of experience working in Afghanistan, for Turkish Red Crescent Society to undertake distribution of food assistance with the Afghan Red Crescent Society, as part of implementing the IFRC's Emergency Appeal. This approach used the best-placed entity within the IFRC network, thus achieving efficiency.

## National Society development

**The Afghan Red Crescent Society has an exceptionally strong presence across the country, with 34 branches, 2,500 staff (of whom 646 are female) and more than 24,600 volunteers (of whom 6,700 are female).** This enables it to reach communities across the country, including the most remote



*In Kandahar Province, south-west Afghanistan, an Afghan Red Crescent Society doctor writes a prescription for medication for one of the patients of the Mobile Health Team. © Afghan Red Crescent Society*

areas and vulnerable populations not served by other humanitarian actors. It provides healthcare services in all 34 provinces.

With the appointment of new leadership of the National Society by the authorities in the latter part of 2021, including more than 80 per cent of its management structure at headquarters and in branches, many had no prior Red Cross Red Crescent experience. A priority for the IFRC was to accompany the new leadership and management, ensuring their orientation and briefings on the Movement and Fundamental Principles. This would not have been possible if the IFRC's country delegation had not been present.

The IFRC was able to support the National Society to scale up its delivery of assistance, and expenditure on humanitarian assistance in 2022 was 22 million Swiss francs (compared to 10 million Swiss francs in 2021).

In 2022, the IFRC supported the National Society to update its Strategic Plan 2021–2025. Additionally, together with the ICRC, the IFRC supported the National Society to develop a draft new Red Crescent law which was submitted to the authorities. In support of its legal base, updated National Society statutes were drafted, and are being reviewed before they are submitted to the Joint Statutes Commission in Geneva.

### Accountability

A very important role of the IFRC Delegation in Afghanistan has been to ensure quality and accountability, ensuring the application of IFRC's global procedures and policies – which are endorsed and adopted by all National Societies – in all our support to the Afghan Red Crescent Society, across all its humanitarian and longer-term programmes. The IFRC carried out procurement of in-kind items for the National Society, as well as maintained agreements with financial service providers, and ensured segregation of duties, minimizing risk, and possibility of fraud and corruption. It conducted screening of all vendors and staff, ensuring compliance with sanctions regulations (only beneficiaries and volunteers are not screened). It ensured monitoring of implementation of programmes, with a tracking system, and monitoring of compliance with policies and procedures. It promoted the importance of community engagement and accountability across all programmes. Furthermore, the IFRC ensured regular reporting to donors on all contributions.

The IFRC also supported the Afghan Red Crescent Society in ensuring duty of care, and safety and security of all staff and volunteers. In this regard, IFRC paid premiums and ensured that volunteers of the Afghan Red Crescent Society were insured by the provider engaged by IFRC.

## Looking forward

### **Regular resources are invaluable and in 2022, had considerable impact on the IFRC's ability to support the Afghan Red Crescent Society in its humanitarian work.**

While valuable support to Afghanistan was provided from the IFRC's Regional and Geneva offices (with positions funded by regular resources), in 2022, in the IFRC's Country Delegation in Afghanistan, only one position, the Head of Delegation, was covered by regular resources. In view of the country context, the IFRC strives to increase capacity with additional positions funded by predictable regular resources at country level.

In the future, it is hoped that through regular resources, the IFRC will be able to substantially increase its support to National Societies in countries facing complex protracted crises, ensuring the IFRC's continued presence in those contexts, and thereby supporting those National Societies to scale up their provision of humanitarian assistance to the world's most vulnerable people.

## CASE STUDY

### AFRICA FOOD INSECURITY CRISIS

#### Humanitarian context

In response to the deteriorating food insecurity crisis, the IFRC launched country Emergency Appeals and Disaster Response Emergency Fund operations, and on 6 October 2022, an Africa Regional Hunger Crisis Emergency Appeal was launched, covering 23 countries across sub-Saharan Africa, seeking 205 million Swiss francs. The Regional Appeal provides an overarching structure for Hunger Crisis responses across the continent. The IFRC categorized the hunger crisis in Africa as a “Red Level Emergency” in view of the severity and scale of the disaster.

By the end of 2022, a total of 14 National Societies (Angola, Burkina Faso, Cameroon, DRC, Ethiopia, Kenya, Madagascar, Mali, Niger, Nigeria, Somalia, South Sudan, Sudan, and Zimbabwe) had been supported and a total of 1 million people had been reached through the Regional Emergency Appeal. Unfortunately, the Emergency Appeal remained underfunded, with only CHF 38.6 million (19%) funding coverage. Given the extent of other crises around the world in 2022, the Regional Emergency Appeal for the Africa food insecurity crisis has not been able to garner sufficient donor attention and commitment.

The Regional Emergency Appeal is aligned to IFRC’s flagship Pan-African Zero Hunger Initiative 2020–2030, bringing a nexus approach, including emergency humanitarian response and long-term approaches. Its goal is “By 2030, up to 25% of people vulnerable to food insecurity in Africa lead safe, healthy and dignified lives, free of hunger, and reduced poverty, with opportunities to thrive”.

#### **IN 2022, THE AFRICAN CONTINENT EXPERIENCED THE WORST FOOD INSECURITY CRISIS IN DECADES**

- In Sub-Saharan Africa, an estimated 146 million people faced acute food insecurity and required urgent humanitarian assistance
- More than 23 countries across the continent are affected, with most severe situations worsening in the Horn of Africa, Sahel, Central and Southern Africa
- In Sub-Saharan Africa one in three children under the age of five is stunted by chronic undernutrition
- Prolonged drought and flooding, conflict, desert locusts, and the economic downturns exacerbated by COVID-19 have hit vulnerable communities the hardest

#### Support provided by regular resources

Regular resources cover many key positions at the IFRC’s Regional Office for Africa in Nairobi, and in 2022 they have been key in providing support to scaling up of the IFRC’s response to the food insecurity crisis in Africa. These include the following:

- Africa Regional Director and Deputy Regional Director, based in Nairobi, and the IFRC’s Representative to the African Union, based in Addis Ababa.

- Heads of Health, Disasters, Climate and Crises; Logistics; Strategic Partnerships and Resource Mobilization; Planning, Monitoring, Evaluation and Reporting; Finance; Human Resources.
- Humanitarian Diplomacy and Liaison Support: Communications.
- Regional Security Delegate.
- Additional positions for Finance, Strategic Partnerships and Resource Mobilization, and Planning, Monitoring, Evaluation and Reporting.

At Delegation level, all 15 Heads of Delegation positions are supported by regular resources, as well as one to four national staff positions in each Delegation, such as in finance, operations coordinators and National Society development officers.

The operation is also supported by numerous positions in headquarters in Geneva.

## Impact of regular resources

### Strategic and operational coordination

Strategic and operational coordination took place at all levels: regional, global and country, supported by regular resources.

The Regional Office for Africa's Disaster and Crises Management team has led the strategic and operational coordination for the food insecurity crisis response, with the launching of country Emergency Appeals and DREF funded operations, and in October 2022, the Regional Hunger Crisis Emergency Appeal. A Regional Zero Hunger Coordination Cell was established that engaged all operational leads and regional technical teams, coordinating the response regionally. It has established the Regional Food Security and Livelihoods Strategy.

The Food Security and Livelihoods Coordinator (funded by regular resources) works at global level on the development of IFRC's global strategic framework for food security and livelihoods programming, developing strategic partnerships (for example with the UN Food and Agriculture Organization (FAO)



Farmers showing the Red Cross around their farm. Makangisa irrigation farm in Wachakone village in Chewani sublocation, Tana River, Kenya. © Anette Selmer-Andresen/IFRC



at global level), developing technical guidelines and tools together with the IFRC's Livelihoods Resource Centre, and bringing innovation and technical support to regions when needed. In 2022, the Food Security and Livelihoods Coordinator provided ongoing strategic support to the development of the Africa Food Security and Livelihoods Strategic Framework, and in June 2022 worked with the team in Nairobi to ensure an integrated approach to the response (with food security, livelihoods, health and nutrition, and water and sanitation, and including the promotion of cash transfers as safety nets). The main other support from global level was provided from the Operations Coordination team (with two positions funded by regular resources).

Heads of Delegations have an important coordination role in supporting National Societies in their food security responses, including supporting them in working with their respective government ministries, for example developing a Memorandum of Understanding with Ministries of Agriculture. Additionally, they have a key role in IFRC membership coordination.

### National Society development

Within the IFRC's Framework for Food Security and Livelihoods in Africa, support in strengthening the capacities of National Societies to be better prepared to respond is very important.

Support from the IFRC's Delegations and Regional Office was provided in strengthening their capacities in food security response and in positioning National Societies with their governments as best partners in food security and livelihoods.

The IFRC has been supporting a strategic partnership with FAO at regional and country levels, for concrete country collaborations between National Societies and FAO country offices on community resilience and grassroots food system strengthening. The intention is to have a more structured collaboration, gradually building from the bottom up – starting with a few countries in East Africa and in the Sahel Region of West Africa. At the heart of this partnership is the localization agenda and National Society capacity



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strengthening in food security and livelihoods programming. This is part of the Pan Africa Zero Hunger Initiative strategy of building capacity of National Societies to respond to the humanitarian and long-term food security and livelihoods needs in their communities. This will help respond to food security and livelihoods gaps and strengthen the roles the National Societies can have, with their networks of volunteers, facilitating access at community level.

In 2022, the IFRC began a Food Security and Livelihoods Strategic Innovation Initiative, working with the Solferino Academy, in support of the Kenya, Malawi and Zambia National Societies. This Strategic Innovation is part of the Pan Africa Zero Hunger Initiative.

## Humanitarian diplomacy

Throughout 2022, the IFRC's role in humanitarian diplomacy and advocacy has been of utmost importance to keep the food insecurity crisis in Africa high on the humanitarian agenda, at global, regional and country levels.

The IFRC's advocacy work builds on the Africa Union's Regional Initiative on "Africa's Commitment to End Hunger by 2025", as per the African Union's Malabo Declaration of June 2014.

Regional humanitarian diplomacy on the food insecurity crisis, supported by the Humanitarian Diplomacy Coordinator and Senior Advisor in Africa, has been a priority. Additionally, an ambassador has been appointed as Special Advisor for Food Security.

In October 2022, the IFRC, in partnership with the African Union Commission, the UN Food and Agriculture Organization, and the African Development Bank, organized a high-level Food Security and Nutrition Conference at the headquarters of the African Union in Addis Ababa, to advocate for scaling up efforts to meet the humanitarian imperative across the continent while investing in longer-term needs, for enduring solutions for food security, as outlined in global and regional commitments. Following the conference, the African Union Commission and IFRC committed to pursue a joint Pan-African initiative to strengthen food and nutrition resilience.

Four member states of the Horn of Africa – Ethiopia, Kenya, Somalia and South Sudan - requested the support of the African Union and the IFRC to solidify urgent humanitarian joint action and long-term resilience-based programming. To this end, the African Union and IFRC, with contributions from the four countries, developed a Horn of Africa Food and Nutrition Resilience programme, which contextualises the envisioned African Union Commission and IFRC joint Pan-African initiative in these countries, amongst those most impacted by this food insecurity crisis. The programme is centred on the IFRC Pan Africa Zero hunger Initiative and the Tree Planting and Care Initiative.

In 2022, the IFRC established a practical partnership with the Inter-Governmental Authority on Development (IGAD) on food, nutrition and resilience, water security, climate change and health.

Key messages and communications materials were developed, and social media used, to raise the world's attention to the magnitude of the hunger crisis.

At country level, with the support of the Heads of Delegations, there was ongoing engagement by National Societies with their governments and sectoral ministries (e.g., disaster management, health, environment and agriculture), ensuring the National Societies are included in government plans.

At global level, every effort was made to keep the Africa food insecurity crisis high on the agenda at various global conferences/meetings/forums held in 2022: COP27, Africa Climate Week, and the Global Platform for Disaster Risk Reduction.

## Accountability

An important role for the IFRC's Delegations and the Regional Office is working to provide ongoing support to National Societies in quality assurance and accountability in their food security programmes.

In 2022, the support of the regional community engagement and accountability team was important; promoting accountability to the vulnerable communities affected by the food insecurity crisis.

The regional planning monitoring evaluation and reporting team, together with country and country cluster planning monitoring evaluation and reporting officers, provided important support to National Societies in the development of country plans, setting up monitoring mechanisms, and ensuring quality reporting on their Appeals and plans.

## Looking forward

**In 2022, investment of regular resources in the funding of key positions at country, country cluster, regional and global levels was invaluable in enabling the IFRC to provide support to National Societies in the countries most affected by the food insecurity crisis in Africa, and in enabling the development of long-term strategic partnerships with key actors to work together to find solutions to tackle this crisis.**

*However, in the face of such an immense crisis, and with very limited donor/partner funds available, the resources were simply not enough. There is an urgent need for more regular resource income, so that in the face of such an immense crisis, the IFRC can strengthen its functions at country, regional and global levels, in order to be able to better fulfil its mandate, through the core enabling functions.*

The food security crisis in Africa is a huge, complex, evolving crisis. A long-term approach is required - combining humanitarian response together with longer-term approaches – a nexus approach. We need to be able to work together in strong partnerships with major players, to support National Societies in the countries most affected by the hunger crisis – and to work together to prevent future crises.

Regular resources enable the funding of key long-term positions, which is important to ensure the right expertise is in place, in the right places at the right time – to have experienced long-term staff with long-term perspectives, which is critical in situations such as the African food insecurity crisis. Whilst surge positions are important in enabling scaling up of response operations, they are usually not in place long enough to have longer-term influence and impact. Having long-term positions – experts with strategic longer-term perspectives – is critical for long-term predictable support to National Societies. Constant changes in staff make long-term approaches difficult.

In the future, it is hoped that in such large-scale, prolonged and underfunded humanitarian crises, larger allocations for regular resources can be made – for positions at country, regional and global levels (such as for food security), to better support National Societies.

We have big ambitions but need adequate resources to deliver on them. If we want to succeed in our ambitions – for example the Pan Africa Zero Hunger Initiative – then we need the investment of regular resources in order to secure further resources.

## CASE STUDY

### AMERICAS MIGRATION CRISIS

#### Humanitarian context

Twenty two National Societies in the Americas Region are part of the IFRC's [Global Route-Based Migration Programme](#), a multi-year programme that aims to save lives and improve the safety and dignity of people on the move, irrespective of their legal status. As part of the programme, National Societies are providing humanitarian assistance and protection, which includes Humanitarian Service Points, strengthening their capacity to support people on the move, and advocating for policies and practices that facilitate greater assistance and protection for people on the move.

Five National Societies in the Americas (Ecuador, El Salvador, Guatemala, Honduras, and Panama) are part of the DG ECHO Pilot Programmatic Partnership (PPP), that includes the pillar of People on the Move focusing on enhancing assistance and protection, including through Humanitarian Service Points, strengthening social cohesion between migrants and host communities, and improving coordination, including cross-border coordination.

In July 2022, the IFRC launched an 18-million-Swiss-franc [Emergency Appeal](#) for the Mexico and Central America migration crisis, supporting the migration response of the National Societies of Costa Rica, El Salvador, Guatemala, Honduras, Mexico and Panama, aiming to scale up assistance and protection for 210,000 people along migratory routes. Unfortunately, as of May 2023, the Appeal remains 7 per cent funded, severely limiting the National Societies' ability to support migrants in need.

#### KEY FIGURES

- As of mid-2020, one in every four international migrants worldwide resided on the American continent (26 per cent) amounting to a total of 73.5 million.<sup>1</sup>
- The main destination region is North America, led by the United States, which hosts the largest number of international migrants worldwide (almost 51 million people), and Canada (8 million people), followed by South America (Argentina with 2.3 million people, Colombia with 1.9 million people, followed by Ecuador and Peru).
- The exodus of over [7.2 million migrants](#) and refugees since 2018, from Venezuela continues to be the biggest population movement in Latin America's recent history and one of the largest in the world. A total of 6 million Venezuelans are living in Latin and Caribbean countries, particularly in Colombia, Peru, and Ecuador. It is estimated that 6 out of every 10 of those Venezuelan migrants and refugees face difficulties in accessing food, housing and formal employment.
- In 2022, a total of 248,000 migrants crossed the Darien Gap<sup>2</sup> in Panama, one of the most perilous migratory routes on the continent and in the world. This represents 680 migrant persons a day and it also represents an increase of 53 per cent in comparison with 2021. Most were nationals from Venezuela, Haiti, Cuba, and Ecuador. However, people from Asian and African countries continue to pass through the Darien Gap on their way northwards. Other migrants have started to move through San Andrés Island, Colombia.

1 International Organization for Migration (IOM), 2022. Recent Migration Trends in the Americas. IOM, Buenos Aires and San José.

2 National Migration Service, Panama, Monthly Statistics, January 2022 Link International Red Cross and Red Crescent Movement

## National Societies from the Americas in the Global Route-based Migration Programme

- Central America: Honduras, Guatemala, El Salvador, Costa Rica, Panama
- English and Dutch Caribbean: Belize, Guyana, Jamaica, Suriname, Trinidad and Tobago
- Latin Caribbean: Haiti, Cuba, Dominican Republic
- Andean sub-region: Bolivia, Colombia, Ecuador, Peru, Venezuela
- Southern Cone: Argentina, Uruguay, Chile

## Support provided by regular resources

In 2022, regular resources covered many of the key positions in the Regional Office for Americas in Panama, as well as key positions in Delegations, which have all provided support to National Societies in their response to the migration crisis.

The following positions were covered by regular resources in the region:

- Regional Director and Deputy Regional Director, Americas Regional Office
- Regional heads for Health, Disasters, Climate and Crisis; Information Technology; Water, Sanitation and Hygiene; Global Supply Chain; Finance; Human Resources; and Communications
- Head of Delegations
- Deputy Head of Country Delegation, Haiti
- Migration, Social Inclusion, Coordinator
- Legal Advocacy and Humanitarian Diplomacy, Coordinator
- Strategic Partnerships and Resource Mobilization, Manager
- National Society Development, Coordinator
- Planning, Monitoring, Evaluation and Reporting and Quality Assurance, Senior Officer
- Security and Safety, Coordinator
- Logistics Manager and officer, Procurement Manager, Officer, Assistant, Warehouse Management Officer and Assistant
- Volunteering and Youth, Coordinator
- Finance, Senior Analyst (3)
- Legal, Senior Advisor
- Communications officer

Importantly, in 2022, for the first time, regular resources were provided for the position of Regional Migration Coordinator.

In Geneva, important support is provided from the Global Migration team, particularly from the Global Migration and Displacement Lead, which is a position covered by regular resources.

## Impact of regular resources

### Strategic and operational coordination

In 2022, the Regional Office for the Americas provided important strategic and operational coordination for support to the National Societies in the migration response, ensuring that migration is kept high on the agenda for the long term.

The Regional Migration Coordinator (funded by regular resources) played a crucial role in keeping the regional overview, connecting with all the migration focal points in National Societies, and with the ICRC and participating National Societies, ensuring support to all the National Societies in their migration activities. The Regional Migration Coordinator worked with the Delegations, and facilitated coordination meetings between National Societies, ensuring harmonization of approaches and cross border collaboration.

Also important, with information management (IM) technical support, was monitoring of regional migration flows, developing a collective analysis of the evolution of needs, as migrants move across countries, developing a dashboard of data, showing the reach of National Societies, helping to profile the work of National Societies in migration. Close coordination with all programme areas – disaster management, health and care, psychosocial support, protection gender and inclusion, and community engagement and accountability – was important. The programme also supported the scale-up and harmonization of the Humanitarian Service Points model in the Americas Region.

The Regional Migration Coordinator ensured the link with the Global Route-based Migration Programme and the DG ECHO Pilot Programmatic Partnership People on the Move Pillar, which is under the Framework of the IFRC's Global Migration Strategy 2018–2022, and ensured alignment and harmonization. A new Global Migration Strategy is currently under development, and the Americas Regional Migration Coordinator is contributing to its development.

The IFRC's Delegations were very important in providing ongoing strategic and operational coordination, in supporting National Societies in their migration response. This included supporting National Societies in working with their respective governments, as well as working with other external partners such as UN agencies (UNHCR, IOM etc.), governments, private sector and other INGOs and NGOs in migration matters and supporting IFRC membership coordination.

Additionally, the Regional Migration Coordinator and Delegations supported National Societies in the implementation of the [Regional Plan on Migration](#) and supported the implementation committee, established by the IFRC, ICRC and National Societies.



*Migration through the Darien gap continues to be at an all time high, with an increase of Ecuadorian and extra continental migrants using this route. An emergency appeal has been launched to support migrants in Central America.*  
© Maria Victoria Langman

## National Society development

In 2022, the IFRC provided ongoing support to National Societies in capacity strengthening for their response to the migration crisis in the region, so they are better able to respond to the needs of migrants. Support included training sessions and workshops, and information on setting up Humanitarian Service Points, to ensure that National Societies are there for migrants along migratory routes. Additionally, an important role was ensuring the engagement of leadership of National Societies in migration issues and supporting National Societies to include migration response in their strategic plans and policies, under the framework of the global Strategy on Migration.

The global level migration and displacement team provided essential support in guidance and tools, and for example developed a digital toolkit on Humanitarian Service Points, now translated into Spanish for use in the Americas region.

## Humanitarian diplomacy

Heads of Delegations had a crucial role to play in supporting National Societies to engage with their respective governments in migration-related issues, and to participate in national forums on migration with other civil society organizations and partners.

Leadership of the Regional Office and the Humanitarian Diplomacy Coordinator ensured continued engagement and dialogue with governments, UN agencies and various partner organizations, on migration issues. The IFRC actively participates in the Interagency Coordination Platform for Refugees and Migrants (R4V), made up of more than 20 organizations that coordinate their efforts under the Venezuela Refugee and Migrant Response Plan in 17 countries of Latin America and the Caribbean <https://www.r4v.info/>. It also participates in the Coalition of Civil Society Organizations for the Defence of the Rights of Refugees, Migrants and Displaced Populations in Latin America and the Caribbean <https://www.r4v.info/>. The Strategic Engagement and Partnerships team provides support in mobilization of resources (all positions funded by regular resources).

The Communications team (funded by regular resources) provided support with key messages, communication materials and social media, to raise awareness on migration issues, ensuring that the IFRC network is well positioned in the media and with external actors.

The global migration team had a very important representation function at global level, speaking on behalf of National Societies, and on behalf of migrants and refugees, highlighting the needs and services to be provided. The IFRC global migration team represented National Societies at the International Migration Forum in May 2022 in New York, at several human mobility related events during COP27, and at the World Economic Forum Refugee Employment and Employability Initiative.

## Accountability

The IFRC has provided ongoing support to National Societies in quality assurance and accountability in their migration response programmes, ensuring compliance with minimum standards and implementation of principled interventions.

The regional planning monitoring evaluation and reporting team, together with Delegation planning monitoring evaluation and reporting officers (largely funded by regular resources), provided important support to National Societies in setting up monitoring mechanisms, sharing learning, and ensuring quality reporting. Additionally, the support of the regional finance team, and country and country cluster finance staff, was important.

The support of the regional community engagement and accountability team was also crucial, in supporting accountability to vulnerable migrant communities, as well as support from the protection, gender and inclusion team.

## Looking forward

In 2022, regular resources were invaluable in enabling ongoing long-term support to National Societies in the region in the migration response.

The Emergency Appeal currently has low coverage and the resources available to support National Societies are not sufficient to deal with such a large, widespread, long-term, complex, and underfunded crisis, covering so many countries. Regular resources are even more important in this context, where there is a lack of programmatic funding, but still largely insufficient. Furthermore, as the number of migrants and displaced people in the region continues to grow and as their vulnerabilities are compounded by factors like conflict, economic instability, and climate change, the gap between needs and response will only grow wider.

In the future, additional resources would be essential for the IFRC to guarantee the capacity to provide minimum long-term support to National Societies, enabling them to scale up their migration response. Increased regular resources could be used, for example, to support an IFRC migration team in the Americas, to provide more substantial long-term support at regional, country and country cluster delegation levels to National Societies, ensuring a permanent, long-term and predictable structure is in place for coordination, and to provide long-term support for National Societies to scale up their migration response.

It is important that the IFRC is able to support a scaled-up migration response, ensure harmonization of the implementation of Humanitarian Service Points in all countries involved in the migration response, ensure stronger regional cohesion between National Societies through the implementation of the Regional Plan, facilitate cross-border National Society collaboration, and ensure the position of the Movement in humanitarian diplomacy spaces at country, regional and global levels.

Additionally, given the magnitude of the global migration issue and the fact that migration and displacement is one of the IFRC's global strategic priorities, if more regular resources are available, it would be very important that more migration positions at global level are supported, so it is able to do more to support regions and National Societies facing the challenges of the global migration crisis.



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## CASE STUDY

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# TÜRKIYE AND SYRIA – BUILDING CAPACITY FOR RESPONSE

This case study illustrates the capacity of the Turkish Red Crescent Society and the Syrian Arab Red Crescent, with the support of the IFRC, to immediately scale up a massive rapid humanitarian response to the devastating earthquakes of 6 February 2023. This was due to the preparedness capacities in place in both National Societies, and structures and mechanisms the IFRC had in place at country, regional and global levels to be able to immediately support the National Societies in their response. The case study highlights the role of regular resources in preparedness and in the structures and mechanisms in place.

## Humanitarian context

On 6 February 2023, a 7.7 magnitude earthquake occurred, originating in Gaziantep, Türkiye, followed by a second earthquake of 7.6 magnitude on the same day, originating in Kharamanmaras, Türkiye. They were two of the largest earthquakes to hit Türkiye in the last century. Multiple aftershocks were reported, and the size of the impacted area and harsh winter conditions exacerbated the severity of the humanitarian conditions.

In Türkiye, the earthquakes severely affected ten provinces with a death toll of over 50,000 people, and more than 107,000 injured, three million people displaced, and more than half a million buildings damaged or destroyed. In Syria, the north, central and coastal areas were affected by the earthquakes, affecting 6.5 million people. In Government of Syria controlled areas, a total of 1,414 people were killed, 2,357 injured, 293,000 people left their houses, and 586 buildings were destroyed or damaged. As Syria enters its 13th year of crisis, the people of Syria are experiencing one of the world's most complex humanitarian emergencies, and the earthquakes brought new or increased vulnerabilities to communities whose coping capacities and resilience were already depleted.

### Türkiye

The IFRC immediately made a Disaster Relief Emergency Fund allocation of 2 million Swiss francs available, and launched an Emergency Appeal on 7 February, which was subsequently revised on 16 February, seeking a total of 450 million Swiss francs in Federation-wide funding requirements, to provide assistance to 1.2 million people.

The Turkish Red Crescent Society immediately mobilized a massive response, through its disaster response centres and branches, deploying over 4,000 staff and 150,000 volunteers. In the period up to April 2023, it had provided 300 million hot meals, set up 1,000 distribution points, distributed 140,000 shopping vouchers worth 70 million Swiss francs, and 94 million Swiss francs in cash to 124,000 people in partnership with the IFRC and WFP. It mobilized 11 mobile health units, provided health care for 26,526 people, psychosocial support for 113,249 people, and mobilized 421,629 blood donations. It distributed 130,271 tents, 536,966 blankets, 197,110 hygiene kits and 60,466 heaters.

### Syria

For Syria, the IFRC immediately made a Disaster Relief Emergency Fund allocation of 2 million Swiss francs available on the day of the earthquakes, and an Emergency Appeal was launched on 7 February, and revised on 16 February, seeking 200 million Swiss francs in Federation-wide funding requirements, to assist 2.5 million people.

The Syrian Arab Red Crescent was at the forefront of the response being the primary provider of humanitarian assistance in the country. More than 4,000 volunteers and staff, and 303 vehicles, including 53 ambulances, were mobilized for the response. The capacity built by the IFRC during the many years of crisis and the DREF allocation allowed the National Society to mobilize its expertise and resources from across the country. In the period up to 2 May, the National Society reported a total of 8.8 million instances humanitarian services provided, including: 6.4 million services provided by the disaster management team, 1.7 million medical services, 227,800 water and sanitation services, 4,357 cases responded to by the emergency medical services team, 201,700,000 services by the protection and community team, 66,000 legal services, 2,000 logistics services, and humanitarian aid was provided through 251 planes.

## Support provided by regular resources

Regular resources ensured that not only was the IFRC present when the earthquakes struck to provide immediate support, but their presence before the disaster enabled long-term support to both National Societies. This accompaniment helped to ensure that both National Societies were prepared to respond quickly and effectively when the disaster struck.

In 2022 (and in 2023, when the earthquakes struck), one position in the IFRC's Delegation for Türkiye was funded by regular resources: the Head of Delegation.

In Syria, in 2022 and in 2023, at the IFRC's Delegation, one position was funded by regular resources: the Head of Delegation.

At the Regional Office for Europe in Budapest, and the Regional Office for the Middle East and North Africa in Beirut, key positions which provided support to Türkiye and Syria, respectively, in 2022, and in the response to the earthquakes in 2023, were covered by regular resources.



An IFRC and a Turkish Red Crescent staff member survey damage in the 600 villages neighbourhood in Antakya, Türkiye. Red Cross and Red Crescent teams distributed food, clean water, hygiene items, winter clothing, blankets and provided first aid, health care and sanitation services. © Susan Malandrino / IFRC

In both Regional Offices these included: Regional Director; Deputy Regional Director; Disasters, Climate & Crises; Head of Health & Care; Head of Corporate Services; Head of Membership Services; Head of Finance & Administration; Human Resources Manager; Communications Coordinator; Strategic Engagement & Partnerships Manager; Humanitarian Diplomacy Coordinator; Planning, Monitoring, Evaluation, and Reporting Manager; Legal Advisor; together with various team members in strategic engagement and partnerships, finance, and planning monitoring evaluation and reporting.

Support was provided to Türkiye and Syria from various IFRC departments in Geneva (all with key positions funded by regular resources). This included support from the National Society Preparedness team, the Partnerships and Resource Mobilization Department, Finance, the Office of Internal Audit and Investigation, and the Legal team.

## Impact of regular resources

### Strategic and operational coordination

#### Türkiye

In 2022, the IFRC's Delegation in Türkiye was its largest in the world (with 90 staff), owing to the support to the Turkish Red Crescent Society in the Emergency Social Safety Network Programme. The IFRC Delegation had very strong and well-established relationships with the Turkish Red Crescent Society at all levels, as well as strong strategic and operational coordination mechanisms in place.

While the deployment of an experienced Head of Emergency Operations (HEOPs) from the global pool (funded by regular resources) was critical in enabling strong operational coordination and support to the Turkish Red Crescent Society from the beginning of the response, having a very experienced Head of Delegation already in place, leading on strategic coordination, was critical to the IFRC's ability to immediately rapidly scale up its response. Having strong strategic and operational leadership in place is the essential basis for a successful operation, and crucial for successful membership coordination and external coordination.

The fact that the Delegation had a strong structure in place, meant that many staff could immediately provide support required by the earthquake response. Not many surge personnel were needed: in total there were 50 surge deployments (a maximum of 20 at one time). When the surge team arrived, everything was already in place, so the surge team did not have to set things up (which is not the case when a large-scale disaster happens in a country where the IFRC country presence is much smaller).

Having the capacities within the IFRC's regional and country permanent structures – all funded partly by regular resources – proved essential to getting strategic and operational surge support in place quickly. The Regional Director came to Türkiye, also the Regional Head of Health, Disasters, Climate and Crises, and the Heads of Delegations from Central Asia and Greece, to support in critical areas such as external coordination, strategic management, strategic engagement and partnerships, and membership services. Their presence, supported by regular resources before the event, made this possible.

#### Syria

The IFRC has been present in Syria supporting the Syrian Arab Red Crescent in the implementation of its humanitarian work since the mid-1990's and established a permanent office in 2007. Over the course of the last two decades, the IFRC has strengthened the National Society's operational and structural capacity for a continued and efficient humanitarian response, through technical support as well as long-term sustainability, through capacity strengthening and organizational development for the National Society's headquarters and branches, and in relief, water, sanitation, health, livelihoods, community services, community engagement and accountability, and National Society development.

Solid membership coordination in Syria immediately allowed the IFRC to capitalize on in-country technical expertise from participating National Societies and to scale up the response through use of shared resources. In the spirit of shared leadership, this allowed the best placed partner to lead on technical files following the disaster, ensuring the most effective and efficient support, while the IFRC maintained overall coordination of the membership.

The immediate deployment of two very experienced Head of Emergency Operations and Deputy Head of Emergency Operations from the global HEOPs pool (funded by regular resources) ensured strong leadership within the early days of the operation, and was critical in maintaining and expanding overall coordination and support, working together with the very experienced Head of Delegation, providing strategic leadership.

The IFRC's Middle East and North Africa Regional Office team members have well-established coordination and technical lines with Syrian Arab Red Crescent counterparts in collaboration with the Country Delegation. This includes the provision of technical support, peer-to-peer collaboration, and advisory support. This support has been provided by different units at the regional office including but not limited to the following units: Corporate services (human resources, finance, administration, legal, logistics and security); Membership services; Health, Disasters, Climate and Crises; and Planning Monitoring Evaluation and Reporting and Quality Assurance. All the heads of those units, together with a few members of those units, are fully covered by regular resources.

### National Society Preparedness

As part of its core mandate, the IFRC supports National Societies to continually improve their local preparedness and response capacity – ultimately preventing and reducing the impacts of disasters on communities. <https://www.ifrc.org/our-work/disasters-climate-and-crises/disaster-preparedness>. Regular resources are used to fund National Society development and preparedness positions in the IFRC's Regional Offices and in Geneva, to provide technical support, guidance, minimum standards and tools for National Societies, and to facilitate knowledge and experience sharing. All departments have a role to play in preparedness, working together and with partners, internally and externally, ensuring National Societies are able to fulfil their auxiliary role in humanitarian response.

Funded by regular resources, the IFRC at global level has led the roll-out of the Preparedness for Effective Response (PER) approach <https://go.ifrc.org/preparedness#global-summary>. This approach provides a structured and standardized way of contributing to and increasing National Society preparedness and response capacity in the immediate to long term. It enables a National Society to assess, measure and analyze the strengths and gaps of its preparedness and response mechanism, and ultimately take necessary action to improve it. The process aims to support National Societies to invest long term in preparedness, to have robust institutional preparedness mechanisms in place, enabling them to strengthen and ensure greater impact in the delivery of their humanitarian services.

### Türkiye

**The Turkish Red Crescent Society, with 264 branches, 11,000 staff and 200,000 volunteers, is the largest humanitarian organization in Türkiye.** It is widely regarded as a strong National Society, with strong branches, strong preparedness capacities and a long track record of response in disasters, including in earthquakes, not only in Türkiye, but also internationally. Additionally, it implements large programmes such as the Emergency Social Safety Net Programme, which has required a strong investment in cash preparedness over time, and which could now be applied to the earthquake response (a cash programme supporting 150,000 families affected by the earthquakes was quickly established).

In 2022, support was provided by the IFRC's Regional Office for Europe (positions funded by regular resources) to accompany the Turkish Red Crescent Society in its Preparedness for Effective Response process. The process helped the National Society to identify its strengths and gaps and helped to integrate things learned from operations into preparedness. The follow up of this process had to be put on hold

due to the earthquake response, but it will be resumed as soon as possible to continue enhancing the National Society's strong disaster management capacities.

## Syria

**The Syrian Arab Red Crescent, with 14 branches, more than 5,700 staff and 8,000 volunteers, is the largest humanitarian organization in Syria.** The National Society is renowned for taking a neutral and principled role during the Syrian conflict, enabling it to provide life-saving support to millions of people, and maintain a presence across most of the country. In its role as auxiliary, to the public authorities, the Syrian Arab Red Crescent acts as Syria's national coordinator of humanitarian aid, as mandated by the Government. It is also a key member of the National Humanitarian and Disaster Response Committee at both national and provincial levels and is an essential partner to several international organizations. It provides services and humanitarian assistance to more than six million people annually.

In the past years, the IFRC's Regional Office for the Middle East and North Africa in Beirut has provided support and accompanied the Syrian Arab Red Crescent in strengthening its preparedness and response mechanisms. In 2022, the National Society took the decision to improve the preparedness capacities of its branches. Please see the Syrian Arab Red Crescent preparedness case study: [https://www.ifrc.org/sites/default/files/2022-09/NSPreparedness\\_CaseStudy\\_Syria%20%28EN%29\\_0.pdf](https://www.ifrc.org/sites/default/files/2022-09/NSPreparedness_CaseStudy_Syria%20%28EN%29_0.pdf) Many of the branches responding to the 6 February earthquake had recently been involved in the branch preparedness activities and training.

## Humanitarian diplomacy

### Türkiye

Even prior to the earthquakes, the IFRC had well established relations with key Government ministries in Türkiye (Ministry of Family and Social Services, the Ministry of Foreign Affairs, the Ministry of Employment etc.), as well as with UN agencies (UNOCHA, UNDP, UNHCR, WFP, FAO, ILO), key embassies and donors, (including EU and major donor governments), and multilateral institutions. Additionally, the IFRC already took the lead in Shelter Cluster Coordination (related to the refugee assistance programme). When the earthquakes struck, these relationships greatly facilitated the response, including in the mobilization of resources for the earthquake response.

### Syria

Humanitarian diplomacy and advocacy are key long-term strategic objectives for the IFRC network in Syria. Throughout the Syrian crisis and in the aftermath of the earthquakes, the IFRC has strived to be an engaged, accountable, and trusted partner to the National Society and its membership, as well as of national and international political decision makers, donors, and partners.

Acknowledging the increasingly politicized context in Syria, the IFRC is supporting its membership and Syrian Arab Red Crescent in addressing the highly sensitive communication requirements that come with complex conflict situations, notably in terms of clarifying and communicating the auxiliary role of the National Society to the Syrian Government, and in reinforcing the neutrality, impartiality and independence of the Syrian Arab Red Crescent and its humanitarian actions vis-à-vis key local and international stakeholders. In addition, the IFRC presents and promotes National Society flagship activities and capacities, such as the strength of its volunteer network to position Syrian Arab Red Crescent among international partners, back donors as well as international policy and decision makers. Due to several humanitarian diplomacy papers agreed on by the Movement in Syria, there was a humanitarian narrative, as well as key advocacy messages, in place to present a case for Syria, including for mobilization of resources for the earthquake response. This was backed up by a series of papers on impediments to operating in Syria as a consequence of imposed sanctions and political positioning of key actors.

## Accountability

### Türkiye

With the well-established Country Delegation structure in place, with teams in finance, administration, IT, IM and logistics, when the earthquakes struck, the IFRC was able to support the Turkish Red Crescent Society response much faster and more efficiently, and had the capacities to provide support in all key areas. For instance, it was able to immediately establish a dashboard for secondary data analysis. The community engagement and accountability team, already in place for the Emergency Social Safety Net programme, was able to immediately support Turkish Red Crescent Society in establishing a call centre for the earthquake response. Having a permanent country presence enabled the IFRC to assure strengthened accountability and integrity, also enabling key partners/donors to have trusted long-term relationships with the National Society, supporting it to be “the partner of choice”.

The Regional Office for Europe provided important support in Finance, Planning Monitoring, Evaluation and Reporting, and other key functions supporting accountability.

### Syria

Whether operational, fiduciary, financial or security related, the IFRC Country Delegation maintains assessment, documentation, and monitoring of risks of its operations in Syria, and develops corresponding risk mitigation plans. In addition, the IFRC ensures accountability and compliance in accordance with internal and back donor requirements. Since the onset of the earthquakes, the IFRC has been actively recruiting long-term risk management and security support. Through the ongoing response, community engagement and accountability have been key priorities, rooted in Syrian Arab Red Crescent’s strategy for community engagement and accountability.

The IFRC’s Regional Office for the Middle East and North Africa provided important support in finance and in planning monitoring evaluation and reporting.



*At the collective kitchen in Aleppo volunteers provide food for 8,000 people every day. Some days the kitchen will cook 14,000 plates of food. The Syrian Arab Red Crescent volunteers responded immediately to the crises in the affected communities and assisted affected people by distributing food, household items, shelter support and cash assistance.*  
© Olav A. Saltbones / Norwegian Red Cross

## Global level

The fact that key departments/positions in Geneva (covered by regular resources) had many years' experience in supporting large-scale IFRC-funded operations in Türkiye and Syria, for example the Finance Department and Office of Internal Audit and Investigation, also made a big difference.

## Looking forward

The IFRC's investment in regular resources to ensure a permanent long-term local presence at country level in Türkiye and Syria, with experienced Heads of Delegations was crucial in providing a strong foundation for immediate support to both National Societies following the devastating earthquakes.

Long-term country presence and commitment are very important in ensuring strategic and operational coordination, support in National Society development, humanitarian diplomacy and accountability, and assuring accountability and trust with key partners/donors in the long-term.

Solid coordination among network partners in country and investment in preparedness (training, capacity strengthening, systems, procedures) are critical to a timely and well-coordinated emergency operation.

Additionally, investment in response and surge mechanisms at global and regional levels, and the rapid deployment of experienced quality leadership proved invaluable in supporting the two National Societies to scale up their response to the earthquakes. Regular resources helped ensure "the right leaders are in the right place at the right time", enabling capacity to provide strategic and operational coordination support.

The IFRC's ongoing investment of regular resources at regional level, ensuring strong Regional Offices are in place on a long-term permanent basis, including strong high-level strategic leadership, is crucial.

Regular resources are also critical in the IFRC's long-term support in strengthening National Societies' preparedness capacities. The IFRC aims to invest more regular resources in National Society preparedness positions at Regional and Delegation levels to support National Societies in this core area. Long-term investment in preparedness, and to ensure a more systematized and harmonized approach to National Society preparedness, is critical.

When Alper Küçük, Turkish Red Crescent Director-General for International Affairs and Migration, addressed the IFRC Earthquake Recovery Conference organized in Geneva in April 2023, he said:

*"I want to highlight the IFRC's substantial role in this response. Their presence with expertise and resources has vitally contributed to the Turkish Red Crescent's response. The IFRC was agile in supporting us by activating the Disaster Relief Emergency Fund in a few hours and issuing the Emergency Appeal in less than 24 hours, and was an outstanding example of coordination and solidarity. We have first-hand experienced how the IFRC's DREF, Emergency Appeal and also surge capacity-deployment mechanisms that we also support as Turkish Red Crescent, could be so quickly mobilized to help us this time. The IFRC's agile mobilization has proven the rapidness and strength of our Red Cross Red Crescent family".*

When the President of Syrian Arab Red Crescent, Eng. Hboubati, addressed the IFRC Recovery Conference organized in Geneva in April 2023, he said: *"We, together with the crucial support of the IFRC, are working to provide basic humanitarian assistance and services to address the most urgent and immediate needs of affected communities. While we do so, we are also laying the foundations for medium- and longer-term programming that improves resilience".*

## CASE STUDY

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### UKRAINE AND IMPACTED COUNTRIES CRISIS

#### Humanitarian context

With the escalation of the armed conflict in Ukraine, which began on 24 February 2022, a humanitarian crisis of immense magnitude unfolded. As of the end of December 2022, over eight million displaced people from Ukraine were recorded in countries across Europe, there were more than 5.4 million internally displaced within Ukraine, and 17.6 million people in Ukraine in need of humanitarian assistance (UNHCR figures).

The IFRC network is running one of the biggest humanitarian responses in its history. Through the [Ukraine and Impacted Countries Crisis Emergency Appeal](#), the IFRC is supporting the Ukrainian Red Cross Society and 17 National Societies in providing crucial and long-term humanitarian aid to meet a wide range of needs. The Appeal seeks 550 million Swiss francs, with a Federation-wide funding requirement of 1.2 billion Swiss francs. By the end of 2022, a total of 1.8 billion Swiss francs had been raised by the IFRC Network, and it is expected that this will increase to more than 2 billion Swiss francs.

During the period between February to December 2022:

- **A total of 58 IFRC member National Societies** provided on-the-ground, remote, financial and in-kind support to people affected as part of the global response to the crisis; **42 National Societies responded domestically**, including the Ukrainian Red Cross Society, to support displaced people within and from Ukraine; and a total of **124,828 volunteers in 6,526 Red Cross Red Crescent branches** were mobilized to respond to the urgent needs of the people affected by this crisis.
- **14.5 million people were reached with humanitarian assistance** by the IFRC Network; **466 Humanitarian Service Points** were established, and **56,356 tons of goods distributed**.
- **1.1 million people were reached with health interventions**, including mental health and psychosocial support and first aid training; and a total of **861,945 people received cash assistance**.

#### Support provided by regular resources

In 2022, regular resources covered many of the key positions in the Regional Office for Europe in Budapest, and many of these positions, together with staff members in their teams, provided critical support to the Ukraine crisis from its onset, enabling a very rapid scale-up of the response:

- Regional Director and Deputy Regional Director
- Regional Head of Health, Disaster, Climate and Crises, and senior disaster management and surge officers
- Health and Care Coordinator
- Migration Officer
- Regional Head of Membership Services
- Regional Head of Corporate Services, Head of Finance and Administration, Regional Human Resources Manager, Legal Advisor (and various finance and other officers)
- Regional Head of Strategic Engagement and Partnerships
- Regional Head of Humanitarian Diplomacy, Liaison and Communications; Communications Manager; Planning, Monitoring, Evaluation and Reporting (PMER) Manager; and various strategic engagement and partnerships, communications, PMER and IT officers



At Country and Country Cluster Delegation levels, in 2022 the following positions were covered by regular resources, and all provided crucial support in the Ukraine crisis:

- Country Cluster Delegation in Warsaw, Poland (*covering Estonia, Latvia, Lithuania, Moldova, Poland, and Ukraine*): Head of Country Cluster Delegation in Warsaw, and Programme Coordinator, National Society Development (NSD) Coordinator, PMER Officer, Humanitarian Diplomacy Officer (five positions)
- Country Cluster Delegation in Moscow, Russia (*covering the Russian Federation and Belarus*): Head of Country Cluster Delegation in Moscow, and Programme Coordinator, NSD Coordinator, PMER Officer, Humanitarian Analyst and Belarus Liaison Officer (six positions)
- Country Cluster Delegation for Central and South-Eastern Europe, based in Sarajevo, Bosnia and Herzegovina (*covering Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Montenegro, North Macedonia, Romania, and Serbia*): Head of Country Cluster Delegation in Sarajevo, and Humanitarian Diplomacy Coordinator, Programme and Coordination Officer, PMER Officer and National Society Development/Branch Development Officer (five positions)
- Country Delegation in Greece: Head of Country Delegation in Greece, and NSD Coordinator and Humanitarian Diplomacy Officer (three positions)

The IFRC's delegations, providing a permanent presence for support to National Societies – and funded at least partly by regular resources – were crucial in enabling the rapid scale-up of the response.

It should be noted that following the onset of the Ukraine crisis, the Heads of Country Delegation positions in Ukraine, Moldova and Romania were all covered by the Ukraine and Impacted Countries Crisis Emergency Appeal funding, as were other staff positions in the IFRC country offices set up in Lithuania, Bulgaria, Slovakia and Hungary to support the National Societies in their response to the Ukraine crisis.

Other additional regional sectoral leads for the Ukraine crisis – for example, Cash and Voucher Assistance, Shelter, Community Engagement and Accountability, Protection Gender and Inclusion – were all covered by the Ukraine Emergency Appeal funding.

At Geneva level, from the onset of the crisis and throughout 2022, very important support was provided from key departments, with core positions funded by regular resources:

- Disasters and Climate Crises Department - Operations Coordination team
- Health and Care Department
- Operational Movement Coordination Department
- Humanitarian Diplomacy, Partnerships and Resource Management, and Communications Departments
- Finance Department, Office of Internal Audit and Investigation and Legal Department

## Impact of regular resources

### Strategic and operational coordination

From the beginning of the crisis, the IFRC's Regional Office for Europe provided the strategic leadership and coordination for the response, developing the strategic framework for all sectoral areas and operational priorities.

The Disasters and Crises Management Team provided the operational coordination of all the surge deployments. In 2022, there were 302 surge deployments in total, and three Emergency Response Units deployed.

## National Society development

The IFRC worked early in the response to prepare the National Society development component of the Strategic Framework for the Ukraine and Impacted Countries Crisis response.

However, once the response got underway, the IFRC technical support for capacity strengthening in various areas to the National Societies in the countries most involved in the response (e.g. Polish Red Cross, Romanian Red Cross, Slovak Red Cross), was all provided through IFRC delegates/staff funded by the Emergency Appeal, and/or provided by participating National Societies.

## Humanitarian diplomacy

In humanitarian diplomacy, which has been a critical function in enabling the success of this operation, the support of the Regional Office for Europe – from the Regional Director, the newly established Regional Head of Humanitarian Diplomacy and Liaison, as well as the Communications Manager and Senior Communications Officer – were important. The communications functions were critical for engaging impacted National Societies and ensuring a unified voice and a common approach to communication and humanitarian diplomacy throughout the network. The engagement and support by numerous National Societies relating to humanitarian diplomacy and communications, coordinated by the IFRC, have been decisive. In relation to the European Union, the close collaboration with, and support from, the Red Cross Red Crescent EU Office in Brussels and its member National Societies, has been crucial.

At global level, the Offices in New York and Geneva have been highly engaged in diplomacy, assisted by the region, while supporting coordination and relevant information and intelligence needed for the operations at country level.

At country level, there has been an ongoing dialogue with governments, UN agencies, embassies and other stakeholders to ensure coordination and enable the IFRC and network's principled humanitarian action.

Additionally, support from the Regional Head of Strategic Engagement and Partnerships and team were invaluable in the mobilization of resources for the response, and in the development of key partnerships.



*Volunteers of the Emergency response team of Vyshhorod district organization of Ukrainian Red Cross with locals built a crossing over the river, which paved the way to Demydiv. Volunteers evacuated thousands of people and hundreds of tons of humanitarian goods were transferred under fire using this river bridge. © Ukrainian Red Cross*

## Accountability

At regional level, funded by regular resources, the Regional Finance team provided crucial support to the operational response. The Planning, Monitoring, Evaluation and Reporting (PMER) and Quality Assurance Team also provided critical support, including in recruiting PMER staff to cover all countries of the operation, in establishing the PMER framework for the operation, including needs assessments, strategic and operational planning at regional, country cluster and country levels, a well-functioning standardized Federation-wide monitoring system, completed an internal operational review, as well as timely and quality submission of donor reports. It is important to note that both the Finance and PMER teams at the Regional Office took on additional staff funded by the Emergency Appeal, owing to the scale of the operations.

At Geneva level, important support was provided by the Finance Department, as well as by the Office of Internal Audit and Investigation, which provided overall oversight, ensuring compliance, and provided support on risk management.

## Looking forward

**Regular resources enabled the Regional Office for Europe and Delegations in neighbouring countries, as well as key departments in Geneva to provide invaluable support to the Ukraine and Impacted Countries Crisis response, enabling a very rapid and efficient scale-up of operations.**

From the above examples, it is clear that even in instances where there is significant support to an emergency response through the IFRC's emergency appeal system, that regular resources remain an invaluable source of income. Regular resources ensured that not only the key support was in place ahead of the response, but also that the response could be put into motion quickly. Regular resources enable rapid launching of emergency appeals, support surge deployments and ensures coordination in a response with significant engagement by participating National Societies. Even as the response progresses, regular resources continue to enable crucial functions, from data gathering to quality monitoring and reporting.

The IFRC often says that regular resources ensure its ability to be flexible and agile when needed. The response in Ukraine and impacted countries illustrates how important this is in an emergency situation.



*Italian Red Cross president, Rosario Valastro, visits Ukraine along with an ItRC Emergency Department delegation. In Zhytomyr, where 40 houses will be built, he met the first deputy mayor of the Zhytomyr City, Svitlana Olshanska, and Ukraine Red Cross vice president, Oleksandr Bohdan, and then saw the URCS medical care activity for people living in remote villages.*  
© Italian Red Cross



**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.