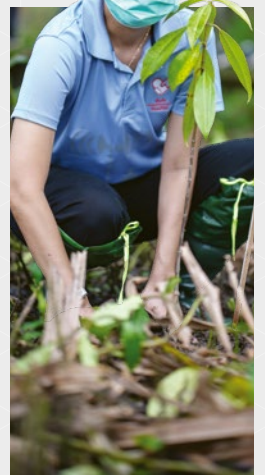


2022



# ANNUAL REPORT





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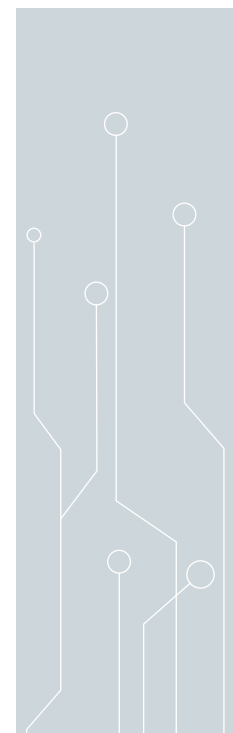
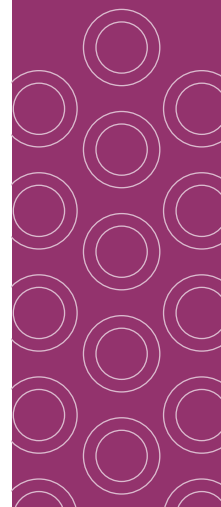
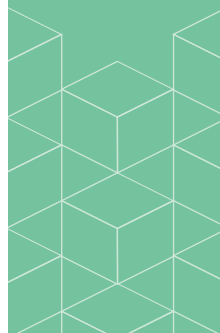
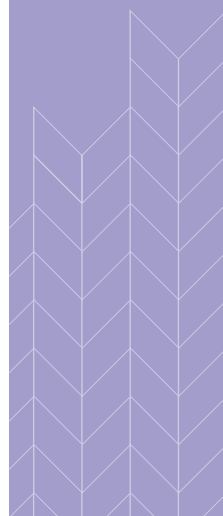
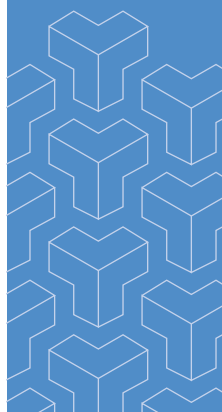
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# A MESSAGE FROM THE SECRETARY GENERAL



**Jagan Chapagain**  
*Secretary General, CEO*  
International Federation of  
Red Cross and Red Crescent Societies

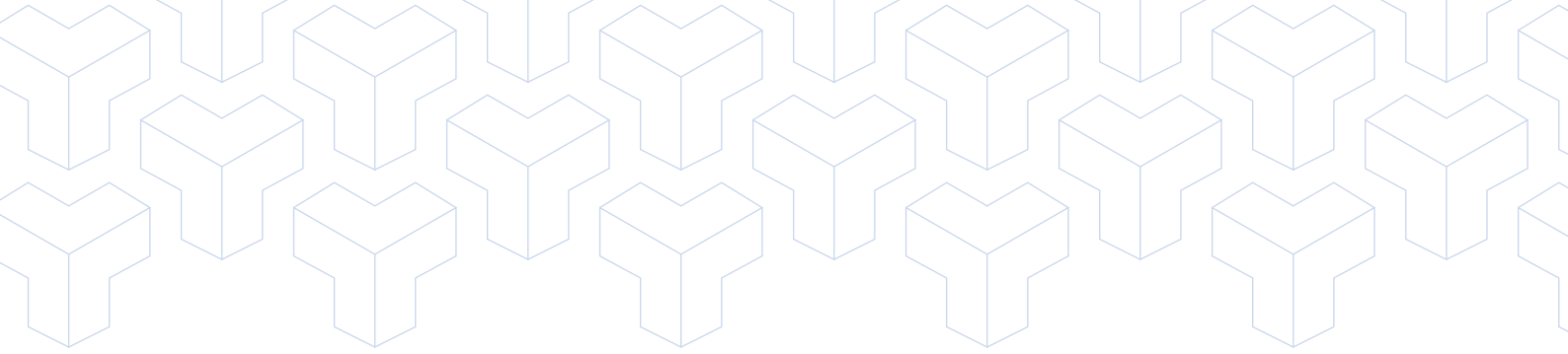
The world's humanitarian needs continue to grow alarmingly and vastly outstrip the resources available to meet them, and the human cost of disasters and crises remains unacceptably high.

And, as the number and intensity of these disasters continue to rise, so does the cost of responding to them, and accompanying affected communities through their recovery.

People all over the world, in developed and developing countries alike, will continue to need help to anticipate, prevent, reduce the risks of and mitigate the impact of any number of intersecting hazards.

Communities are being affected by:

- mega trends like climate change and threats to the environment, migration, pandemic, urbanization, demographic shifts
- the economic impacts of COVID-19 and international armed conflict in Ukraine, high inflation and energy prices, banking crises, uneven global growth, and the underused potential power of the private sector
- digitalization, machine learning ("AI"), information and communication technologies
- social shocks such as rising unemployment, inequality, exclusion, and worsening health indicators
- global political pressures such as disrupted global governance, polarization, and populism that can also lead to distrust in institutions.



The international humanitarian system has been stress-tested by historic crises such as these in recent years.

***We can't go on like this.***

The IFRC has changed its approaches and systems so we can better meet the escalating needs of today and can be agile enough to meet the new challenges that are sure to emerge.

But one thing will not change: our commitment to local action. Some 16.5 million volunteers worked to support communities in need through 197,000 local branches across the world in 2022 – an unparalleled permanent local presence, backed up by the global reach and solidarity of the IFRC. This is the IFRC network: as local as possible, and as global as necessary.

In this Annual Report, one can see how the IFRC has evolved its methods of addressing the global challenges outlined in our five Strategic Priorities, and how it has strengthened and streamlined the four Enabling Functions that underpin our collective work.

At the same time, our global to local systems responded to 2022's major crises from Afghanistan to Ukraine, including hunger and cholera on the African continent, population movement in the Americas, and floods in Yemen.

We overhauled the Disaster Response Emergency Fund (DREF) to include an anticipatory action pillar and have diversified its resource base through an innovative Insurance mechanism and Federation-wide Emergency Appeals.

The gaps between needs and resources are being addressed through dedicated platforms such as the Global Climate Resilience Platform, which launched at COP 27, and the Global Route-Based Migration Programme, which expands the assistance and protection available across borders and along routes through Humanitarian Service Points on land, and one on the Mediterranean Sea.

In public health, the IFRC worked with the African Union and the African Centre for Disease Control to create REACH, a programme to expand community healthcare work. National Society and community capacities were strengthened through One WASH, an integrated water, sanitation, and hygiene and public health initiative.

We also placed greater focus on digitalization, risk management, safeguarding, community engagement and accountability, and organizational agility. Our commitment to localization through National Society development is stronger than ever, alongside humanitarian diplomacy and our constitutional commitment to representation and coordination.

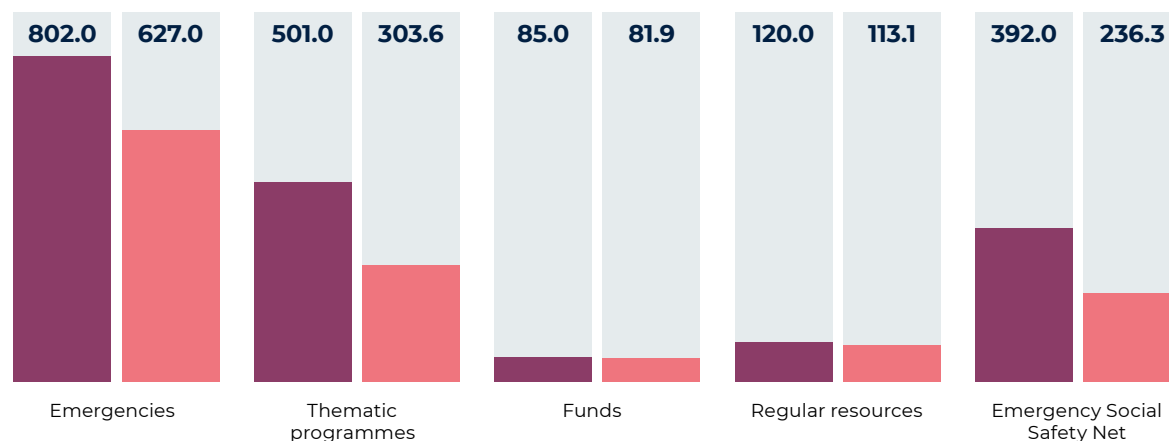
This 2022 Annual Report showcases the work done by IFRC to support this local action throughout the year, with a strong focus on country-level data. I am proud of every member and volunteer of our diverse global family, and of how staff, partners, donors, and supporters came together to help National Societies respond to crises large and small every day.

# 2022 in numbers

Total funding for 2022 was nearly 1.4 billion Swiss francs

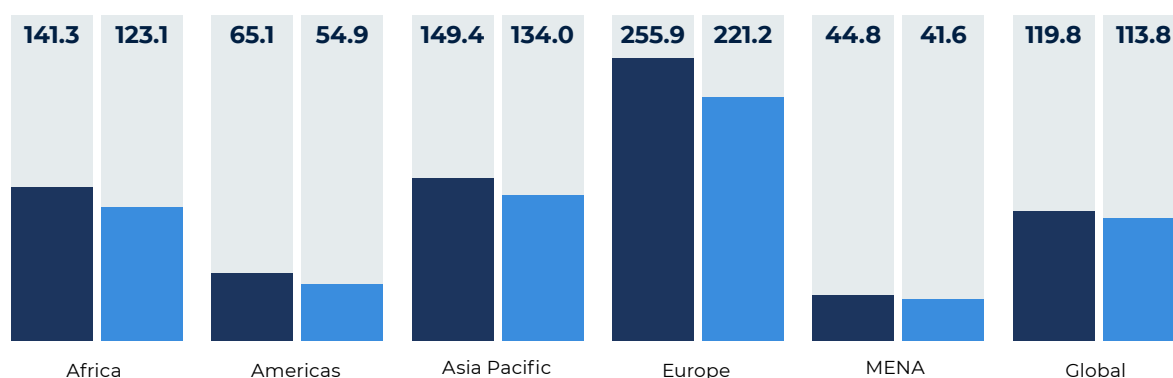
## IFRC 2022 funding overview *CHF millions*

● Funding requirement ● Funding



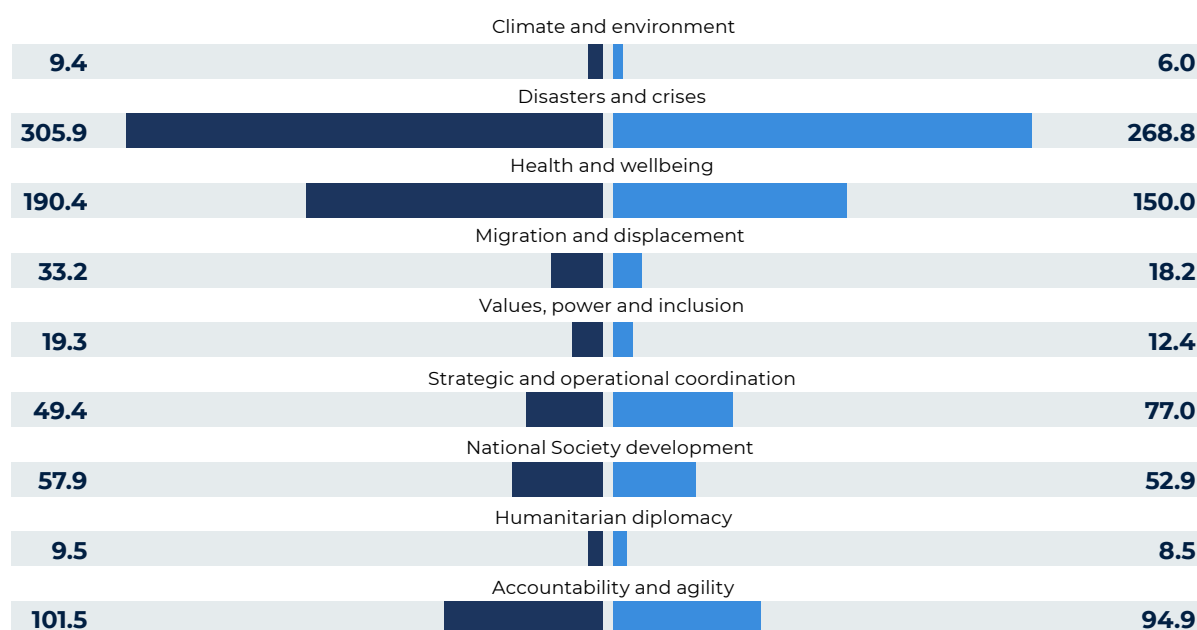
## 2022 work by region *CHF millions*

● Operating budget ● Expenditure



## 2022 work by thematic area *CHF millions*

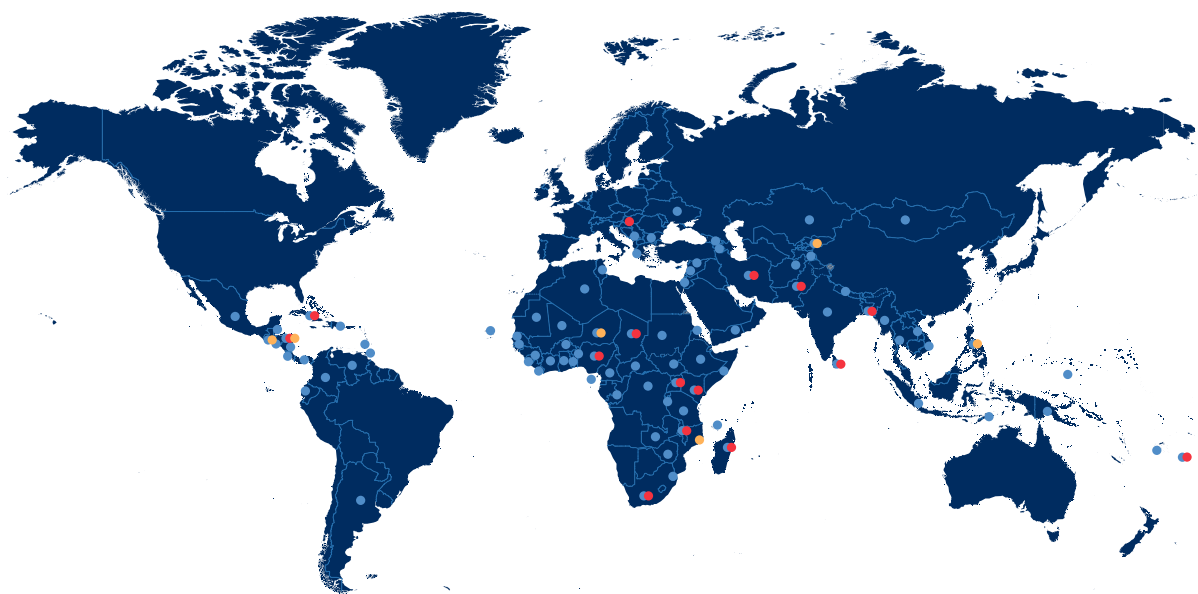
● Operating budget ● Expenditure





## 2022 Active Emergency Appeals *Global*

● DREF ● Early Action Protocols activations ● Emergency Appeals



### 2022 People reached

*by Strategic Priority*

**5.5M**  
Climate and environment

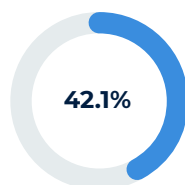
**5.7M**  
Crises and disasters

**70M**  
Health and wellbeing

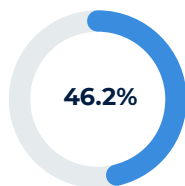
**1.4M**  
Migration  
and displacement

**4.7M**  
Values, power  
and inclusion

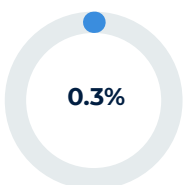
### 2022 Earmarking



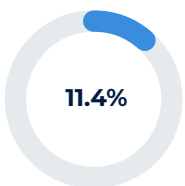
Tightly earmarked



Earmarked













Softly earmarked



Unearmarked

### 2022 Top funding countries

*CHF millions*

	European Commission	333.0
	United States	165.6
	United Kingdom	100.4
	Canada	58.1
	Netherlands	46.3
	Japan	44.3
	France	41.4
	Switzerland	37.5
	Sweden	34.8
	Norway	25.5
	Others	127.9
	<b>Total</b>	<b>1014.8</b>

*The European Commission figure includes ESSN cash distributions that are not recognized in the comprehensive income in the IFRC's consolidated financial statements.*

# EXECUTIVE SUMMARY

Throughout the year, National Societies and their IFRC remained heavily engaged in work to help communities anticipate, prevent, mitigate, respond to and recover from rising disasters, health crises, risks and vulnerabilities.

Climate and environmental hazards remain an escalating risk around the world. In 2022, IFRC research identified 70 countries as very highly or highly vulnerable to climate-related disasters. Thirty-two countries that were classed as either highly vulnerable or very highly vulnerable received less than 1 US dollar per person in climate change adaptation and disaster risk reduction funding (IFRC, 2022).

The IFRC and its member National Societies observed not only a rise in the number of disasters and crises affecting at-risk communities across the world this year, but also an increase in their intensity and complexity.

This resulted in a corresponding rise in the cost of response and recovery for systems already stress-tested by a series of historic crises with regional or global impacts in recent years. At the same time, large and small climate-driven disasters continue to hit communities across the world.

In 2022, the IFRC network actively helped communities to not only recover from the COVID-19 pandemic, but to build their resilience and prepare for future disease outbreaks. However, pandemic-related disruption and strain on healthcare systems continued to have a knock-on effect on the prevention, treatment, and control of other diseases in 2022.

Services were also put under strain by a rapidly ageing global population and a lack of equitable and safe access to health, water, sanitation, and adequate living conditions. Mental health and psychosocial support needs increased manyfold,

and related services continued to be in demand in countries that routinely experience disasters and crises, while incidences of sexual and gender-based violence had a significant impact on mental wellbeing.

Global totals of refugees and internally displaced persons remained at historic highs in 2022, fuelled by disasters, climate emergencies, new and old conflicts, and other crises.

People on the move faced challenges in accessing essential services, alongside protection risks, hostility, and exclusion. Many forcibly displaced people suffered protracted and ongoing displacement, and uncertain futures in camps and urban settings. Migrants and refugees also faced rising stigma, xenophobia, and marginalization including through laws, policies and practices that aimed to exclude and disenfranchise them in destination countries.

While the health and livelihood impacts of COVID-19 were immediately recognized, the pandemic also affected community cohesion, equitable access to opportunities for education and personal growth, and trust in institutions – further worsening the root causes of vulnerability for individuals and groups who are marginalized or discriminated against because of their age, sex, gender identity, physical ability, race, socio-economic status, access to education, nationality or other aspect of their lives.

Disasters and crises can worsen these inequalities, leading to greater discrimination and exclusion, and increasing the risks of sexual- and gender-based violence (SGBV), violence against children, and trafficking in human beings during and after emergencies.

All of these challenges required a robust humanitarian response from the Red Cross and Red Crescent in 2022. The IFRC worked

with its member National Societies to plan high-impact prevention, response and long-term resilience work at community level, where it is needed the most.

The needs of the communities and the priorities of National Societies – as strong local actors – were prioritized at every stage, as were efforts to build community resilience and support National Society capacity building.

## Strategic priorities

The IFRC's *Strategy 2030* identified five global challenges that must be addressed if communities are not only able to survive the interconnected risks and hazards affecting the most vulnerable and marginalized groups, but are also able to thrive, and live safer and more dignified lives.

These challenges are:

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

In the area of **climate and environment**, work this year included the publication of the results of the IFRC's 2021 Global Climate Action and Environmental Sustainability Survey, which identified National Society and IFRC determination to scale up climate-smart disaster risk-reduction, preparedness, and anticipatory/early action, and to reduce the health impacts of climate change. In addition, the IFRC's Operational Framework for scaling up Anticipatory Action 2021-2025 was approved and disseminated widely across the network.

Nature-based solutions were mainstreamed with the launch of *The Nature Navigator*, a guide for National Societies. The IFRC also continued to oversee the implementation of a global USAID nature-based solutions project in Jamaica, Vietnam and the Philippines.

Local actors – communities and National Societies – are best placed to know how to anticipate and prevent a disaster or crisis in their contexts, as well as how best to respond and recover with greater dignity and resilience. The IFRC is fully committed to ensuring that its collective work is as local as possible, and as global as necessary.

The IFRC also worked with the Zurich Flood Resilience Alliance to develop a *climate resilience measurement for communities* tool in 2022 to complement existing support tools.

As part of the organization's ambitious Global Climate Resilience Platform, the IFRC worked with the American Red Cross and the Red Cross Red Crescent Climate Centre to create a 10 million US dollar Coastal City Resilience and Heat Project, which was approved by USAID BHA.

Also in 2022, the [Green Response: Environmental Quick Guide](#) and the IFRC [Environmental Policy Toolkit](#) were launched to improve National Societies' environmental sustainability.

**Disasters and crises** continued to dominate the humanitarian landscape in 2022. This year, the Forecast-based Action by the Disaster Response Emergency Fund (DREF) was fully merged into the DREF, creating one fund with two pillars, namely the anticipatory and the response pillars. DREF supported 91 National Societies this year with predictable funding to anticipate specific hazards, implement early actions and respond to disasters, allocating 59 million Swiss francs in total. More than 15 million people were supported through 154 operations.

The DREF played a significant role in the localization process in 2022. Under the response pillar, 82 per cent of resources were channelled to, and implemented by, National Societies. Under the anticipatory pillar, that figure rose to nearly 92 per cent.

In 2022, the volume of cash delivered by IFRC humanitarian programmes and services continued to grow - particularly in operations in Ukraine and neighbouring countries, and in response to the Africa food crisis - alongside an increase in the number of National Societies choosing to respond with cash.

By the end of 2022, 92 National Societies had invested in cash preparedness, benefitting from the steady delivery of cash training courses in various languages. This represents a significant increase in cash readiness across the network.

The IFRC supported National Society disaster and crisis operations through its dedicated Surge facility, which is supported by 62 National Societies. In 2022, this rapid response system deployed 481 specialists to emergencies across the world.

Work in community resilience and pandemic preparedness included the launch of a Community Resilience Measurement Dashboard, while the IFRC also launched an enhanced vulnerability and capacity assessment tool through new materials and training workshops. In Shelter, the IFRC worked with partners on initiatives supporting countries hosting refugees and people displaced by the crisis in Ukraine.

The innovative IFRC-ECHO Programmatic Partnership reached nearly 4.6 million people globally in 2022: 1.9 million with disaster risk reduction/disaster preparedness; 1.6 million in health; 1.2 million with coordination activities; 218,000 with protection; and 185,000 under multipurpose cash transfers.

**Health and wellbeing** remained a vital cross-cutting area of IFRC and National Society work in 2022, and the IFRC took the lead in many innovative approaches to improving and protecting community health and wellbeing.

These included the promotion of early and anticipatory action for hazards related to health and water, sanitation and hygiene (WASH), digital health initiatives, and guiding evidence-based emergency health and WASH components of IFRC response operations.

One WASH remains the centrepiece of the IFRC's approach to ensuring that vulnerable communities can access basic water, sanitation, and hygiene services as part of cross-cutting work to pandemic prevention, climate change mitigation and poverty reduction. A notable WASH success in 2022 was IFRC's innovative work in the emergency treatment of wastewater. The IFRC and its members are further developing the technology to ensure predictable response capacity is available to the entire WASH sector.

The IFRC continued to support major ongoing initiatives, such as REACH, the African Union's Community Healthcare Workforce programme with the African Centre for Disease Control, which underlines the vital role played by community-based workers in delivering a range of critical public health services.

The humanitarian needs resulting from the decrease in global routine immunization coverage due to the COVID-19 pandemic did not abate in 2022. The IFRC was involved with improving routine immunizations for children, and outbreak response for vaccine-preventable diseases and rolling out COVID-19 specific vaccinations, all of which required risk communication and community engagement, epidemic control and public health interventions, and livelihoods support.

The IFRC's 2022 Guidance on Law and Public Health Emergency Preparedness and Response was launched to help National Societies advocate for strengthening legal frameworks in their countries. National Societies were also supported through the IFRC's evidence-based Global Care in Communities packages that were developed for community health workers.

Community engagement and accountability remains at the heart of all IFRC health and wellbeing work. A [Community Feedback kit](#) was launched in 2022 to support feedback mechanisms in crises including the Ebola virus disease response in Uganda, and the cholera response in several African countries.

IFRC work in high-level advocacy and representation continued with strong contributions at the World Health Assembly, World Mental Health summit, UN General Assembly and the



World Health Summit, among others. It was also actively involved with global health boards such as the Roll Back Malaria Country Regional Support Partner Committee and the Malaria Commodity Forecasting Initiative.

The dangers faced by people experiencing **migration and displacement** – and the humanitarian needs in origin, transit and destination communities along migratory routes – were addressed at scale by the IFRC and National Societies working together across borders and regions to help people in need on land and at sea.

In 2022, the IFRC worked with at least 155 National Societies actively supporting the assistance and protection needs of people on the move.

Eight new population movement operations were launched in 2022. The largest, the Emergency Appeal for [Ukraine and impacted countries](#), supported 20 National Societies to respond to the needs of a projected 3.6 million refugees and displaced people.

The IFRC continued to support National Societies with longer-term programming for migrants, refugees and host communities at national and regional levels. This included the world's largest humanitarian cash programme for displaced communities in Türkiye (the Emergency Social Safety Net programme), and the new REPAIR (REunification PATHways for IntegRation) programme in Europe.

The Global Route-Based Migration Programme involves 57 implementing National Societies across Africa, the Americas, Europe, and the Middle East and North Africa, with support from across the network.

Some 100,000 people were reached by this programme in 2022, through its three priority operational pillars. These are: 1) direct humanitarian assistance and protection through Humanitarian Service Points; 2) enhance the capacities of National Societies through better route-based coordination, and 3) engage in humanitarian diplomacy to foster enabling policy and operational environments.

HSP@Sea, operated in partnership with SOS Méditerranée, provided humanitarian services during rescue operations on the Mediterranean Sea. More than 3,000 people were saved in 54 rescues in 2022, including 931 minors and 583 unaccompanied children.

The global challenge of values, power and inclusion requires an intersectional approach to addressing the vulnerabilities that can be experienced by individuals and communities in achieving and maintaining access to services, to education and opportunities, and freedom from violence, discrimination, or exclusion.

In June 2022, the IFRC's General Assembly adopted a Protection, Gender and Inclusion (PGI) Policy. The tools developed to support National Society adherence to the new policy included the [PGI Operational Framework](#) and an [Organizational Assessment Toolkit](#).

Across IFRC-supported emergency operations, more than 6.3 million people were reached by PGI activities in 2022. Nearly 240,000 people were reached directly by longer-term programmes, with more than 50,000 additional people reached by social inclusion programming.

Throughout the year, the global Red Cross and Red Crescent Education Network continued to expand. By the end of 2022, the network included representatives from more than 75 National Societies from the five IFRC regions.

Several National Societies – including Ukraine and neighbouring countries affected by the crisis, and Afghanistan, Sri Lanka, and Lebanon – were supported to address education-related humanitarian needs as part of their regional or country emergency response plans.

The IFRC supported dedicated initiatives to strengthen community engagement and accountability approaches in 77 National Societies throughout all regions this year. In addition, a Community Trust Index pilot project was initiated, with the main goal of giving National Societies the tools to measure and explore community trust and develop evidence-based recommendations, actions, and plans to increase trust.

## Enabling functions

Alongside its Strategic Priorities, the IFRC focuses on four enabling functions: **strategic and operational coordination; National Society development; humanitarian diplomacy;** and the cross-cutting function of **accountability and agility**.

Strategic and operational coordination facilitates alignment and discussion on issues including scaling up collective humanitarian responses, increasing collective humanitarian impact, humanitarian diplomacy activities, building financial resources, developing and protecting staff and volunteers, effectively managing risks, and agreeing on integrity protocols. It ensures that members of the IFRC network complement each other's strengths and contributions; that the IFRC works and shares knowledge and expertise with other international humanitarian organizations and platforms, and that the network cooperates united as part of the larger International Red Cross and Red Crescent Movement.

IFRC progress in **strategic and operational coordination** in 2022 included the introduction of a unified approach for planning in line with the Agenda for Renewal. Through this initiative, 130 National Societies produced a unified country plan for 2023, with support from IFRC delegations. Federation-wide unified planning will ensure that the international support to a National Society provided by the IFRC network is fully coordinated and aligned with the priorities, needs and capacities of the host National Society, both for emergencies and longer-term support.

In operations, the IFRC prioritized effective membership coordination for major operations in Ukraine and impacted countries, Pakistan, the Africa food crisis, Malawi, Ethiopia, South Africa, Chad, Nigeria, Cuba, Uganda, and Bangladesh.

The ongoing work to operationalize the IFRC's Agenda for Renewal continued with a joint membership initiative on the New Way of Working in country-level coordination, which was piloted in 14 countries.

Throughout 2022, work continued to strengthen and expand IFRC coordination and partnerships within the International Red Cross and Red Crescent Movement, and with a raft of external international organizations, high-level interdisciplinary bodies, steering committees, and bodies overseeing global commitments.

As the global and local reach of the IFRC network depends on each individual National Society working as an independent, self-sustained, and well-functioning and trusted local organization, **National Society development** is a top priority.

In 2022, following an external view of the IFRC's Organizational Capacity Assessment and Certification (OCAC) process, the IFRC worked with National Societies to develop a new IFRC Certification that emphasizes trust and accountability.

A Community of Practice called the Financial Development Competency Network was launched, bringing 624 financial managers from 111 National Societies together in a space for peer support and knowledge-sharing.

To inspire the next generations of National Society Development practitioners, a set of National Society development learning approaches were developed. The IFRC kept a strong focus on branch development through a National Society study, production of best practice case studies, and the creation of a branch development web portal. In addition, support was provided for National Society policy development.

National Societies were also supported to take control of their own development through three IFRC and Movement funding mechanisms: the Capacity Building Fund (IFRC; 4.8 million Swiss francs disbursed between August 2021-December 2022 to 93 National Societies); the National Society Investment Alliance (IFRC/ICRC; 20 projects approved in 2022 worth 5.4 million Swiss francs), and the Empress Shôken Fund (IFRC/ICRC, 471,000 Swiss francs allocated to 16 projects in 2022).

The voices and the needs of these at-risk communities are amplified by the IFRC in through **humanitarian diplomacy**, which the IFRC defines as the collective responsibility to persuade “decision makers and opinion leaders to act, at all times, in the interests of vulnerable people, and with full respect for fundamental humanitarian principles”. This work continued in 2022 with a number of initiatives and successes in high-level advocacy.

The IFRC brought a distinctive message on the climate crisis and disaster risk reduction to the Global Platform on Disaster Risk Reduction (May 2022), the Asia Pacific Ministerial Conference on DRR (September), and the UN Framework Convention on Climate Change COP (November) and continued to be a leading voice on climate advocacy.

In the area of disaster law, the IFRC continued to support National Societies around the world to advise their authorities on effective disaster risk management laws.

The IFRC’s humanitarian diplomacy around access to health for communities focused on raising awareness of the need for equitable access to all health services, guiding principles for more inclusive and effective regional and domestic legal frameworks, and the critical roles of local actors and communities in the prevention and response to pandemics. These messages were developed and expanded in the 2022 edition of the IFRC’s *World Disasters Report*.

In 2022, the IFRC continued to co-convene the Grand Bargain Localization Workstream together with Denmark (formally replacing Switzerland in May) and coordinated the various Workstream initiatives focusing on country-level engagement, funding, partnership with intermediaries, and capacity strengthening.

**Accountability** is a fundamental aspect of our relationship with the communities the IFRC works alongside, with donors and other

partners, and with one another within the network. Accountability builds trust, and it is trust that enables Red Cross and Red Crescent access to communities and to partnerships, as well as encouraging a productive and healthy volunteer and staff base.

All IFRC work recognizes the need for **agility** in its organizational mindset and processes. To this end, an integrated and comprehensive risk management system was created in 2022 to embed a culture of risk-informed decision making – and the exploration of opportunities – in all IFRC offices worldwide.

The IFRC’s internal audit and investigations capacity continued to grow and be strengthened, with fraud, audit and risk management training now being provided to IFRC and National Society staff as a standard part of all audit reviews. Four virtual briefings were held with donors, diplomatic missions and other partners in 2022, where the Office of Internal Audit and Investigations discussed allegations, investigations, and integrity action plans.

New measures and instruments were introduced in 2022 to maintain and enhance a safe and inclusive work environment at the IFRC. At the beginning of the year, a new Parental Leave Policy was released, and much work was done to prepare a new policy on Flexible Working Arrangements. A Pay Equity Review was launched, and a Diversity, Equity and Inclusion strategy was completed. In addition, the IFRC launched an Inclusion Journey process to engage all staff in building a more equitable, diverse and energized IFRC.

Viewed together, all IFRC enabling functions help the IFRC and its network to deliver more effective, efficient, and appropriate services around the world in 2022, enabling affected communities and the Red Cross and Red Crescent to work together in addressing the challenges outlined in the strategic priorities..



# ANNUAL OVERVIEW

The following section will provide a detailed overview of what the IFRC is and how it works. based on its mandate, to provide support to National Societies. It will begin with how the IFRC is governed, providing details on governance structures and how each function works together to ensure a lean and effective IFRC. It will then detail the IFRC's structure in Geneva, regions and country/cluster delegations. However, going beyond the structure, this section will focus on the IFRC's objectives and describe how work is carried out under its different functions.

A description of the IFRC's workforce will provide details on the IFRC's global staffing. This will include breakdowns of both types of staff and how they are dispersed geographically.

This will be followed by a look at how the IFRC is funded, including information on funding and expenditure presented thematically and geographically, as well as some top-line information on donors to the IFRC's work. Working with partners is essential to the IFRC's ability to progress in its goals and support National Societies. This section will also provide more in-depth information on some of the IFRC's many partnerships, not only the funding that partners provide, but also insight into how the IFRC works with partners in different priority areas - whether responding to emergencies, investing in community health or exploring innovative financing mechanisms to ensure adequate funding into the future.





## ABOUT THE IFRC

The International Federation of Red Cross and Red Crescent Societies (IFRC) is comprised of 192 National Red Cross and Red Crescent Societies, with more in formation.

The IFRC exists to support the work of its member National Societies, ensuring that they have the capacities and systems to be strong, independent, trusted, and accountable local actors, responding to ever-increasing humanitarian challenges. As a federation, it connects National Societies into **one global network** ensuring localized action with global reach and impact. With its international organization status, the IFRC represents National Societies in the highest-level international discussions, influencing humanitarian decision-making, as well as facilitating funding that most national organizations do not have access to.

The IFRC was created by National Societies in 1919 and is now the world's largest humanitarian membership organization, acting under its own constitution with all rights and obligations of a corporate body with a legal personality. It is an independent humanitarian organization which is not governmental, political, racial or sectarian in character. Its goal is to “inspire, encourage, facilitate, and promote at all times all forms of humanitarian activities by National Societies with a view to preventing and alleviating human suffering and thereby contributing to the

maintenance and promotion of human dignity and peace in the world”.

To achieve this goal, the IFRC has the following main functions:

1. To act as the permanent body of liaison, coordination and study between the National Societies and to give them any assistance they might request.
2. To encourage and promote in every country the establishment and development of an independent and duly recognized National Society.
3. To bring relief by all available means to all people affected by disaster.
4. To assist the National Societies in their disaster relief preparedness, in the organization of their relief actions and in the relief operations themselves.
5. To organize, coordinate and direct international relief actions in accordance with the Principles and Rules adopted by the International Conference.
6. To encourage and coordinate the participation of the National Societies in activities for safeguarding public health and the promotion of social welfare in cooperation with their appropriate national authorities.

7. To encourage and coordinate between National Societies the exchange of ideas for the education of children and young people in humanitarian ideals and for the development of friendly relations between young people of all countries.
8. To assist National Societies to recruit members from the population as a whole and inculcate the principles and ideals of the Movement.
9. To bring help to people affected by armed conflicts in accordance with the agreements concluded with the International Committee of the Red Cross.
10. To assist the International Committee of the Red Cross in the promotion and development of international humanitarian law and collaborate with it in the dissemination of this law and of the Fundamental Principles of the Movement among the National Societies.
11. To be the official representative of the member Societies in the international field, inter alia for dealing with decisions and recommendations adopted by its Assembly and to be the guardian of their integrity and the protector of their interests.

National Societies are the bedrock of the IFRC. They carry out their humanitarian activities in conformity with their statutes and national legislation in accordance with the Fundamental Principles and within the framework of globally agreed policies and strategies. The National Societies are auxiliaries to the public authorities in the humanitarian field.

Within their own countries, National Societies are autonomous national organizations providing an indispensable framework for the activities of their voluntary members and their staff. They cooperate with the public authorities in the prevention of disease, the promotion of health and the mitigation of human suffering by their own programmes in such fields as education, health and social welfare, for the benefit of the community.

They organize, in liaison with the public authorities, emergency relief operations and other services to assist people affected by armed conflicts as provided in the Geneva Conventions, and people affected by natural disasters and other emergencies for whom help is needed.

They disseminate and assist their governments in disseminating international humanitarian law; they take initiatives in this respect. They disseminate the principles and ideals of the Movement and assist those governments which also disseminate them. They also cooperate with their governments to ensure respect for international humanitarian law and to protect the distinctive emblems recognized by the Geneva Conventions and their Additional Protocols.

Internationally, National Societies, each within the limits of its resources, give assistance to people affected by disasters and crises guided by the Principles and Rules for International Humanitarian Assistance.

They contribute, as far as they are able, to the development of other National Societies which require such assistance.

The IFRC network has some 16.5 million active Red Cross and Red Crescent volunteers living and working in at-risk communities around the world. They deliver truly local humanitarian action through some 197,000 local branches and units before, during, and after a disaster or crisis.

Their local action is backed by the global reach, technical support, knowledge sharing and international influence of the IFRC, which supports National Societies through a decentralized structure focused on providing tailored support to boost localization.

The international status of the IFRC allows for a cost-effective approach to supporting National Societies, for example in global procurement and providing sustainable and scalable digital solutions. The IFRC's coordination also optimizes the collective resources available for international support between member National Societies.

## Governance and management: local knowledge driving global support for local action

The IFRC is one global organization working to coordinate the support to and development of its member National Societies, who are local actors providing humanitarian support at community level, where it is needed the most.

The organization's structure is designed to promote National Society ownership of their IFRC, and to encourage National Society participation in well-coordinated Federation-wide approaches that range from planning to resource mobilization, skill-sharing to global advocacy, operational responses across a continuum from preparedness to response and recovery, and with resilience-building and knowledge-sharing at every step along the way.

The IFRC defines Governance as the combination of processes and structures implemented by the governing bodies in order to inform, direct, manage and monitor the strategy of the organization.

Governance is the mechanism through which accountability is realized, and the act of ensuring compliance with legal controls. The **General Assembly** is the highest governing body of the IFRC. It meets every two years and comprises representatives from member National Societies. The Governing Board governs the IFRC between sessions of the General Assembly.

Management, led by the Secretary General and the IFRC's Global Leadership Team, encompasses the planning, organizing, coordinating,

and controlling of resources, processes, and people to accomplish IFRC's goals and objectives.

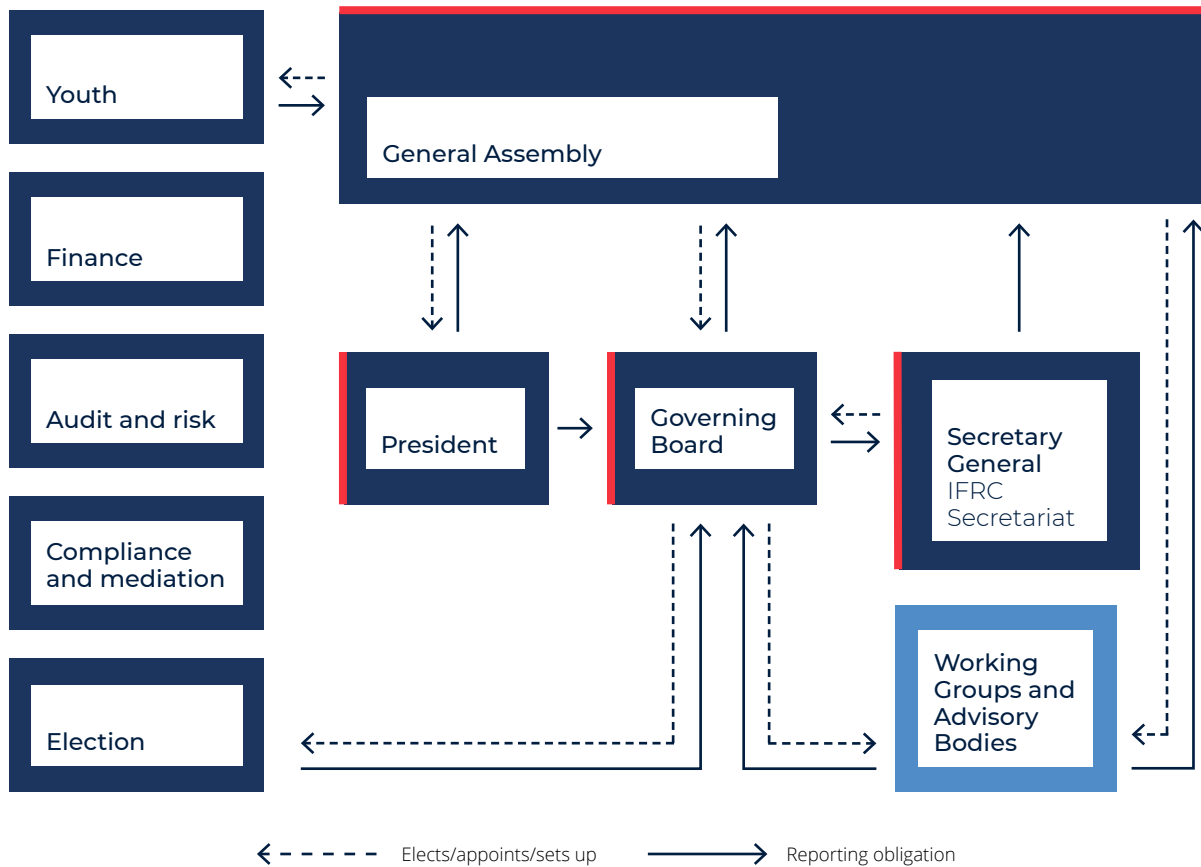
It prioritizes the execution of strategies, establishing IFRC's influential voice in humanitarian agendas and supporting resilient National Societies. Additionally, it fulfils coordination and operational responsibilities within the network and the broader humanitarian community, while developing management policies and strategies that drive their effective and efficient implementation across the global organization.

At all times, the Governance and management of the IFRC work to build on recent progress made on strengthening integrity, transparency and accountability, and to strengthen cooperation and coordination within the International Red Cross and Red Crescent Movement.

While the global IFRC is managed from its headquarters in Geneva, Switzerland, its strategic direction and the core of its mandate – service to National Societies – are set by a Governance that is comprised of National Society representatives from across the world, and from every background and walk of life.

Local perspectives and the realities of local action therefore inform the work done across the IFRC for the benefit of communities in need before, during, and after disasters and crises.

## How the IFRC is governed



The **IFRC President** is a National Society leader elected by their peers during a General Assembly, and is responsible for guiding the IFRC, ensuring that it implements the decisions made by its governing bodies, and exercises its functions as defined in the Constitution.

The President is the highest personality of the IFRC and is responsible to the General Assembly for ensuring that the organization pursues its general object and exercises its functions as defined in the Constitution. The President acts under the authority of the General Assembly and of the Governing Board to guide the IFRC's affairs – including the activities of the Secretary General – in conformity with the decisions of the General Assembly and the Governing Board.

The statutory functions of the IFRC President include, but are not limited to, the following responsibilities:

1. Convene and preside over the sessions of the General Assembly and the Governing Board.
2. Present to the General Assembly a review of the state of the IFRC.
3. Present to the Governing Board and General Assembly the report of a firm of internationally recognized independent auditors.
4. Coordinate the work of the governance bodies, commissions and committees of the IFRC.
5. Represent the IFRC in its relations with the other components of the Movement and with other international organizations and institutions.



6. Have the ability to call upon the Vice-Presidents and the Chair of the Finance Commission, to assist him/her individually or collectively, in his/her functions.
7. Have the ability to take a decision collectively with the Vice-Presidents, which is issued to a National Society, requiring an individual or individuals who hold a National Society Leadership Position to step aside from office as per the IFRC Constitution.
8. Carry out any other function entrusted by the General Assembly or by the Governing Board.

IFRC Governance also has five Vice Presidents, each of whom support the President and may be called upon individually or collectively by the President to assist in the execution of his/her functions. Four Vice Presidents are elected, one from IFRC's four statutory regions, and are joined by an ex-officio Vice President from host country Switzerland. The Vice Presidents participate in the sessions of the General Assembly in their personal capacities.

The four elected Vice Presidents are expected to:

1. Ensure communication on Governance matters between the General Assembly, the Governing Board and the National Societies in their Statutory Regions.
2. Promote the decisions of the General Assembly and Governing Board, particularly in their Statutory Regions.
3. In close coordination with the Secretary General, support National Societies in their Statutory Regions and globally with integrity challenges as requested by the National Society itself or the Compliance and Mediation Committee.

The President is chair of the **IFRC Governing Board**. The Secretary General provides strategic advice and support to the IFRC President in the execution of their statutory duties and is supported by senior advisors.

The **Governing Board** makes decisions on the IFRC's direction and policies, and provides

transparent mechanisms for accountability and compliance. The Board includes the President; the Vice Presidents, and 20 representatives from National Societies – five from each of the statutory regions. The board also includes the Chairs of the Finance Commission, Audit and Risk Commission and Youth Commission. At least 40 per cent of the Governing Board members must be of either gender.

In June 2022, a new Governing Board was elected at the IFRC's 23rd General Assembly. The elected National Societies are those of Bangladesh; Bulgaria; Cameroon; Canada; Colombia; Egypt; Ethiopia; France; Guinea; Haiti; Honduras; Iceland; Japan; Kenya; Malaysia; the Netherlands; New Zealand; Russia; Saudi Arabia, and Trinidad & Tobago.

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

The role of the General Assembly includes, but is not limited to, the following responsibilities:

1. Determine the IFRC's vision and strategy and the general policies that govern the IFRC network.
2. Take decisions on the admission of National Societies and expulsion and the application of any particular action or measure that it deems appropriate towards the Governing Board in case of a Breach of Integrity under Article 14 further to the examination of the recommendation of a Panel of the Compliance and Mediation Committee.
3. Elect the President of the IFRC.
4. Elect those four National Societies, one from each Statutory Region, which shall be entitled to appoint a Vice President.
5. Elect the National Society members of the Governing Board.
6. Appoint or elect, as the case may be, members of the Constitutional Commissions and Committees.

7. Designate the IFRC's representatives to the bodies of the Movement.
8. Set up other bodies, including, among others, advisory bodies and bodies with legal status required for IFRC activities and to appoint their members.
9. Designate as external auditors, on the recommendation of the Governing Board, a firm of internationally recognized independent auditors.
10. On the recommendation of the Governing Board, approve the IFRC's biennial plans, budgets and financial reports, and adopt the audited financial statements of the IFRC.
11. Take note of the report of the external auditors.
12. Approve, on the recommendation of the Governing Board and the Finance Commission, the formula for fixing the financial participation of National Societies, and to take note of the annual scale of contributions of the National Societies approved by the Governing Board and calculated using the said formula.
13. Amend the Constitution and the Rules of Procedure and adopt any other regulations necessary for the implementation of the Constitution.
14. Consider the reports of the Governing Board and Secretary General and of all bodies set up by the General Assembly and discharge the Secretary General and the Governing Board on its delegated activities.
15. Decide on the proposals presented by National Societies, the Governing Board and other IFRC bodies.

The **Governing Board** governs the IFRC between the General Assemblies, meeting at least twice a year. The board members act as members of a collective body of the IFRC and are influenced in their decisions only by the interests of the IFRC when the Governing Board carries out the responsibilities assigned to it by the Constitution and by the General Assembly.

Its functions include, but are not limited to, the following responsibilities:

1. Decide on any matter assigned or delegated to it by the Constitution or by the General Assembly.
2. Appoint and dismiss the IFRC Secretary General.
3. Define and approve those policies which are internal only to the IFRC and which are presented to it by the Secretary General, and in urgent situations, determine the general policies of the IFRC and the National Societies in accordance with the Constitution.
4. Interpret the decisions of the General Assembly, advise the President and give guidance and support to the Secretary General in implementing the decisions of the General Assembly.
5. Monitor on behalf of the General Assembly the implementation of the mandates entrusted to the IFRC by the International Conference.
6. Draw up the provisional agenda of the General Assembly.
7. Submit advice and proposals to the General Assembly when so requested by the latter or on its own initiative.
8. Submit to the General Assembly the proposed members of the Election Committee and approve electoral standards for campaigning submitted to it by the Election Committee.
9. Study any questions relating to the implementation of the functions of the IFRC and submit advice and proposals in this respect to the General Assembly.

The Governing Board oversees the work of a number of commissions and committees.

The **Finance Commission**, which is responsible for providing financial advice and oversight to IFRC, is comprised of a chair and representatives from five National Societies. One member of the

Finance Commission is required to be independent of the Red Cross and Red Crescent.

The **Audit and Risk Commission** advises the Governing Board on managing the IFRC's financial and non-financial risks, and monitors and assesses the delivery of the IFRCs internal audit processes. It reviews areas of risk, any significant cases of fraud and corruption, irregularities, and legal claims that could have a significant financial, reputational, or other impact on the IFRC. This commission advises the IFRC Secretary General and brings any allegations of Breaches of Integrity to the Compliance and Mediation Committee.

The **Youth Commission** advises National Societies and governing bodies on all matters relating to young people. It promotes the implementation of the IFRC's Youth Policy and ensures young voices from across our network are heard and considered. It is expected to study matters of policy development in the area of youth; to review and suggest revisions of the youth strategy or policy to the Governing Board or the General Assembly for adoption, and to

seek youth opinions on the implementation of relevant IFRC policies and to ensure that those opinions are communicated to the Statutory Bodies of the Movement.

The **Compliance and Mediation Committee** is responsible for investigating and resolving any potential breaches of integrity on the part of a National Society or any statutory body (except itself). It will review, investigate, and determine the nature and extent of any potential breach of integrity or of any dispute submitted to it, and inform the Governing Board or the General Assembly (in the case of an alleged breach of integrity by the Governing Board) with any further action or sanctions to be taken.

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

## Our structure: One IFRC, everywhere in the world

The IFRC's structure is designed to encourage National Society ownership and to place expertise and resources as close to National Societies as possible.

The technical and programmatic elements of the organization are underpinned by extensive support structures to ensure that all elements of IFRC work meet the highest standards of integrity and excellence, cost-effectiveness, and the duty of care needed to ensure a respectful and dynamic working environment for all staff.

The global IFRC secretariat structure includes its Headquarters in Geneva, Switzerland; five Regional Offices, 50+ delegations, three

international representation hubs, a global service centre and a global logistics/fleet hub.

The IFRC is a global organization with its Headquarters in Geneva, Switzerland. There are three divisions – National Society Development and Operations Coordination division; Global Relations, Humanitarian Diplomacy and Digitalization division; and the Management Policy, Strategy and Corporate Services division, each led by an Under Secretary General, and a number of offices that also report to the Secretary General.

The IFRC is led by the Secretary General who is the Chief Executive Officer of the organization.

Laura Olson  
*Director*  
New York Delegation

Rudina Pema  
*Director*  
Governance Excellence and Board Support

Kris Wallace  
*Director*  
Office of Internal Audit and Investigations

Walter Cotte  
*Special Representative of the Secretary General*

Jagan Chapagain  
*Secretary General*

Charlotta Relander  
*Ombudsperson*

Nena Stojkovic  
*Under Secretary General*  
Global Relations, Humanitarian Diplomacy  
and Digitalization

Melker Mabeck  
*Director*  
Partnerships and Resource Development

Aleksandra Saša Gorisek  
*Director*  
Communications

Juriaan Lahr  
*Director*  
Digital Transformation

Mette U. Petersen  
*Director*  
RCEU Office Brussels

Itonde A. Kakoma  
*Head*  
AU Office, Addis Ababa

Fawzi Abdulla A. M. Amin  
*Head*  
Gulf Cluster Office, Dubai

Xavier Castellanos  
*Under Secretary General*

Mohammed O.  
Mukhier-Abuzein  
*Regional Director*

Martha Keays  
*Regional Director*

Alexander Matheou  
*Regional Director*

Birgitte Bischoff  
Ebbesen  
*Regional Director*

Hossam Elsharkawi  
*Regional Director*

Frank Mohrhauer  
*Director*

Caroline Holt  
*Director*

Petra Khoury  
*Director*



**Christopher Rassi**  
*Chief of Staff and Director*  
**Office of the Secretary General**

**Pascale Meige**  
*Director*  
**Strategic Planning**

**Lars Tangen**  
*Head of Global Security*

**Lucie Laplante**  
*General Counsel*

**Emilie Goller**  
*Special Advisor to the President*

**NSD and Operations  
 Coordination**

**Niamh Lawless**  
*Under Secretary General*  
**Management Policy, Strategy and Corporate Services**

**Africa**

**Sunil Jhunjhunwala**  
*Director*  
**Financial and Administrative Management**

**Americas**

**Edwin Forlemu**  
*Director*  
**Human Resources Management**

**Asia Pacific**

**Simon Missiri**  
*Director*  
**Supply Chain Management**

**Europe**

**Françoise Le Goff**  
*Director*  
**Global Service Centre, Budapest**

**MENA**

**National Society  
 Development Services**

**Disasters, Climate  
 and Crises**  
*(Prevention, Response  
 and Recovery)*

**Health and Care**

# IFRC STRUCTURE

DECEMBER 2022



## The Office of the Secretary General

The Office of the Secretary General coordinates support to the Secretary General and his leadership teams, ensures coherence across the IFRC, and supports the overall strategic direction of the organization.

The office is responsible for ensuring that the Secretary General has all the information and support needed to carry out the full range of their mandate and is tasked with facilitating coordination and communication within the IFRC, and with the IFRC's partners.

This office also leads the IFRC's performance towards excellence, organizational change and innovation, and a culture of risk management, safeguarding and integrity.

It serves as the guardian of the IFRC's integrity, vision, and principles, and acts as the 'honest broker' by resolving problems between its members or, when necessary, refers issues to appropriate Governance bodies. It also supports its governing bodies as well as coordinates with Movement governance and the International Committee of the Red Cross.

### Strategic Planning

Assessment, monitoring, reporting and evaluation functions of the IFRC are vital functions to the IFRC's mission of support, coordination and development of its member National Societies.

Strategic planning allows the IFRC and National Societies to identify priority areas, pool expertise and resources to the greatest effect, prevent overlap or duplication of effort, and prevent marginalized or hard to reach communities from slipping through the net.

The assessment and evaluation elements of the work help IFRC to continually improve its work across the humanitarian continuum, while also satisfying donor and partner requirements for communication and transparency.

Strategic planning is a pivotal function within the IFRC, working in support of the Global Leadership Team to deliver IFRC planning at

all levels. This work maximizes the capacity of National Societies to deliver against their own strategies alongside *Strategy 2030*; positions the IFRC network as a lead humanitarian actor; supports the effective response to disasters and crises, and provides effective membership coordination and leadership.

Focus is currently being placed on a unified planning process that links the IFRC's planning and ambitions to the plans and objectives of National Societies, and places greater focus on effective country-level support. This process was developed during 2022.

Work is also done to ensure high-quality monitoring, evaluation and reporting across the IFRC, and improve the quality of data collection in the organization.

There are three main pillars of work in this area, with focus placed on Federation-wide results-based management, data systems, and standardized plans and reports.

#### *Federation-wide results-based management approaches*

*Strategy 2030* and the IFRC Plan and Budget provide clear frameworks for results-based management across the IFRC and the wider network. The IFRC is working to increase alignment to ensure a full institutional results-based management approach. Unified planning and Federation-wide methodologies such as the New Way of Working enable results-based global programmes and major grants/initiatives, while supporting accountability.

#### *Federation-wide data systems*

National Societies committed to reporting their results against common key performance indicators to measure collective results and achievements following the ambitions set in IFRC's *Strategy 2020* and to build a culture of accountability and transparency.

Ensuring a shift from a top-down to a bottom-up data collection approach will serve unified planning monitoring and reporting, major initiatives/operations and better demonstrate the global



footprint of the network (as demonstrated in the IFRC's *Everyone Counts* reports).

### ***Federation-wide standard plans and reports***

To better reflect the breadth of work across the network, the IFRC is working to achieve both more coordination and standardization. This will enable resource mobilization, and result in less earmarking and decreased pledge-based reporting through solid country-based unified plans and reports.

To achieve this, the IFRC is focused on inclusive engagement with member National Societies to drive a results-based management approach.

In 2022, the IFRC embarked on unified planning at country level, centered on National Societies' priorities and needs, bringing together ongoing emergency operations and longer-term work, and based on a Federation-wide planning approach. This has allowed the organization to produce 85 Federation-wide external plans covering 130 countries for 2023.

Efforts also focused on creating a collective ownership by the membership through the planning review week (senior leaders from 23 National Societies presented their plans to more than 400 participants from across the IFRC network) and a writeshop for the preparation of zero drafts of the external plans.

### **Security Management**

Security management ensures that the IFRC has the security architecture in place to ensure the safety of its staff, volunteers and operations through training and the establishment of security procedures.

A strong security mindset not only protects the volunteers and staff who deliver the IFRC network's programmes and activities at ground level, but also the communities they work within.

The extensive planning and regulations created by the Security Unit give all IFRC personnel a consistent security environment wherever they may be deployed, and every staff member undertakes personal security training that

equips them with vital skills and advice in their daily lives.

The IFRC continually works to strengthen its security risk management structure and approach to ensure that the organization remains 'fit for purpose' and meets both legal and moral 'duty of care' obligations to all personnel under its security management responsibility.

The organization works to increase the awareness, skills and capabilities of IFRC and National Society managers, deployed personnel, staff and volunteers while concurrently building security management capacities. Its goal is to allow the IFRC and National Societies to better fulfil their humanitarian mandate by enabling them to operate in a safe and secure manner, within any given security context, mitigating any risks associated with programmes and operations.

To achieve these goals, a culture of security is encouraged both within the IFRC and among member National Societies, who are supported to adopt security standards or to develop their own security frameworks. This contributes to the quality of support provided to at-risk communities by enabling Red Cross and Red Crescent personnel to engage with communities in either capacity building, resilience strengthening or emergency response, effectively and efficiently in the most secure manner possible. By doing so it supports the strategic imperatives identified in *Strategy 2030* and the *Agenda for Renewal*.

In 2022, National Societies and the IFRC benefited from both an updated and expanded suite of security training materials – Stay Safe 2.0 – and a rewritten and overhauled Minimum Security Requirements policy. Both initiatives were produced to the highest standards, using state of the art analysis and the latest pedagogical approaches.

### **The Office of Internal Audit and Investigations**

Internal audit and investigations is the cornerstone of the IFRC's assurance arrangements, allowing the organization to meet its obligations

for good governance, accountability, transparency, and probity to its stakeholders.

This function is an independent and objective assurance and investigation function that adds value to and helps enhance the operation of the global network. It helps the organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes.

Through this function, the Secretary General is provided with the necessary independent assurance over IFRC's governance, risk management, and control frameworks to discharge his accountability and integrity responsibilities to the Governing Board and more widely to the IFRC's partners and supporters, including donors.

There are three elements in this area of work: Internal Audit; coordination of External Audits, and Investigations. The IFRC has adopted the Global Institute of Internal Auditors' International Standards for its audit work and the Association of Certified Fraud Examiners (ACFE) and Core Humanitarian Standards for its investigations into fraud and sexual exploitations, abuse and harassment (SEAH). These Standards set out best practice in internal audit and investigations globally.

The work done involves close engagement with partners, including quarterly briefings to donors, National Societies, and diplomatic missions on the prevention of fraud and misconduct. In 2022, work began to develop an integrated and comprehensive new risk management system that supports the management of risk alongside the exploration of opportunities. This work encourages a culture of risk-informed decision making, accountability and transparency in all IFRC offices.

In 2022, the results of an external quality assessment were used to refine IFRC's internal audit and investigation approaches. Enhanced audit and investigation services have allowed the organization to quickly respond and support the IFRC's billion Swiss francs response

in Ukraine. This included providing immediate risk assessment and integrity services to the response, implementing third party oversight of the cash transfer programmes, and embedded a dedicated audit and investigation team within the response, greatly increasing the assurance IFRC can provide.

Demand for the department's services continued to rise after the enhancement of whistleblowing systems and the IFRC's leadership's continued vocal support for integrity. Several significant and complex fraud and SEAH investigations took place, resulting in an unprecedented level of integrity sanctions being applied.

Dedicated resources and tools for the development of effective fraud prevention and prevention of SEAH were shared across the IFRC network in 2022, focusing on enhancing the membership's integrity reporting systems and employee awareness. Integrity-related training was provided to more than 500 IFRC and National Society staff and the Whistleblowing Prevention System "Integrity Line" was rolled out in conjunction with corresponding training across 14 National Societies.

Risk management remains an increasingly important part of the humanitarian process - for the IFRC's partners and donors, and also for the IFRC itself. To this end, in 2022 the organization worked with partners to align and improve the respective processes for risk management and risk reporting, with a view to integrating and strengthening these systems while still allowing opportunities to be explored and acted upon in an agile and risk-informed manner.

The need for this work emerged from the IFRC's response to COVID-19. The pandemic disrupted the international humanitarian sector and demanded entirely new approaches almost overnight, many with a level of risk involved. It was clear that a fully integrated and comprehensive risk management system was required across the global IFRC, to embed a culture of risk-informed decision making, accountability and transparency in all offices worldwide.

A new solutions package for risk management was developed in the first half of 2022, including a Risk Management Policy, IFRC top strategic risks, a Country Risk Dashboard, delegation-level risk registers, and an annual report for Risk Management.

### **Governance Excellence and Board Support**

The global IFRC network looks to Governance for strategic vision, decision-making, and in setting – and embodying – the highest standards of integrity and humanitarian values. As such, the IFRC’s work in supporting the work of the Governing Board and its committees and commissions is of the utmost importance.

Work in this area includes providing comprehensive and high-quality support to IFRC Governance; providing advice and support to the IFRC Secretary General; developing strategies to strive for Governance excellence; driving process improvements, and in the coordination of planning and organization for the Statutory Meetings – a General Assembly and Council of Delegates every two years, and an International Conference every four.

It also plays a vital role in strengthening a culture of compliance across the IFRC’s member National Societies. It does this by leading on the development of integrity standards, policies and tools, and supporting the development of National Society governance.

Continuous support is provided to the President and Vice Presidents in fulfilling their statutory functions as well as in representational functions, including formulating strategic issues, providing advice and analysis before and during meetings and missions. The Vice-President from the regions and the regional networks are also supported to handle any integrity cases, while National Societies are supported through mediation and peer support.

The work also extends to supporting Advisory Groups, reviewing points presented at Governing Board sessions, and consultation with the

Commissions and Committees to identify other potential areas of the Statutory Texts of the IFRC (including the Constitution, Rules of Procedure, Financial Regulations, Staff Rules and Rules for Travel Assistance) that require amendments.

For IFRC’s Regional Conferences, guidance is provided to the Vice President and Secretary General in their roles in chairing Regional Conference preparatory/Steering Committee, providing advice and protocol guidance, and assistance is given in the design of the conference, evaluation and reporting, ensuring that the substance and outcomes are aligned with the IFRC General Assembly and Governing Board decisions and with the resolutions of the Statutory Meetings.

### **Legal**

The IFRC is operational worldwide and is accountable to national authorities for all activity carried out within those countries. As such, the organization needs a robust global Legal function, and strong legal frameworks.

A dedicated global team is responsible for legal risk management for the IFRC, providing strategic and technical legal advice, legal risk analysis and legal solutions to ensure compliance with the applicable legal frameworks covering all aspects of the IFRC’s activities worldwide.

The General Counsel leads and manages this global team, which is composed of highly qualified lawyers at Headquarters and across the Regions. This Legal function supports the global IFRC in the management of legal risks and in compliance with applicable legal and regulatory frameworks. The department also supports National Societies with their legal risk management needs.

Strategic and authoritative legal advice is given to the Secretary General and senior management on a broad range of complex and sensitive legal matters, and in relation to compliance obligations and related risks. In addition, global legal strategies, policies, procedures and tools are created and maintained.

### ***Counterterrorism and sanctions***

The IFRC is strengthening policy, risk management, due diligence and advocacy on sanctions. The IFRC is more than ever operating in challenging environments, some of which are subject to sanctions, such as Afghanistan, Cuba, Democratic People's Republic of Korea, Iran, Russia, Syria, Venezuela, etc. Regular advice is given to the leadership and its staff on the applicable legal framework in relation to sanctions, as well as to donors and partners. In addition, acceptable contractual terms are negotiated and work done to ensure that relevant controls are in place to strengthen compliance mechanisms.

Analysis, tools and materials on sanctioned regimes and advice on the applicable legal framework are distributed through factsheets and other methods, while contractual obligations undertaken and due diligence processes in order to enhance IFRC ability to operate. The IFRC also develops standards based on best practices, with the elaboration of the sanctions management policy, and the use of a suitable compliance screening software. The organization also engages directly with key donors and partners, including governments, in sharing the IFRC position on sanctions and negotiating acceptable contractual terms. Finally, IFRC-wide efforts continue to advocate for humanitarian exemptions, engaging with donors and partners inside and outside the Movement, and advising on key messages.

### ***Enhancing humanitarian action in sanctioned operational contexts***

In 2022, a number of sanctioned regimes were monitored and information was shared on how sanctions would affect operations in support of National Society work on the ground, in particular in relation to the international armed conflict in Ukraine. IFRC's legal experts played a key role in ensuring the inclusion of the IFRC and its members in a number of licences, as well as in the landmark Security Council Resolution 2664 introducing a cross-cutting exception for humanitarian action in UN sanctions regimes. Engagement also took place with suppliers and service providers to address instances

of overcompliance, and workable solutions were found to ensure humanitarian assistance reached the most vulnerable communities.

### ***Data protection***

The IFRC, on its own and through National Society partners, collects and processes vast amounts of personal data of vulnerable individuals around the globe. IFRC Data Protection experts work to ensure that IFRC practices are compliant with the internally binding Policy on the Protection of Personal Data, and that all processing is aligned with local requirements and expectations. By making personal data handling more efficient, more responsible, more transparent and more secure, the IFRC strives to protect individuals from the risks of misuse of their data, whether such risk is financial, physical, mental or digital.

### ***Engaging with partners on best data practices***

Policies, guidelines, templates, privacy statements and other materials were designed and delivered by IFRC Data Protection specialists to achieve the goals of more robust personal data processing, internally and for Movement partners. Virtual and in-person training sessions are regularly held to sensitize staff of the issues around personal data protection. The IFRC routinely engages with other humanitarian partners and international organizations to help develop and implement programmes that will minimize data collected yet allow sufficient data to enable well-functioning responses to humanitarian crises. The coordination of matters relating to personal data was managed across the global IFRC via a network of data protection focal points.

### ***Enhancing data sharing for humanitarian purposes***

In 2022, a Data Sharing Agreement template was launched to support affected National Societies in facilitating the safe, reliable, and compliant transfer of personal data in response to the Ukraine crisis. By entering into these agreements, National Societies and the IFRC ensured the flow of data necessary to implement and coordinate the Cash programme in Ukraine and surrounding countries, while providing transparency of the data transfers to affected persons.

Data protection tools, guidance and advisory services were offered across the IFRC and to member National Societies throughout 2022. Legal advice was provided to National Societies on their own compliance and legal risk management work, with a focus on strengthening their legal framework and enhancing accountability.

Also in 2022, work was undertaken to support the legal structuring of transactions, as well as the drafting and negotiation of strategic partnerships and alliances making the IFRC the partner of choice. Areas supported included the innovative financing portfolio and the setting up of a DREF insurance mechanism and Islamic funding opportunities.

### Special Representative of the Secretary General for COVID-19 Response

Under the overall direction of the Secretary General, and working closely with each division, the Special Representative of the Secretary General for COVID-19 provided IFRC coordination in external relations and diplomacy, business growth and continuity, risk management, digitalization initiatives, global and Movement coordination, multi-sectorial initiatives and efforts, and lessons learned to prepare for future responses.

The Special Representative advises the Secretary General and the senior management team on issues and necessary actions related to the COVID-19 response globally.

In 2022, this office engaged in high level diplomacy and advocacy to support and complement IFRC's global resource mobilization efforts; promoted the role of the IFRC and its members; proposed concrete actions with regard to the duty of care to staff, volunteers and the communities they work alongside; examined existing policies, rules and procedures, and proposed changes to bring greater agility to the organization to respond.

In addition, the Special Representative also provided risk management oversight, including related to monitoring and performance management; ensured challenges are being

addressed as part of the COVID-19 global response, and identified lessons learned and knowledge sharing opportunities derived from COVID-19 across the IFRC.

### Enterprise Resource Planning

As part of the IFRC's Agenda for Renewal process, a new Enterprise Resource Planning (ERP) platform, called the Our Re@dy project, was implemented to improve agility and efficiency in day-to-day business activities across five functional workstreams in the organization.

These are Finance, Logistics, Human Resources, Strategic Partnerships and Resource Mobilization, and Programmes and Operations.

In addition, the ERP was deployed for these supporting functions: Digital Transformation, Training, Localization and User Satisfaction and Planning, Monitoring, Evaluation and Reporting and ForeSee.

The goal of the ERP is to enable the flow of information so that all the IFRC's processes become connected with up-to-date information - locally and globally. More than 20 systems that currently operate independently will be integrated. This will eliminate data duplication and provide data integrity with a single source.

Simply speaking, the ERP will help IFRC staff work together in easier and more simple ways, leading to improved services and support of the member National Societies.

This process is being implemented as part of a transformational process in the IFRC's ways of working to create more synergies, agility and collaboration. As a result, the organization will save time and resources so that more people can be reached and helped.

Our Re@dy project will:

- Increase efficiency by simplifying work processes and automating repetitive tasks.
- Enable well-informed and precise decisions.
- Facilitate collaboration and communication.



- Empower staff to embrace new technologies and ways of working.
- Streamline business processes, reduce manual errors, and improve overall organizational efficiency leading to cost savings.

The ERP has been progressively rolled out, including the first module, Human Resources, in 2022, to be followed by Finance and Operations in early 2023. Each module that is rolled out is accompanied by a comprehensive training process. Although it will take time for the ERP project to reach its full effectiveness, its impacts are already being felt across the organization.

The ERP is an important step in the IFRC's journey to become ever more flexible, relevant, and effective.

### The IFRC Delegation to the United Nations in New York

The IFRC Delegation to the United Nations plays a central role in advancing IFRC's global humanitarian diplomacy, endeavouring to "persuade decision-makers and opinion leaders to act, at all times, in the interest of vulnerable people, and with full respect for humanitarian principles".

Through its representation of the broader interests of the IFRC and National Societies, the IFRC Delegation to the United Nations in New York seeks to profile the work of the IFRC and National Societies in support of their auxiliary role, and to achieve the ambitions of the IFRC network laid out in the *Agenda for Renewal and Strategy 2030*. The delegation also works to influence relevant issues on the global agenda and policy development through UN outcomes, as well as to enhance and develop relationships and partnerships to advance our work.

It achieves this through liaising with UN Member States, UN agencies, National Societies, the ICRC and other partners to deepen relationships and to position the IFRC network, including by securing participation of National Society and IFRC leadership in UN high-level meetings and side events to increase visibility and profile our work. The IFRC delegation also provides analyses and feedback to facilitate informed decision-making

and action by the IFRC on relevant issues on the global agenda and ensure operational coordination, particularly with UN agencies. In addition, the IFRC delegation gives expert input to influence policy development through UN outcomes on IFRC priorities, including disaster and crises, migration, health, climate, and food security.

For example, during the high-level week of the 77th Session of UN General Assembly in September 2022, senior IFRC leadership participated in and spoke at very high-level meetings on these thematic priorities, sitting together with prime ministers, ministers and the UN Secretary General.

By actively participating in the work of the UN General Assembly and its Committees, the IFRC delegation strengthened and introduced new language in the General Assembly resolutions on access to climate financing to support adaptation efforts in developing countries, especially those particularly vulnerable to the adverse effects of climate change; scaling up mental health and psychosocial support in the context of disaster risk reduction, and the importance of migrants' contributions to sustainable development, as well as the importance of young migrants and the work of local actors.

### Ombudsperson

While the IFRC endeavours to encourage and build a healthy working environment for all staff, one where every person feels valued for their life experiences and expertise, interpersonal difficulties and structural issues will still occur. For example, in some situations, a staff member may be experiencing difficulties in resolving a situation that affects them at work, but may also be unwilling to launch a formal process to achieve this.

Recognizing this, the IFRC created the role of an independent and impartial Ombudsperson alongside the existing staff support structures to provide a confidential and informal way for staff to raise any workplace concerns they may have in a safe space.



The Ombudsperson provides a forum for confidential and impartial discussion of workplace concerns. These informal conflict resolution and mediation services are available for all individuals holding an IFRC contract.

The mandate of the office is to enable the IFRC to be accountable to its own Fundamental Principles and goals by finding creative and collaborative ways of working with individuals and groups to facilitate the fair resolution of disputes, protect the dignity of staff, build trust and strengthen the relations between staff and the IFRC, all of which are key to organizational effectiveness and success.

The Ombudsperson does not have the authority, or the duty to report, or to act or respond to issues on behalf of the IFRC. Rather, it is independent of the management hierarchy and is a confidential alternative to existing reporting channels and the formal grievance process within the IFRC.

The Office of the Ombudsperson offers a safe space and works to facilitate communication and assist parties in reaching mutually acceptable, fair, and equitable resolutions. It provides off-the-record confidential, informal, impartial conflict resolution services and mediation that can expeditiously and less contentiously resolve issues without the use of the formal procedures. It offers a platform where all visitors can seek information and discuss options to address or resolve any kind of workplace concerns confidentially through a resource that is independent of the IFRC structure and management.

The office ensures that all outcomes and resolutions are consistent with the applicable IFRC rules and regulations, including the IFRC Staff Regulations, the IFRC Code of Conduct, and the Fundamental Principles of the Movement. It periodically reports – at least on an annual basis – to the Secretary General on general trends and makes recommendations for systemic change when appropriate without disclosing confidential communications or details of specific cases brought to its attention.

By September 2022, the number of cases handled by the office had gone up by almost 20 per cent compared to the first two years of its operation, growing from a yearly average of 89 cases in the first two years, to 106 cases between mid-2021 and mid-2022. The number of cases equals 4.6 per cent of staff using the Ombuds services, which is within the range of 1–5 per cent that is considered average for international organizations.

Over time, there was a change in the distribution of the role of the visitors: initially more staff contacted the Ombudsperson but by the end of the third year, slightly more managers than other staff contacted the office.

However, the trend has not changed in terms of visitors per location and visitors per gender: there are still more requests received from individuals and groups at headquarters than from the country delegations, country cluster delegations and regions. As for gender, significantly more women contact the office than men.

It is important to note that not all issues are related to a conflict with another person. There has been an increase in cases related to organizational practice, policy, process, interpretation of rules, lack of timely response, equity, and fairness.

During this reporting period, the Ombudsperson engaged in more group interventions than in the first two years. Action learning and facilitated dialogues were the main techniques applied in this aspect of case work.

In 2019–2022, the most common Ombuds interventions were coaching (reframing the issue, exploring options), making referrals to other services, facilitating the conversation between the parties, and conflict mediation.

### Safeguarding

The IFRC is committed to preventing and responding to sexual exploitation and abuse (SEA), safeguarding children, and creating a safe environment for staff that is free of harassment and any form of discrimination. Safeguarding is a part of the IFRC's commitment to 'do no harm'

and *Strategy 2030* states that the organization “will deepen our efforts to prevent, identify and respond to instances and allegations of behaviour that are contrary to our humanitarian principles and values”.

This is achieved by making sure that Red Cross and Red Crescent staff, volunteers, programmes, and communications do no harm to children and adults, and that these people are not exposed to abuse or exploitation. Humanitarian workers hold enormous power, which can increase the risk of exploitation and abuse.

The IFRC also looks at sexual harassment, given the increasing recognition that sexual exploitation and abuse and sexual harassment have common structural roots in inequality and gender discrimination which are, fundamentally, about abuse of power.

The IFRC actively seeks to minimize any adverse consequences of our programming and presence. The primary aim is to ensure that safeguarding is actively embedded within organizational systems to assure safe recruitment, safe programming, safe partnerships and to ensure that our actions and footprint match our commitments and mandate.

The IFRC is committed to taking all reasonable steps to prevent harm from occurring; listening to those who are affected through inclusive complaint mechanisms; providing rapid, survivor-centred response when harm or allegations of harm occur; and learning from every case.

Safeguarding is a cross-cutting issue that requires an integrated cross-sectoral approach. As a result, several IFRC departments share responsibility for managing it – the Office of Internal Audit and Investigations, Legal, Human Resources, Risk, senior leadership and programme teams all have a stake in its design and are accountable for its effectiveness.

In 2022, a new Head of Safeguarding position was placed in the Office of the Secretary General to strengthen coordination and application of safeguarding policies, systems and commitments.

This role also provides survivor-centred services as required, and in 2022 supported the Global Management Meeting and Board members to analyze risk scenarios and to strengthen management and governance knowledge. The IFRC has an Integrity Line system for receiving allegations and complaints.

The Head of Safeguarding is required to lead by example in proactively working to create a safe and inclusive environment at the IFRC; lead the multidisciplinary work needed for information sharing, training, HR and resourcing, the development of frameworks and reporting mechanisms, and other cross-network methods of ensuring the safety of all people who use IFRC services and work to help deliver them. (See Safeguarding Spotlight for more information.)

### Inclusion journey

In 2022, the IFRC embarked on an Inclusion Journey to encourage a diverse, respectful, and healthy culture within the IFRC, one where all staff feel safe, heard and valued, and have the opportunity to contribute their skills, experience and ideas. To this end, an initiative called Appreciative Inquiry was launched towards the end of 2022, in the form of a series of dialogues facilitated in Arabic, English, French, and Spanish, by expert practitioners from all over the world.

Colleagues from all IFRC offices, at all levels, were invited to share their experiences, voice opinions and feelings, and work together to uncover strengths, practices, skills, or behaviour that lead to meaningful participation, shared responsibility and accountability, safety and dignity for everyone, and equitable systems that honour the diversity of the IFRC.

The IFRC Inclusion Journey is a strategic initiative for the IFRC. As well as being the right thing to do and the moral thing to do, it is vital if the ambitions of the Agenda for Renewal are to be achieved.

The IFRC is also working to revise its PSEA policy to ensure its implementation is as effective as possible and an essential package of support for survivors and subjects of concern is under consideration.

The recruitment of dedicated safeguarding staffing is underway in high-risk contexts. The IFRC is strengthening screening, recruitment, training and accountability mechanisms to safeguard communities.

## National Society Development and Operations Coordination

National Society development and operational coordination works along the continuum from risk reduction and crisis prevention to response and recovery to build safe, healthy and resilient communities through strong National Societies, and is comprised of the National Society Development Services department, the Disaster and Climate Crises department, and the Health and Care department.

This area of IFRC work provides vision, leadership and strategic direction to build stronger National Societies. It oversees efforts to ensure that up-to-date evidence, research and knowledge are available to National Societies and within the IFRC, including to enhance the professional qualifications, competencies and impact of volunteers and staff.

It ensures the implementation of a model to accredit National Societies following the development of agreed criteria for excellence and provides guidance and standards for sustainable National Society development – including leadership strengthening, volunteering development, and youth engagement.

It provides vision, leadership, and coordination for the IFRC's work in policy and knowledge development; operational coordination in the areas of disaster risk reduction and crisis prevention, preparedness, response and recovery; and for the IFRC's work in strengthening the resilience of communities in health; water, sanitation and hygiene; shelter; food security and nutrition; climate change; livelihoods and poverty reduction; migration; prevention of violence (including gender-based violence); and social services.

The division oversees efforts to ensure that the IFRC fulfils its coordination and operational

responsibilities within the Movement and broader humanitarian community.

### National Society Development Services

National Society development services is a dedicated function to build the capacities and skills of IFRC's 192 member National Societies. It does so by ensuring aligned, evidence-based, and forward-looking services and programmes to support National Societies who wish to build their capacities and strengthen their institutional functions.

The IFRC has a constitutional requirement to support the development of its member National Societies, but the importance of this work goes beyond constitutional expectations.

The global network is only as strong as its least-developed member. Every Red Cross and Red Crescent entity thus has a strategic and moral imperative to support the National Societies so that they can do more and better within their domestic contexts, achieve their ambitions, and be the undisputed humanitarian partner of choice for their government, donors and partners.

National Society development is a multi-faceted process that involves more than just capacity building. The journey also encompasses organizational development, youth and volunteer development, and building a culture of organizational learning with a focus on leadership development and knowledge management.

In total, nine important functions are provided to National Societies and the IFRC through the work of this department. They are: National Society Development; Volunteering; Youth engagement; Organizational learning, leadership development and knowledge management; Protection, Gender and Inclusion; Policy research; Internal and external policy development and positioning; Advocacy and humanitarian diplomacy, and Innovation.

### Organizational transformation

Organizational Transformation activities are designed to ensure that National Societies receive relevant support as they undergo

changes in line with *Strategy 2030's* transformations. These transformations have National Society development, reach, and excellence at their heart: the first is "Supporting and developing National Societies as strong and effective local actors".

The IFRC's support in this area includes both the development and implementation of technical services directly contributing to these transformations (e.g. branch development; National Society development assessments, legal and policy base; financial sustainability) as well as ensuring the alignment of global programmes and emergency operations to development principles of the National Society development framework, the National Society development compact and the National Society development compact policy, in line with the Localization Agenda.

Many aspects of IFRC work actively contribute to the development of National Societies in specific areas. Targeted support is provided for regional offices and delegations, who directly support the development of National Societies, as well as technical teams at both regional and global levels.

The IFRC works to boost and promote the auxiliary role of National Societies; to foster innovation, and provide guidance for development services. Preparedness and response frameworks for emergencies are integrated into the development approaches of National Societies. This responsibility extends to engaging and advising other IFRC and Movement actors, as well as external partners.

In 2022, a new approach to supporting National Societies was introduced through peer-to-peer assistance facilitated by the establishment of the Financial Development Community of Practice. This initiative enables staff and volunteers from National Societies to establish direct connections and engage in effortless exchanges of views and experiences. Additionally, it promotes collaborative problem-solving by fostering joint, integrated efforts. By facilitating direct interaction, this innovative platform empowers National Societies to learn from one another and share

valuable insights, strengthening their collective capacity to address challenges and find effective solutions in a collaborative manner.

### ***Operational Movement and Membership Coordination***

The IFRC has a statutory mandate to coordinate. Since the creation of the IFRC in 1919, ensuring effective coordination among its members to achieve an efficient humanitarian response alongside our Fundamental Principles has been guiding our actions.

The IFRC has a constitutional mandate to 'organize, coordinate and direct international relief actions in accordance with the 'Principles and Rules for Red Cross and Red Crescent humanitarian Assistance', acting through or in agreement with the National Society.

The general aim of the IFRC is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities, with the objectives of ensuring the coordination of our international activities, the development and implementation of common standards and policies, organizational development, capacity building and effective international disaster management, and of having an international presence and recognition as a global partner in humanitarian assistance. This includes:

- 1.** Services to National Societies and specifically to:
  - a.** Act as the permanent body of liaison, coordination and study among the National Societies and to give them assistance.
  - b.** Encourage and coordinate the participation of the National Societies in activities for safeguarding public health and the promotion of social welfare and a culture of non-violence and peace in cooperation with their appropriate national authorities.
  - c.** Be the official representative of the National Societies in the international field, and to be the guardian of their integrity and the protector of their interests.

2. Humanitarian activities and within this point it is relevant to highlight two activities:
  - a. Bring relief by all available means to all disaster-affected persons.
  - b. Organize, coordinate and direct international relief actions in accordance with the “Principles and Rules for Red Cross and Red Crescent Disaster Relief” adopted by the International Conference.

This function is reflected as a priority action in IFRC’s *Strategy 2030, Agenda for Renewal*, and Plan and Budget 2021–2025.

### ***Disaster laws and policy***

The IFRC supports National Societies in achieving a strategic and effective approach to humanitarian diplomacy, including policy and practice change and representation. National Societies are also given support and advice in disaster law, to enable them to support their governments in developing and implementing effective laws and policies for disaster risk management as well as the auxiliary role.

Priorities, strategies and joint approaches to influencing are all focus areas, as is the coordination of thematic and event-based networks with interested National Societies in areas of priority. Advocacy reports, key messages and research products such as the *World Disasters Report* are produced, and IFRC network coordination is ensured around major policy events. In addition, IFRC experts in this area lead inter-agency and inter-governmental cooperation (such as the Grand Bargain’s Localization Workstream and the Climate-Science Humanitarian Dialogue), and support capacity strengthening on humanitarian diplomacy, disaster law and the auxiliary role.

In 2022, support was provided for IFRC network advocacy on the climate crisis (including through publishing new evidence on gaps in climate financing and fielding a powerful delegation to the UNFCCC COP, where the IFRC’s Climate Resilience Platform was launched among dozens of events with Red Cross and Red Crescent

speakers), pandemic prevention and preparedness (as a consistent voice in the negotiations of the new pandemic treaty and revision of the International Health Regulations), in solutions for forced displacement (as a leading voice for localization at the Global Refugee Forum), and in localization of aid (with support for the outcome of the Grand Bargain Intermediaries Caucus and the first localization dialogue in the Democratic Republic of the Congo).

In the area of disaster law, several global research and advisory products were launched, including the world’s first comprehensive database of national disaster laws, and supported more than 30 evidenced-based reports at country level and over a dozen National Societies in formal technical support to their authorities on new laws.

In June 2022, during the Statutory Meetings of the Red Cross and Red Crescent, revised policies on Volunteering and National Society Development were adopted and are now guiding the work of the IFRC and the wider network.

### ***Protection, gender and inclusion***

Protection, gender and inclusion is the IFRC’s approach to preventing issues of violence, discrimination and exclusion in communities, in crisis situations and emergencies, and in Red Cross and Red Crescent institutional capacities.

The three main objectives are institutional capacity, composition, and commitment to address violence, discrimination, and exclusion; National Societies and the IFRC adopt a comprehensive Protection, Gender, and Inclusion approach across all operations, programmes, and services; and develop and improve advocacy, partnerships, and learning within the Movement and externally to support better protection, gender, and inclusion actions.

The work encompasses the centrality of protection (including child protection), social inclusion, the prevention of trafficking in persons and SGBV, disability inclusion, anti-racism, diversity inclusion, gender equality, protecting and restoring family links, LGBTQAI2+ inclusion, violence prevention, diversity management, survivor-centred approaches, and safeguarding.



To this end, the IFRC provides specialized technical advice and guidance; coordinates between teams on mainstreaming PGI, and to ensure appropriate narratives and accountability in our advocacy and partnerships. The unit works as a global team, with regional and delegation PGI coordinators as central members of that team, in all aspects of the work. Policy development is supported, as are strategic advancements, institutional knowledge building and learning, capacity building of National Societies, stronger and more effective coordination on PGI, appropriate operational capacities; systems, and procedures, core competencies for all staff and volunteers, meaningful advocacy and diplomacy, strong partnerships, standardized tools and consistency in quality across the network.

In 2022, the first IFRC Policy for Protection, Gender and Inclusion was adopted at the General Assembly. And, to ensure consistency, alignment and operationalization of this policy, the IFRC provided an Operational Framework for PGI; the Organizational Assessment Toolkit for PGI and the Safeguarding Self-Assessment Framework, supporting National Societies in their efforts to ensure safe and inclusive organizations, and stronger capacities.

Technical support, coordination and strategic guidance was provided to all major emergency response operations throughout the year, including through deployment of expert personnel through the global PGI roster. The work also enhanced accountability to IFRC donors and partners by developing a better defined and quality-assured system for meaningful planning, monitoring and reporting on PGI and Safeguarding for the membership.

### ***Volunteer Youth and Education Development***

Work in this area places renewed emphasis on mobilizing volunteers and engaging young people through educational outreach.

This reaffirms the Red Cross and Red Crescent's core focus on volunteers, half of whom are aged under 30, as part of a National Society's development. This importance is reflected in *Strategy*

2030, where Transformation 2 is "Inspiring and mobilizing volunteerism".

A substantial amount of youth engagement and outreach by the IFRC and member National Societies is accomplished through educational programmes of varying levels of formality that are facilitated by volunteers. These programmes also raise awareness of the Red Cross and Red Crescent, and encourage youth involvement.

The IFRC acknowledges the intersecting importance of these three areas and aims to prioritize the creation of an appropriate ecosystem within and between National Societies for managing, retaining, and supporting volunteers. This, in turn, generates opportunities for youth engagement through education.

This initiative builds upon the IFRC's ongoing efforts in developing its education strategy and activities, its innovative work on youth-led solutions (exemplified by programmes like Limitless and the YABC Football project), and the Volunteer Alliance's work to enhance volunteer management and motivation. The primary objective is to align the IFRC and National Societies with the evolving global trends of volunteering and youth mobilization while also accentuating values and non-formal life skills education in these three areas.

The work has a three-fold focus. First, collaboration with National Societies to develop strategies, policies, and processes, and provide them with engagement tools. This involves working closely with National Societies through the Volunteer Alliance and the Humanitarian Education Network. Secondly, providing secretarial support to the Youth Commission and ensuring coordination between the IFRC and the Youth Commission. Thirdly, internal communication within the IFRC to mainstream and integrate volunteering mobilization, youth engagement, and education outreach. This ensures a cohesive and cross-cutting approach to these areas.

In 2022, collaboration with Solferino Academy supported the implementation of the Limitless programme, focusing on youth engagement.



Additionally, the unit has been actively involved with the Climate Centre/Climate team in their youth action plan on climate and with the mental health team/Psychosocial Support Centre in the development of the youth mental health manifesto. The unit provides technical support to National Societies, regional offices, and country delegations in implementing the education framework.

Externally, the IFRC engages in partnerships with various organizations and initiatives. This includes collaboration with the African Union Youth Envoy, the Big 6, the Commonwealth Secretariat for the Commonwealth Alliance on Quality Youth Leadership, the UN Foundation for the Unlock the Future Coalition, the International Association of Volunteer Efforts, and participation in the Global Education Cluster. These external partnerships enable IFRC representation at events like the Commonwealth Heads of Government Meeting and the UN's Transforming Education Summit, among others.

In 2022, a new Volunteer policy was endorsed at the General Assembly. This involved extensive consultation with National Societies to gather input and feedback. Externally, the IFRC took part in the YABC football project in collaboration with the Qatar World Cup 2022 organizers. Coaching was provided to 16 international trainers who, trained 186 youth as YABC and F4D (Football for Development) facilitators. These facilitators accompanied 1,252 children, adolescents, and young adults. Through the implementation of 72 community-based Micro-Projects, more than 22,000 people were directly reached across the four countries involved.

### ***Coordination and Knowledge Development***

Careful management of three National Society development funds, which are aimed at fuelling the transformations of National Societies; ensuring that knowledge drives the development of National Societies and improve organizational performance, and providing coordination is essential.

Two of the Funds are Movement mechanisms jointly managed by IFRC and ICRC (National

Society Investment Fund and the Empress Shôken Fund). The third (Capacity Building Fund) is managed by IFRC. These are demand-driven funds which provide resources in the form of grants to National Societies, based on priorities identified by them.

The funds work in complementarity, each offering a dedicated value proposition. The CBF is open to all National Societies at any time and provides smaller injections promoting National Society transformation in a phasal approach. The NSIA is open only to National Societies operating in fragile settings and provides much larger and longer-term investments for sustainable development. The Empress Shôken Fund supports innovation in National Societies. The work is done in very close collaboration with headquarters and country-level partners and applicant National Societies of both organizations (where applicable).

The IFRC's re-engineered Capacity Building Fund disbursed 4.8 million Swiss francs between August 2021-December 2022 to support addressing the needs of 93 National Societies through different types of funding assistance. By December 2022, 23 National Societies had successfully completed their initiatives, and reported on their achievements.

The National Society Investment Alliance (NSIA) launched its fourth round of applications in May 2022, with 24 applications received (nine accelerators and 16 bridges). In September 2022, the NSIA steering committee approved a total of 20 projects (six accelerators and 14 bridges), worth 5.4 million Swiss francs. (For more information on IFRC funds and how they help National Societies, please see Funds section.)

The IFRC created a Knowledge Hub to develop the strategic framework for institutional learning and knowledge management that underpin transformational processes for National Societies, anchored in *Strategy 2030* and the Agenda for Renewal. It also designs systems and tools to support learning activities, to consolidate learning (from operational and development

work) and identify trends that contribute to organizational decision-making processes.

For the knowledge portfolio, the foundations and strategic framework were designed in 2022. Learning stemming from the operations of the three National Society development funding mechanisms was consolidated, analysed which will become instrumental in the National Society peer-to-peer learning processes.

The IFRC Innovation team's Limitless programme engaged 1,000 young people across 72 countries who received training, funding, coaching and mentoring to design and implement innovative approaches to addressing the impacts of COVID-19 in their communities. More than 300,000 community members were reached through these initiatives, and videos of their projects have been viewed more than 250,000 times.

## Disasters, Climate and Crises

### *Operations coordination*

Operations coordination supports the IFRC network with the development and maintenance of the local to global IFRC disaster management system, to ensure speedy, high quality, coherent and well-coordinated operations. Through this work, the IFRC ensures operational and programmatic quality and accountability through leadership and knowledge sharing across relevant technical areas (in support of National Societies, regional office and delegation roles for management of operations and programmes); global representation and policy positioning.

The IFRC takes a continuum approach to operations and programmes that facilitates coordination and support, and strengthens community preparedness, response, recovery, and resilience across all strategic priorities in the plan and budget 2021–2025. This includes provision of quality assurance of operations, supporting National Society capacity development, and global level networking in close coordination with other functions across the IFRC and with external partners.

Throughout 2022, direct coordination and support were provided to IFRC Regional Offices

to strengthen operations coordination and management, as well as the development of clear guidelines for launching new operations. This included overall operational coordination, support and improvement to the timeliness and quality of Emergency Appeals and DREFs, with a focus on a clear strategy to operationalize the proposed response and ensure that National Societies will have a positive impact on the people in need of support.

A focus on operational Movement coordination allowed for smooth strategic relations and operational coordination between the IFRC, National Societies and the International Committee of the Red Cross in the spirit of Movement principles and joint initiatives agreed between the different Movement components, such as Strengthening Movement Cooperation and Coordination. The team also supervises the coordination of Red Cross and Red Crescent Reference Centres worldwide.

The IFRC also hosts several projects under its legal status in Geneva, including the Global Road Safety Partnership, the Risk-Informed Early Action Partnership (REAP) and the Steering Committee for Humanitarian Response.

National Societies were provided with strategic direction and guidance to support their preparedness, response policies, strategies, and plans; to engage in risk analysis and planning, assessments, and to strengthen their operational capacity to manage disasters and crises, while ensuring coordination at all levels and effective operational support functions.

The IFRC worked throughout 2022 to keep track of the overall ambition of National Society preparedness and response capacity, that enables National Societies to fulfil their auxiliary role, by strengthening local preparedness and response capacities, to ensure timely and effective humanitarian assistance to prevent and alleviate human suffering. Guidance was also provided to facilitate the operationalization of preparedness and response capacity, specifically through the Preparedness for Effective Response (PER) approach.

Work was done across the IFRC on the professionalization of the shelter and urban resilience sector, and knowledge management and capacity enhancement through the Shelter working group. The responsibility of Shelter Cluster Coordination (IFRC Convenor role) involves working closely with the IASC system and other NGOs who are members of the shelter cluster.

Guidance on Food Security and Resilience Livelihoods was provided through the coordination of IFRC Offices, and National Societies producing the guidelines, methodologies and tools needed in the operationalization of the emergencies and the integrated approach with other sectors and areas such as cash programming, shelter, and National Society preparedness. There is close collaboration with UN agencies such as FAO and WFP, the cluster system and the peer working group.

In 2022, in close coordination with the EU Red Cross Office in Brussels, the IFRC worked to update civil protection guidelines for National Societies. The IFRC also played a key role in building relations with NATO, and the EU Nuclear and Radiological preparedness and response steering group for EU and neighbouring countries.

Technical review, strategic advice and quality assurance were provided for 16 new Emergency Appeals launched in 2022 (eight in Africa, four in Asia Pacific, two in the Americas, one in MENA and one in Europe). These included one of the biggest IFRC responses, in Ukraine and neighbouring countries, as well as the Hunger Crisis in Africa and in Afghanistan (complex emergency). Overall coordination and technical guidance was provided for 154 DREF-funded operations.

By the end of 2022, the IFRC had extensively contributed to enhancing local and national preparedness and response capacities (89 National Societies are engaged) in a more structured and systematized National Society preparedness approach.

### *Developing Heads of Emergency Operations/ Head of Emergency Operations Programme*

The HEOPS/D-HEOPS programme allows the IFRC to provide strategic operational leadership in large and complex operations.

This programme secures availability of strategic operations leadership through the availability of full-time personnel as well as through the development of Head of Emergency Operations certified personnel.

In 2022, 11 HEOPS deployments occurred. This is the third highest deployment frequency since the programme began ten years ago and is the highest usage of the tool in the past five years. It was also achieved with only one full time HEOPS active at the time, which helps to highlight that the Certified and DHEOps pools are ready and able to supplement gaps in the availability of the full time HEOps. In 2022, the HEOps programme certified seven developing HEOps, growing the HEOps-certified pool to 30 members.

In order to increase the diversity and inclusiveness of the programme, DHEOps launched a specific track dedicated to National Society members from the Global South. Consequently, an additional ten promising individuals from the Global South have been selected for this HEOps programme preparatory track to achieve increased localization of the programme. These improvements allow a more diverse and inclusive leadership for operations management.

This work ensures that large and complex operations are led by competent and trained personnel who can ensure forward-looking and National Society-centred operations.

### **Cash and voucher assistance**

The IFRC has a strong focus on disasters, climate, migration, and other crises, including the mainstreaming of cash programming and the implementation of global policies, positions, partnerships, interagency commitments, and programming relating to disasters and crises.

Priority is also given to community resilience and local action in accordance with the IFRC Disaster

Risk Management Policy and Early Response Framework. Continuous work is done to support the capacity development and representation of National Societies through the provision of quality technical and management support to the organization's regional and country offices.

The IFRC achieves this through a strong focus on positioning, standards and partnerships: implementing and revising policies and procedures to improve IFRC's programming and operations frameworks; providing strategic direction in interagency partnerships; implementing the IFRC Principles and Rules for Humanitarian Assistance within the Strengthening Movement Cooperation and Coordination workstream and supporting the development of globally recognized community-based approaches to programming.

It provides quality assurance and support to programmes and operations that prioritizes quality, agility, delivery, and impact. Work is also done to ensure the continuous improvement and development of the IFRC's local-to-global disaster response system, while also providing National Societies with effective and efficient tools for the design, implementation, monitoring, and evaluation of their own programmes and operations.

The IFRC has several teams working on emergency operations and services including the Disaster Response Emergency Fund (DREF); Forecast-based Action; cash transfer programming; National Society preparedness for effective response; shelter; climate; disaster risk reduction, and migration and displacement.

### Information Management

Information management allows the IFRC and National Societies to systematically use and share quality information and analysis in programmes and operations before, during and after crises. Readers can find the theory of change and strategic direction of this area of IFRC work [here](#).

The IFRC's work in information management ensures the delivery of efficient humanitarian services through enhanced coordination, alignment and through building information

management capacities; developing and maintaining robust information management solutions, frameworks, processes and procedures, and ensuring that decisions are informed by robust evidence and analysis.

In 2022, the DREF process on the IFRC's GO Platform was fully digitized. This means that from application, operational update to final report, National Societies can use GO to access funding, as well as to analyze, report and store operational data.

The immediate benefits include a more efficient, accountable and robust DREF process, including the potential for National Societies to better analyze trends and learn from peers. In addition, National Societies can better access the tools and services provided on GO, including seasonal risk analyses and impact forecasts for imminent hazards, operational guidance, surge catalogue of services, National Society preparedness analyses, and learning from more than 400 operations.

### Migration and Displacement

Work across the IFRC provides strategic leadership and direction ensuring that the network significantly enhances the scale and quality of action to support migrants and displaced people across the world. This support is aligned with *Strategy 2030* and the *Agenda for Renewal* and is focused on the collective IFRC network goal of "making sure that all people who migrate are safe, are treated humanely and with dignity, and ensuring that all people have the support they need to thrive in inclusive societies".

To achieve this goal, the IFRC focuses on the following primary objectives for the network:

- Expand our support to migrants along major migratory routes to meet their humanitarian needs through essential services, irrespective of legal status.
- Ensure a strong focus on protection for migrants who are particularly vulnerable.
- Scale up to integrate programmes across inclusion and social cohesion, recognizing

that these issues are interlinked to the wellbeing of all people both in home and host communities.

- Invest in research and new transformative partnerships that can help us to better meet the evolving needs of people on the move.
- Improve how we work across borders, allowing for more connected programmes and information systems between countries, National Societies and Movement components, and along migration routes.

The organization works to achieve this goal and these objectives, through implementing and developing the IFRC global migration strategy; enhancing action in emergencies; strengthening and scaling programmes; engaging in more effective advocacy and strategic communications; and provided tailored and high-quality technical support to the IFRC network.

National Societies are supported to effectively implement the existing IFRC Global Migration Strategy, including direct support for national-level migration and displacement assessments and integrating migration into National Society strategic plans.

Strategic and technical support was also provided to enhance the action of the IFRC network during migration and displacement crises. This involves assisting National Societies in better preparing for population movement crises (research, analysis, and operational guidance) and responding to migration and displacement crises, including surge deployments, operational guidance, and coordination in multi-country and multi-regional emergencies.

The IFRC also supports cross-border and route-based cooperation between National Societies in their longer-term programming and leads the implementation and strategic scaling of the Global Route Based Migration Programme, which supports 57 National Societies in improving assistance and protection along dangerous migration routes.

The organization provides leadership in policy, humanitarian diplomacy, and strategic

communications for the IFRC in the field of migration and displacement; engages in key global forums and aligns with important normative frameworks such as the Global Compact for Migration, the Global Compact on Refugees, the Action Agenda on Internal Displacement, and the UN Framework Convention on Climate Change.

High quality technical advice and guidance is provided on evolving challenges, including the implementation of Humanitarian Service Points. It supports on the issue of climate related displacement; protection, cash and livelihoods, and leveraging expertise across the network, including through the Global Migration Task Force, the Movement Reference Group on Internal Displacement and regional migration networks. This also includes coordination and cooperation with the Global Migration Lab, to further develop global research and insights into the work of the IFRC network.

In 2022, the IFRC network significantly boosted its efforts to assist and protect migrants and displaced people worldwide. It swiftly responded to emergencies, assisting more than 44 National Societies through DREF and emergency appeals to address urgent needs and supported implementation of longer-term programmes, with more than 155 National Societies providing ongoing humanitarian services to migrants and displaced people. The IFRC also launched and implemented the IFRC Global Route Based Migration Programme, with a commitment to significantly enhance assistance and protection along the world's most dangerous and risky migration routes.

### Health and Care

The IFRC has a service-oriented approach to support all National Societies in the delivery of the network's collective commitment to ensure that everyone, everywhere has access to the health services they require, in all contexts (e.g., emergency/non-emergency; fragile/low-income settings and middle to high income countries).

The work is focused on supporting National Societies to expand quality and integrated community-based health, care and first aid



as well as water, sanitation and hygiene programmes, in order to meet the unmet needs of all people at risk, particularly communities that are marginalized or hard to reach.

Health and care activities, and the monitoring and evaluation of the work done in support of National Societies towards the shared objectives of building safer and more resilient communities, combine to address the needs of the most vulnerable people, and contribute to the success of the Sustainable Development Goals.

The IFRC provides effective technical leadership to regional IFRC teams, and clear management guidance and innovative programme support for the development, adaptation and implementation of comprehensive health initiatives and solutions. The focus of the work is across three priority areas: community health; emergency health, and water and sanitation.

Taken as a whole, this work addresses complex vulnerabilities and hazards where health and care must be addressed alongside other needs in a holistic and resilience-based manner.

Work to boost National Society success in first aid (commercial and otherwise) and the development of legal frameworks to support National Society first aid programmes and ambitions is also carried out.

In 2022, the IFRC took the lead in many innovative approaches to improving and protecting community health and wellbeing. These included the promotion of early and anticipatory action for hazards related to health and water, sanitation and hygiene (WASH), digital health initiatives, support for universal health care, and guiding evidence-based emergency health and WASH components of IFRC response operations.

The organization also pressed for concerted action to end cholera worldwide, and promoted the vital role played by community-based workers and volunteers in delivering a range of critical public health services. This includes support for REACH, the African Union's Community Healthcare Workforce programme with the

African Centre for Disease Control (see Spotlight on REACH for more information).

With mental health and the need for psychosocial support remaining a challenge in many countries and contexts, particularly in the light of COVID-19 and the crisis in Ukraine and neighbouring countries, the IFRC worked on a number of initiatives in support of commitments made during the 2019 International Conference of the Red Cross and Red Crescent.

These included the development of a community-based mental health package in collaboration with the Red Cross Psychosocial Support reference centre and Nokia, outlining a task-shifting approach to caring for people living with mental health conditions.

### *Global health security*

Global health security must remain a priority, as epidemics are occurring more often, spreading faster and further than ever, while new infectious disease threats continue to emerge.

Lessons from the COVID-19 pandemic have shown that the world must step up investment in preparedness now, instead of waiting for the next crisis to hit. Further investment is required to strengthen health systems and ensure communities and local actors are meaningfully engaged – and given the means – to detect health threats and respond to them before they spread.

Since the creation of the IFRC in the aftermath of the 1918 influenza pandemic, the organization has worked with the World Health Organization, governments and other partners to prevent, prepare for, respond to and recover from epidemics and pandemics. National Societies act as auxiliaries to their government and their regular health and care services and programmes create a bridge between communities and local health systems. As trusted members of their communities, trained staff and volunteers can support communities to prevent, detect and control outbreaks, providing a frontline response when an emergency strikes. In 2019, the 33rd International Conference of the Red Cross and



Red Crescent adopted the resolution [Time to act: Tackling epidemics and pandemics together](#).

The IFRC works 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.

It also supports preparedness and response to outbreaks, through DREF and emergency appeals and the deployment of Emergency Response Units. It influences global health security policy debates to advocate for system-wide strategic investments in the preparedness of communities and first responders, supports National Societies to advise governments to establish robust disaster-related legal frameworks for the management of public health emergencies, and provides tools and guidance with the membership to guide community and institutional preparedness for disease outbreaks.

The IFRC supports the implementation of programmes to strengthen community epidemic and pandemic preparedness, with 27 countries engaged as of end 2022.

Tools and approaches developed through programmes and response operations are shared with the membership, with a training package on Epidemic Preparedness and Response in Communities and an online Epidemic Control Toolkit for volunteers and managers: <https://epidemics.ifrc.org> released in 2022. Close coordination with other health units, as well as policy, disaster law, community engagement and accountability and National Society preparedness teams have ensured synergies and the harmonization of tools, approaches and guidance for the IFRC network.

### **Community health**

Community health is a priority area for the IFRC, which works to expand access to quality health services and ensure communities are engaged and empowered to address those health issues which affect them. IFRC community health

programmes are designed to ensure hard to reach and socially distanced populations are not left behind. The main areas of focus include first aid, mental health and psychosocial support, immunization, addressing the health needs to people on the move, climate's effects on health, and non-communicable diseases such as diabetes and heart disease.

National Societies are supported to deliver health services through IFRC's Regional, Cluster and Country Offices. The unit works with various normative bodies such as WHO, US CDC and academia to develop and disseminate operational guidance for membership in the form of; toolkits, training (both in person and virtually), webinars and implementation guidelines.

The team also works to capture lessons learned and examples of better practice and disseminate those across the IFRC network. The unit also works to support peer to peer learning by sponsoring exchange visits between National Societies.

In 2022, IFRC's malaria programme supported 22 countries to distribute 190 million bed nets to prevent malaria saving an estimated 190,000 lives.

### **Mental health and psychosocial support services**

The IFRC supports National Societies to develop their capacity for delivering mental health and psychosocial support services (MHPSS), to ensure that individuals have access to these when and where most needed.

The key objective is to support National Societies to increase the number of people with access to mental health services and operationalize the IFRC mental health framework through task-shifting and further development of scalable mental health and psychosocial support interventions.

The 192 member National Societies, with support from the IFRC and IFRC Psychosocial Centre, provide a variety of services and programmes to address the mental health and psychosocial support needs of communities around the world. Addressing mental health and psychosocial

needs is an integral part of the IFRC network's collective objective to prevent and alleviate human suffering and protect life, health, and dignity.

In December 2019, the International Conference adopted a set of commitments addressing mental health and psychosocial needs. These commitments are expressed in Resolution 2 of the 33rd International Conference and Resolution 5 of the 2019 Council of Delegates, which includes a Movement policy on mental health and psychosocial support. Following the adoption of the policy and resolution, a roadmap for 2020–2023 has been developed to help strengthen the collective Red Cross and Red Crescent response to mental health and psychosocial needs, in line with these commitments.

Together with the IFRC Psychosocial Centre, the IFRC has developed training opportunities tailored to the needs of National Societies, as well as tools, manuals and other documents that can guide the design and delivery of mental health and psychosocial support interventions. The IFRC also provided ad hoc support, in the form of mentoring or technical advice, to overcome challenges or doubts for ongoing projects. A core part of IFRC work is also in fostering regional collaboration and exchange, through supporting the establishment of regional platforms where National Societies come together, to learn from each other and be inspired in new and innovative ways to address similar challenges.

In addition, together with the ICRC and numerous National Societies from around the globe, the IFRC works towards the implementation of the mental health and psychosocial support Roadmap 2020–2023, to act on six priority areas that were identified as needing increased attention, to move forward the mental health and psychosocial support agenda.

The IFRC also engages in public events and forums, as one of the ways in which we promote the work of National Societies, while advocating for the much-needed increased awareness for mental health. For example, in 2022, the IFRC represented the Movement at the Global Mental Health Summit, in Rome, which brought together

52 delegations from countries and international organizations. This was an important space to bring the voices of 192 National Societies, under one united message: mental health matters.

### ***Water, sanitation and hygiene (WASH)***

The IFRC prioritizes the reduction of risks of pandemics and epidemics by improving preparedness through scaling up water, sanitation and hygiene services in high-risk countries. IFRC's work in WASH concentrates on three areas:

- 1.** Improve preparedness, early detection and response to contain cholera.
- 2.** Ensuring WASH services are integrated in Red Cross and Red Crescent long term health programming.
- 3.** Providing coordinated technical support to National Societies implementing WASH activities.

National Societies are supporting in delivering water, sanitation and hygiene services through targeted support and collaboration with various normative bodies such as WHO, US CDC and academia to develop and disseminate operational guidance in the form of toolkits, training (both in person and virtually), webinars, and implementation guidelines.

Throughout, knowledge is shared and examples of better practices are gathered and disseminated across the IFRC network. Work is also done to support peer to peer learning by sponsoring exchange visits between National Societies.

In the face of widespread cholera and the effects of climate change and in line with localization and Green Response, the IFRC and member National Societies have developed the Water Supply and Rehabilitation and Household Water Treatment and Storage Emergency Response Units.

These Emergency Response Units, which consist of small teams that support National Societies to set up WASH programming immediately after disasters and crises, are a radical departure from traditional Emergency Response Units which rely on airlifting equipment into disaster zones.

The Water Supply and Rehabilitation approach was deployed in response flooding in Pakistan in 2022. Work is now underway to ensure a National Society from the Global South holds these modules, a first for the Emergency Response Unit system in any sector.

## Global Relations, Humanitarian Diplomacy and Digitalization

The IFRC's work in this area is comprised of Strategic Partnerships and Resource Mobilization, Communications and Digital Transformation. The global humanitarian diplomacy function and the IFRC Representation Offices located in Brussels, Addis Ababa and Dubai also report to the Under Secretary General responsible for this division.

Vision, leadership and strategic direction for the work of the IFRC are provided to expand, strengthen and maintain strategic partnerships and engage in humanitarian diplomacy and resource mobilization.

It ensures that key messages of the IFRC, including the protection of human dignity, the articulation of the needs of vulnerable communities, and the primacy of community resilience and local actors, remain at the forefront of humanitarian debates. It also oversees the promotion of greater understanding and awareness of the network through coherent and consistent messaging and ensuring standards of excellence in both external and internal communications.

Leadership, strategic guidance and advice relating to resource mobilization are also provided to National Societies, including identifying and pursuing new opportunities to expand resources at global, regional and national levels, as well as ensuring the provision of critical information and analyses for resource development, donor reporting, and planning and budgeting processes. It also explores innovative ways of collective financing and working with National Societies to grow the overall resource base.

The work also includes the Information Technology portfolio, optimizing IT investment and maintenance, and overseeing the design and roll-out of digitalization initiatives within the IFRC and the network.

Guidance and support are also provided to the Red Cross European Union Office, the IFRC Office of Permanent Representation to the African Union and the IFRC Gulf Cluster Office to help ensure coherence and alignment of approaches and activities with Headquarters.

## Strategic Partnerships and Resource Mobilization

The IFRC works to build network-wide partnerships to strengthen the resource base of National Societies, leveraging the potential of the network and status of the IFRC. It also works to facilitate the mobilization of resources to ensure a strong IFRC that is well-positioned to carry out its core mandate.

The focus is on the implementation of resource mobilization strategies, and ways to leverage existing partnerships and develop new ones for the benefit of National Societies. The IFRC works with National Societies and their governments, public and individual giving, multilaterals and financial institutions, private sector partnerships, intergovernmental and non-governmental organizations, regional groupings, foundations, academic bodies, think-tanks and other global entities.

The overarching goal is to amplify the collective voice of the Red Cross and Red Crescent at local, national, regional, and global levels, and to significantly grow the financial resources available to National Societies and the IFRC. The IFRC works with National Societies to maximize emergency and thematic funding.

Specialized work is carried out in partnerships for resilient communities; National Societies and government partnerships; resource development; representation and international relations, and private sector partnerships.

Ultimately, the IFRC works to achieve the goals of its Global Resource Mobilization Strategy, and aims to:

1. Achieve leadership for resource mobilization in emergencies.
2. Grow non-emergency funding.
3. Increase its capacity for Resource Mobilization.

### ***Government and National Societies***

Growing partnerships with governments together and through National Societies is done through engagement with IFRC partners within the Donor Advisory Group, engagement through various mission briefings and individually tailored engagements of our senior leadership with the governments concerned. Leadership is provided on fundraising for IFRC flagships such as DREF and Global Climate and Resilience Platform.

In 2022, another successful DREF pledging conference was held, together with a dedicated session on DREF insurance. The conference continued to attract donor interest and investment into the fund, and important progress has been made towards realizing the DREF insurance product. The total income of the DREF in 2022 is expected to reach 45 million Swiss francs. This represents an increase of more than 40 per cent from 2021 income. In addition, several new donors contributed to the DREF for the first time, thus contributing to IFRC's overall object to diversify its resource base.

### ***Multilateral and international financial institutions***

Leadership, entrepreneurship, and innovation are provided to execute the IFRC's strategy of engagement with multilateral organizations and International Financial Institutions to consolidate and/or establish strategic partnerships, and increase income to reach the targets set in IFRC's Plan and Budget 2021–2025 while being an effective voice in the complex and constantly evolving field of international resource mobilization.

Internal partners in this area of work include the Red Cross EU office and some European

National Societies at headquarter level. Externally, there is engagement with different DGs of the European Commission, headquarters of Multilateral development banks, Specialized Funds and UN agencies.

The IFRC takes regular part in dialogue, strategic meetings, and consultations with multilateral and International Financial Institution partners to strengthen effectiveness of resource mobilization by ensuring analysis of funding trends and developing funding targets. It maintains partner relationships and promotes organizations' objectives and strategies with partners.

In 2022, the IFRC consolidated the Pilot Programmatic Partnership funded by DG ECHO, as well as relationships with DG Health. It also further explored and consolidated partnership opportunities with development banks.

### ***Strategy and support and private sector***

In this area, the IFRC focuses on fundraising for DREF and the coordination of fundraising in emergencies. It leads fundraising campaigns in partnership with corporate partners and manages the global digital fundraising platform available for National Societies.

Innovative financing products are explored and built for humanitarian and development purposes, where private sector capital is blended with funds from institutional donors, and advice is given to National Societies on income generation activities and asset management.

Through this work, the IFRC's global (thematic) platforms allow for better global coordination of fundraising with and for National Societies. Greater transparency and accountability are ensured through the creation of external-facing publications such as the IFRC *Annual Report*, its Global Plan, and global and country annual plans. The IFRC also works to develop benchmarking studies and situational analyses to enable informed decision-making and fundraising strategy development.

Global partnerships are managed with global private sector organizations that have expressed

their preference to partner with a global interlocutor like IFRC. In these cases, IFRC works in full collaboration with the National Society where these organizations are headquartered.

Externally, the IFRC participates in a number of working groups and platforms such as at the World Economic Forum (collaborating on thematic areas such as migration, digital transformation and artificial intelligence, and climate change), the Humanitarian Finance Forum, and the Impact Bond Working Group.

### Communications

The IFRC's global communication and brand management efforts position the IFRC and National Societies as pre-eminent responders to emergencies and other humanitarian crises, and as the humanitarian and resilience-building partners of choice.

To do so, it provides strong, coherent external messaging to promote the work of the IFRC network and to influence the global humanitarian agenda through global campaigns, successful positioning in traditional and social media, and evidence-based advocacy reports. The communications team also engages and inspires staff and volunteers through an internal communications platform, *Our IFRC*, which was launched in 2022.

IFRC communicators take a priority-driven, digital-first and network-driven strategic approach across the global organization to elevate internal and external engagement with National Societies, international organizations, media partners, thought leaders and influencers around the world.

#### *Cross-media campaigning*

The IFRC develops and implements a digital and social media strategy. The goal is to use various digital media channels, such as social media, websites, and other digital tools, to increase the visibility and impact of IFRC's humanitarian work, engage with supporters and affected communities through campaigns, and build a stronger online community.

IFRC work in this area draws on the talent and experiences of individuals and teams in Headquarters and Regional Offices, National Societies, leadership, staff, and volunteers, partners and donors, champions, supporters, and influencers. Through this collaboration, the IFRC creates standards, provides technical advice across the network, works with policy and field colleagues to create influencing strategies, all as part of a comprehensive digital and social media strategy that aligns with the organization's overall goals and objectives.

In 2022, the IFRC increased the visibility and impact of its work to 6 million followers on social media and achieved 5.8 million total website visits. Some of the unit's successes in 2022 included the launch of the new multilingual IFRC.org; highlighting the humanitarian impact of the climate crisis at COP27, and celebrating the first Heat Action Day. Continuous support was provided to National Societies alongside daily coverage of emergencies around the globe.

#### *Strategy and global network*

The IFRC coordinates the development, implementation, and monitoring of the IFRC's global communications plan to support the organization's goals, and position the IFRC as a trusted, credible and effective humanitarian organization.

The IFRC works with National Societies to build communications skills, knowledge, and resources within the network, focusing on emergency communication and the sharing of information and assets. It also works to strengthen communication and coordination within the Movement as well as internal communication for the global IFRC.

A global roster of trained and skilled Red Cross and Red Crescent communications surge personnel is maintained to support emergency operations, and coordinates their deployment to support National Society and IFRC positioning. Nearly 30 surge communications personnel were deployed to support IFRC responses in 2022, the majority of which – 23 people – supported the Ukraine crisis operation.



The first foundational-level communications training was developed and delivered in 2022. In addition, a global-capacity assessment tool was created and piloted with 20 National Societies.

The IFRC's first ever online internal communication platform was successfully launched in October 2022, improving the organization's ability to reach and inspire ever-growing numbers of people across the network, and facilitating strategic content planning, and the smooth exchange of communications skills, knowledge and best practices.

### **Media and advocacy**

The IFRC works to strengthen media relations at global level; coordinate and support the media work done at regional and national levels, manage reputational risks, and position the organization as a key humanitarian actor at global, regional and local levels.

This is achieved through the creation and dissemination of robust key messages, reactive lines, press releases, press conferences and other ways of giving visibility to the work of the IFRC and National Societies. The IFRC proactively works on the media coverage of its reports and events as well as on the positioning of the organization during emergencies and crises.

This work involves much collaboration and information-sharing across the network, with social media seen as critical for not only building media relations but also for anticipating and mitigating possible reputational risks. The global IFRC also works to identify potential media opportunities and to propose and craft media angles and strategies to position the IFRC in the global debate and at major international conferences such as UNGA and COP.

The IFRC network's visibility in the global news media increased significantly in 2022.

Since the start of the crisis in Ukraine, the team facilitated interviews with IFRC spokespersons from the field as well as global leadership with CNN International, BBC News, *New York Times*, Voice of America, CBC News Network, Reuters, AP, AFP, EFE, ABC News, DW, Al Jazeera and

many more: a total of over 800k media and social media mentions linked to Ukraine and Red Cross/Red Crescent/IFRC/ICRC since February.

At COP 27, top mentions included Reuters, AP, AFP, Al Jazeera, *the Guardian*, *New York Times*, *Le Monde*, *Washington Post*, VOA, Swiss Info among others, with over 1.1k media and social media mentions of the Red Cross and Red Crescent linked to #COP27.

### **Community engagement and accountability**

IFRC's *Strategy 2030* calls for an urgent shift of leadership and decision-making to the most local level – placing local communities at the very centre of change so that actions are effective, inclusive, and sustainable. Achieving this requires the IFRC and National Societies to adopt a more systematic, consistent, and high-quality approach to how we engage with and are accountable to communities.

Stronger engagement with communities also improves the quality and impact of IFRC work. The recent 2022 World Disasters Report and responses to COVID-19, Ebola and in Ukraine have shown how critical community trust is to the success of all other interventions.

Over the past decade, a vibrant network of community engagement and accountability practitioners has developed within the IFRC and National Societies.

Movement Commitments on Community Engagement and Accountability were adopted at the 2019 Council of Delegates. Since then, continuous work has been done to develop standards and technical guidance, and directly support practitioners within IFRC, and National Societies across all regions and all thematic areas.

Enabling this work is a robust set of practical resources, including the recently revised CEA Guide, toolkit, feedback kit, and training packages, that support National Societies and external stakeholders to strengthen their accountability to communities. The work is reflected in IFRC's global surge capacity through the training and mobilization of a roster of CEA delegates, of which 28 were deployed in 2022.



Externally, there is growing demand from donors and policymakers for greater accountability and the IFRC is recognized as a thought leader in this area at global and regional levels, as evidenced by its co-leadership of the IASC Task Force on Accountability to Affected People and the Risk Communication and Community Engagement Collective Service.

In 2022, the IFRC supported dedicated initiatives to strengthen community engagement and accountability approaches in 77 National Societies. Initiatives spanned from strengthening trust in COVID-19 vaccines to supporting community health systems (through a 15 million US dollar grant from USAID BHA) and humanitarian emergencies, while contributing to institutionalization of Movement Commitments on Community Engagement and Accountability within the network.

Released in 2022, the [Community Feedback kit](#) has supported the IFRC and National Societies in setting up systematic feedback systems (85 [feedback mechanisms](#) were active as of December 2022). The unit also launched a process to establish a “Community Trust Index”, a tool to measure how people and communities trust the IFRC network, and what influences trust in humanitarian action.

### Digitalization and Information Technology

In virtually all countries, people increasingly rely on and expect a diverse range of digital services (e.g., through their mobile devices) to interact with local government, companies, and community organizations and services. This trend is already happening to humanitarian assistance. Yet, the Digital Divide remains a persistent and significant challenge at both national and local levels.

The need for a successful and large-scale digital transformation is urgent. And Digitally Transforming the IFRC and its 192 members is a complex process which requires collaborative action and support across the membership. Therefore, the IFRC recently developed a Digital

Transformation Strategy which was approved by the IFRC Governing Board in May 2021.

Effective digital transformation will position the IFRC more effectively in today’s interconnected world, and boost the digital and data capacities of National Societies.

The IFRC works to implement its digital transformation strategy, to provide digital tools, advice and support to Red Cross and Red Crescent personnel worldwide, and to encourage greater use of the network’s collective data.

It also provides visionary leadership to the IFRC network, encouraging a culture of humanitarian agility and innovation, drawing on digital services, data-enabled decision-making, and other opportunities for digital transformation in support of *Strategy 2030*.

In addition, it is responsible for the development and implementation of business transformation, information technology and digitalization services throughout the IFRC, thereby supporting the same transformation in 192 National Societies, setting the vision, and drawing stakeholders together on this digital journey.

To this end, the IFRC takes a collaborative cross-disciplinary and multi-organization Digital Accelerator approach to increase performance effectiveness, technical effectiveness, social effectiveness, and resourcing through coordinated and interoperable digital and data services. It also champions the sustained development of digital capacities across the network, including IT foundational capacities, digital and data literacy, skills development, risk management and change management.

In 2022, the Digital Transformation Department started the co-creation of the IFRC Digital Transformation Impact Platform with National Societies and technology partners. The Platform is a collective vehicle for change, to generate sustained critical mass among tech partners and other interested parties, and to mobilize financial, technical, and material resources to uplift the digital maturity of the 80 least digitally mature National Societies. The digital maturity

assessment model was refined, and multiple National Societies were supported to apply the analytical model to identify their maturity and produce the maturity growth investment plans.

Also in 2022, development began on digital engagement and volunteer management solutions, and collaboration took place with National Societies to design the vision of a multi-purpose assistance platform. The IFRC coordinated and facilitated the development of data and digital learning models, provided technical expertise on digital investments into National Societies, and implemented technology solutions for IFRC business processes, most notably for information security risk management and enterprise-wide resource planning and management.

### Humanitarian diplomacy and Representation Offices

IFRC's partnership development and humanitarian diplomacy activities are also supported by **Representation Offices**. Three of these offices report to the Under Secretary General for Global Relations, Humanitarian Diplomacy and Digitalization, and ensure region-wide coordination via a dotted reporting line to the relevant Regional Director.

The **Red Cross European Union (EU) Office**, based in Brussels, Belgium, is a membership office representing the 28 National Red Cross Societies in the EU, the Norwegian Red Cross, and the IFRC. This office helps to coordinate relations between its members and EU decision-makers to influence policy, mobilize EU resources and provide support on EU-related matters, in areas such as humanitarian aid, civil protection, migration and social inclusion). European developments that could impact the implementation of our members' work are also analyzed, as well as supporting members to elaborate and coordinate joint proposals to access EU funding.

The objectives of the Red Cross EU Office are:

1. To increase Red Cross influence on EU policy, legislation and practice so as to improve the humanitarian situation of the most vulnerable communities.
2. To mobilize EU resources for member National Societies' domestic and international work in order to maximize their reach and scope through a coordinated approach.
3. To serve our members on EU-related issues by monitoring the legal framework, exchanging information and knowledge, and providing tailored capacity building and technical support.

Strategic direction, goals and priorities in engagement with the EU institutions over the coming years are defined in the Red Cross EU strategy 2022–2027 – a reflection of the IFRC's Strategy 2030 translated to the EU context.

The RCEU Office works across Social Inclusion, Migration, Disaster Management and Development, and Communication. It works with members through steering groups, as well as existing Red Cross working groups, networks and reference centres. The steering groups meet three or four times a year to shape unit workplans, provide guidance and discuss evolving priorities. The Coordination Group (with IFRC and elected EUNS representatives) adopts common positions on EU policies and provides guidance and support to the RCEU Director. Topline priorities and the office budget are discussed and decided by senior leadership of the office's member organizations at the RCEU Annual Meeting.

In 2022, the office finalized the Red Cross EU Humanitarian Diplomacy Framework, which seeks to guide RCEU and its members on how to conduct joint humanitarian diplomacy with the aim of increasing our collective impact on EU policies and programmes. The framework includes practical steps and tools on how to develop joint humanitarian diplomacy strategies towards the EU.

In 2022, the team also facilitated the signing of two important projects with the European Commission which utilized the international organization status of the IFRC. The 12-month, 5.4 million euro “Safe homes” project is implemented by ten National Societies and supports the provision of private accommodation to people fleeing Ukraine.

The 36-month, 28.4 million euro “Provision of quality and timely psychological first aid to people affected by the Ukraine crisis in impacted countries” project is implemented by National Red Cross Societies in 24 EU Member States and the Ukraine Red Cross Society with the aim of tackling the immediate psychological needs of people displaced from Ukraine. Finally, throughout the year we continued strengthening our engagement with the rotating Presidencies of the Council of the EU.

The **IFRC Permanent Representation Office to the African Union & International Organizations (AUIO)** is situated in Addis Ababa, Ethiopia.

The IFRC AUIO representation office serves as a convening platform and enabler of strategic partnerships, in service and advancement of the auxiliary role of particularly African National Societies, before the African Union and its Member States, as well as international organizations.

The primary objectives of the AUIO representation office are threefold:

1. To establish and maintain formal diplomatic relations with the African Union, international organizations, and diplomatic missions on behalf of IFRC and National Societies
2. To foster strategic partnerships in advancement of the Agenda for Renewal and related Pan African Initiatives
3. To provide strategic platforms and positioning for African National Societies to influence and engage in African Union policy making and operations.

The IFRC Representation office to AUIO had a high-impact year in 2022 in terms of humanitarian diplomacy and advocacy in Africa, especially, but not solely, in cooperation with the African Union and international partners. There were five pivotal high-level engagements made throughout the year that further strengthened these partnerships. Key achievements are included strengthened partnership with African Union Commission on Humanitarian, Public Health, and Food Security; conducted joint assessment missions with African Union Commission advocating for vulnerable communities and in support of IFRC operations; strengthened partnership with Africa CDC; and mobilized strategic partnerships in advancement of IFRC Pan African initiatives.

For example, several recommendations contributed by the IFRC prior to the AU Heads of States Extraordinary Humanitarian Summit were considered as commitments in the declaration of the summit, which translate into a ten-year Humanitarian plan of Action of the African Union.

The IFRC also engaged in shaping recommendations and calls for action, during the High-Level Ministerial Conference on Food Security and Nutrition, which will serve as a basis in shaping future discussions and actions pertaining to food security and nutrition.

The **Gulf Cluster Office** in Dubai, United Arab Emirates, has a renewed focus on partnership development on behalf of the IFRC and its network in the Gulf region.

### **Management Policy, Strategy and Corporate Services**

The IFRC’s Management Policy, Strategy and Corporate Services is comprised of the Financial and Administrative Management department, Human Resources Management department, the Global Humanitarian Services and Supply Chain Management department and the IFRC’s Global Service Centre, which is based in Budapest, Hungary.

Responsibilities include overseeing the development of a Federation-wide approach to human resources management that enables the IFRC

to attract, select, train and retain a diverse and committed workforce with up-to-date skills and expertise.

It ensures that the financial planning and budgeting process is aligned to deliver and demonstrate value for money in achieving the IFRC's plan, and that financial processes and control procedures (including financial analysis, treasury and assets management) are streamlined, robust and effective in delivering the agreed activities of the business units.

It supervises the provision and maintenance of cost-effective office services that enhance productivity – including premises, equipment and supplies, transportation, accommodation, translation, archiving, health and safety, visitor handling, administration of all insurances, and other ancillary services.

Vision, leadership, strategic direction and effective management are provided to ensure global state-of-the-art supply chain services, tools, commodities, resources and overall organizational preparedness for all programmatic and operational activities of the IFRC, including disaster and crisis response as well as effective management of the IFRC Fleet base.

Finally, the division oversees the activities of the IFRC Global Services Centre.

### **Financial and Administrative Management**

The IFRC's Financial and Administrative Management approach is to offer strategic, operational, and programmatic support to the organization, providing leadership on financial and administrative matters. Relevant policies and procedures are developed and the organization's overall budgeting, accounting, treasury, assets, financial reporting, financial services operations, and administrative operations are managed.

The Director of the Financial and Administrative Management Department has a dotted reporting line to the Secretary General for matters of strategic importance, such as those related to Finance, Budget, and Audit, in accordance with the IFRC's Constitution and Financial Regulations.

Areas of work include managing internal controls, preparing statutory accounts per International Financial Reporting Standards, safeguarding the organization's assets, and managing the relevant financial and administrative operations risks.

There are eight areas of focus within this division, with each one dedicated to helping the organization deliver its mandate.

#### ***Finance shared services***

The IFRC's accounting policies are established in accordance with the requirements of International Financial Reporting Standards, and provide financial advice to the Global Leadership Team, the Senior Management Team, the member National Societies and the regional offices.

The IFRC's statutory consolidated financial statements are prepared for audit, and the IFRC's internal control framework is developed and maintained. In addition, the IFRC maintains accounting systems and reporting tools to provide high-quality financial information and analysis that supports both management decision-making and reporting to partners, including Governance and donors.

These goals are achieved through the provision of leadership in accounting, risk management and reporting to ensure compliance with IFRC policies, and the provision of analysis and advice to management and Governance in financial results, performance, risks, accounting policies, financial exposure to National Societies and other third parties, as well as monitoring and reporting financial performance against budgets.

In 2022, the IFRC completed a project to overhaul and re-present its audited financial statements so that they better meet their purpose of providing financial information that is useful to National Societies as IFRC's primary partners.

#### ***Finance business partnering***

The IFRC has an established budgetary policy and financial advice is provided to the Global Leadership Team, the Senior Management Team, member National Societies and the regional offices. Responsibilities include preparing the IFRC's budget review, revision, and consolidation;

maintaining costing systems and reporting tools, and providing high-quality financial information and analysis that supports both management decision-making and reporting to stakeholders, including the IFRC's governance and donors.

The IFRC provides organization-wide leadership in the budgeting, financial management reporting and donor reporting processes, including development and maintenance of budgeting and reporting tools that enable high-quality financial information and analysis to support governance and senior management decision-making, in the efficient management of IFRC's financial resources in accordance with the organization's policies, processes and procedures.

In addition, senior management and other leaders are regularly provided with analysis, guidance, and advice regarding budgets, overall financial performance, and financial risk management.

In 2022, the IFRC supported the implementation of the operating budget alongside preparing the 2022–2024 budget for approval by the IFRC General Assembly in June 2022, including changes to the organization's cost-recovery mechanism.

### *Treasury and payment services*

Treasury and payment services provide direction in the provision of treasury management and payment services. IFRC's central treasury leads the provision of all Headquarters-based payments and cash transfers, ensuring financial control, financial systems and business processes, risk management, treasury management and training, and provides expert advice and support to colleagues and partners.

The IFRC gives advice on banking, compliance, and risk-management matters, as they pertain to treasury National Society development. The advisory role extends to National Societies on matters relating to treasury, with the aim of advising and assisting in strengthening their capacities.

Senior management and governance receive regular advice and support from the unit, which also oversees regulatory compliance as it

pertains to banking and is the finance technical lead on transactions into sanctioned countries.

In 2022, the IFRC provided efficient treasury services ensuring transfers to National Societies are processed from Headquarters within 24 hours upon receipt of the approved payment requests and facilitated the dissemination of treasury advice and information-sharing between National Societies.

### *Finance processes and systems*

The IFRC establishes, develops, implements, and maintains systems and processes including the move to an Enterprise Resource Planning system to support financial management and controller-ship, risk management and internal controls, and financial reporting. The IFRC's global Business Intelligence and Data Warehousing functions for the IFRC are also managed, including coordinating with other internal partners.

The IFRC works with internal and external partners to enhance, develop and maintain financial processes and systems. It is involved in developing training material for onboarding users and supporting users across the global IFRC and resolving any system issues that arise.

Its work drives process efficiencies and enables better information for driving productivity and accountability across the network, to the benefit of National Societies, who receive faster and more cost-effective services.

In 2022, the APPLE accounting system was deployed to most field offices, systematizing the organization's accounts payable controls and invoice processing, an important step towards the deployment of the new ERP system, Microsoft Dynamics 365.

### *Meeting and conference services*

Expertise and guidance are provided, as well as direct support, for all events taking place at the IFRC Headquarters.

Services provided can range from hotel bookings, visa issuing, venue management and hosting at Headquarters, catering, flights, as well as translation and interpretation services. These



services are extended to all National Societies and IFRC personnel, as well as external partners and organizations.

The translation and interpretation services are in high demand within a multilingual network. In 2022, some 3.5 million words were translated.

In June 2022, the IFRC successfully facilitated the participation of 189 National Societies at the General Assembly and the Council of Delegates. It organized all logistical aspects of the events and maintained a close working relationship with the Swiss Mission to ensure all visa requests could be met and required COVID-19 protocols observed.

Overall, the main objective is to make National Societies feel welcome at their IFRC and have everything needed for a smooth and productive visit or conference.

### ***Building and office services***

The IFRC's building and office services ensures the cost-effective, efficient, and uninterrupted functioning of the IFRC Headquarters office building, and office-related administrative services such as office security and safety, reception, mail room, driving services, cleaning and gardening, housing services, office lease and parking management, office space management and logistics (purchases, removals, deliveries).

Guidelines are created and disseminated, and support is provided to the IFRC's regional and country offices. The IFRC also provides technical guidance and support to the member National Societies, and advises on policy matters related to IFRC premises and workspace management, including environmental considerations.

In 2022, the implementation of IFRC's environmental policy began by recording data and applying measures to reduce consumption and the organizational carbon footprint. The construction of ECO-points for recycling and waste management were also completed on office premises. A new agreement with water and power companies was signed and measures were introduced to reduce energy consumption and lower emissions. On average a reduction of between 15 and 20 per cent was achieved in 2022.

### ***Library and archives services***

Protecting the IFRC's historical business records and making them available to staff, member National Societies and the public are important to promote a greater understanding of the shared history and accomplishments, and to foster a spirit of openness, accountability, and transparency across the IFRC network, its partners and its supporters around the world.

Advice is provided to National Societies and the global IFRC alongside access to published information, to enable more informed decision-making.

The IFRC creates records management and archive policies and standards for managing IFRC business records and archives. Upon request, the Library and Archive Services provides advice and guidance to National Societies seeking to establish or improve their own records management, archives, or library programmes.

The procurement and curation of publications such as electronic newspapers, magazines and professional journals are centralized to reduce costs and duplication, and these are made freely available to National Societies via a Virtual Library on FedNet.

In 2022, the IFRC supported National Societies through the provision of documentation to allow them to prove their IFRC membership in negotiations with their governments; of copies of historic photos and extracts from historic films to be used by National Societies for anniversary celebrations and communications materials, and materials in support of a variety of National Societies' research projects on historical or current topics.

### ***Insurance***

Insurance is another layer of care and support to IFRC personal through the provision of expert advice and guidance to implement the IFRC's insurance policy and the issuance of contracts. The IFRC develops guidelines to ensure all insurance requirements are met in the best interest of the IFRC and its staff by providing the most efficient implementation and value for money. Advice is also provided to senior leadership on



insurable Federation risks with a view to protecting the organization. It also leads the insurance support response to arising operational needs and emergencies.

To achieve these goals, the IFRC works with national and international insurance companies and brokers. In 2022, the IFRC was able to renew all insurance policies with no rise in the cost of the premiums and in many cases was able to extend the benefits available.

### **Human Resources Management**

Strategic and operational advice and support are provided on human resources management issues through dedicated staff in Headquarters and the five Regional Offices. In 2022, the department began to operate under a new structure designed to encourage greater agility and targeted support in line with the Agenda for Renewal.

Overall guidance and management and strategic advice is provided to IFRC leadership alongside departmental as well as organizational planning, coordination of activities, staff compliance and employee relations and related case management work.

The management of key issues is covered, including strategic planning, liaison with IFRC's Staff Association Committee and other internal and external stakeholders. Lastly, it manages HR policy review and development, HR communications, assurance of data-driven decision making as well as job design and rewards to ensure a consistent and equitable job classification and grading system across the organization.

During 2022, a Staff Parental Leave Policy was finalized before being approved and disseminated, and work was underway with partners to develop a Flexible Working Policy. The IFRC also worked on leadership development for women and deepening the pool of future women leaders within the Movement. A Pay Equity Review project was also developed in 2022, where an external and independent firm was selected to evaluate IFRC's policies in relation to equal opportunities and inclusive practices in the workplace.

### ***Human Resources advisory services and communities of expertise***

Relationship management, dispute resolution, conflict management, case management, support to safeguarding, strategic workforce planning, organizational design and support to policy development are managed in this area.

The IFRC Learning Platform provides free training and knowledge-building not only for staff and volunteers across the Movement, but also for external organizations and the public. In 2022, there were more than 700,000 users and learners registered, including personnel from all 192 National Societies.

Many of the courses offered through the platform are mandatory for IFRC staff, including training on personal and operational security (Stay Safe 2.0), cybersecurity, the prevention of sexual misconduct and harassment, and corruption prevention.

### ***Global mobility, emergencies, and National Society engagement (talent engagement)***

Talent identification and acquisition, staff mobility, Human Resources in Emergencies, and engagement with National Societies ensures that the IFRC has the right and sufficient human resources to function.

The IFRC achieves its goals through the design, management and monitoring of the global acquisition, retention, and redeployment of critical talent within the organization, building the role of human resources in emergencies, and extensive meaningful engagement with National Societies.

In 2022, new initiatives were developed to improve IFRC recruitment and increase the value of National Society engagement through thematic funding and staff-on-loan or secondment arrangements. A new HR in Emergencies function was established to enhance the services provided to National Societies.

As emergency operations managers are always in high demand across the IFRC network, a Developing Heads of Emergency Operations programme provides training and certification for new leaders specializing in emergency

contexts. Eleven new inductees completed the process in 2022. In addition, the IFRC worked with counterparts in the ICRC to develop joint HR in Emergencies training referral systems to support the development of candidates with great potential.

### *Human Resources solutions, services and systems*

Transactional administrative services (payroll and benefits, onboarding needs such as contracts, relocation and residence permits, etc.) are provided while ensuring enhanced communication and dissemination of HR policies, rules and regulations, guidelines, and processes.

The IFRC also achieves its objectives through targeted support and services to colleagues in the global organization as well as National Societies and partners, including donors.

In 2022, improved HR information systems were launched as part of the IFRC's Enterprise Resource Planning initiative. This has allowed for improved management of digital transactions and new payroll solutions as part of efforts to develop and implement an integrated platform that accompanies each employee through their IFRC experience, combining systems, services, data quality enhancement, and HR analytics.

### *Occupational health, safety and wellbeing*

Staff health and welfare are paramount. Our work in this area, including the health clearance of new employees, and safeguarding of the health and wellbeing of current staff are included, as well as crafting and implementing a Global Staff Health and Wellbeing strategy and devising new and more effective ways of identifying, managing, and mitigating staff health and wellbeing risks. A particular area of focus has been the availability of counsellors in Headquarters and Regional Offices who can provide psychosocial support to staff in challenging environments or emergency situations.

During 2022, the IFRC conducted webinars on health matters, issued weekly staff advisories

with health and wellbeing advice, and provided constant support to staff in relation to physical and mental health – particularly in the context of challenging crises such as those in Ukraine and affected countries.

### **Global Humanitarian Services and Supply Chain Management**

The IFRC provides quality and value assured supply chain support to both its own and National Society response programmes around the world. The IFRC works to achieve this by a clear focus on responsiveness and cost-effective service to member National Societies and IFRC operations and programmes.

This includes providing cost-effective and environmentally sensitive global procurement and ensuring that relief goods are in the right place at the right time to reach the people in greatest need of them. This involves global warehousing and fleet services, which are managed by this department alongside strategic planning; supply chain services; standards and compliance; information management, and logistics development.

In 2022, the IFRC launched a Supply Chain review to identify ways in which existing services and support to National Societies could be improved, with a particular focus on proactive offers of support to the membership. More than a hundred National Societies took part in the review, which also drew on the knowledge and experience of the ICRC and humanitarian specialists across the sector.

The activities identified included consolidating demand per region to negotiate increased value for money from suppliers supporting National Societies with their domestic and day-to-day programmes; "greening" the supply chain and expanding the IFRC Fleet offer to include support for National Society programmes.

In 2022, 688 shipments weighing more than 11,500 tonnes were supplied from pre-positioned stocks in the IFRC global and regional hubs.

The crisis in Ukraine and affected countries required a strong response by the department. Of a global procurement spend of 53 million Swiss francs, the newly established Europe Region Logistics Unit accounted for more than 40 million Swiss francs which allowed provision of vital goods and equipment to more than five million people in Ukraine and neighbouring countries. This included the sourcing and delivery of hundreds of vehicles, including ambulances, search and rescue, trucks, and specialized units.

Also in 2022, the IFRC increased its sector-wide engagement on environmental sustainability (such as the Sustainable Supply Chain Alliance and the Logistics Cluster-led WREC programme); engagement with the sector-wide Fleet Forum group, the Logistics Cluster and inter-agency procurement groups.

### ***IFRC Global Service Centre***

The Global Service Centre located in Budapest, Hungary, primarily provides IT support services and logistics services to IFRC offices and personnel around the world.

The Global Service Centre supports the network in many ways, including but not limited to IT, procurement and supply chain, human resources; surge training, DREF, and operational services to the IFRC and some National Societies globally. Its objective is to contribute to an effective and efficient IFRC, while also helping to build stronger National Societies, contribute to effective disaster management, and influence strategic partners.

As such, it is an integral part of the IFRC's support to National Societies and plays an important role to enable the organization to achieve its goals. It has demonstrated that it is a delivery model for the effective and efficient delivery of services to the organization, employing a team of specialists for different functions and leading practices.

The centre also supervises the provision and maintenance of shared services to scale up efficiency and effectiveness by looking continuously for solutions that will enhance delivery. The IT professionals research and identify new areas of global services and innovative structures based

on trend analyses and a deep understanding of the capacities and potential of National Societies and the IFRC.

The office is also responsible for high-level liaison and networking with the Global Service Centre's host government, Hungary, and its diplomatic and business communities.

During 2022, the centre played a pivotal role in supporting and enhancing the organization's IT operations. Through a range of critical initiatives, the IT unit demonstrated its dedication to user support, the contribution to develop interfaces of the ERP project, support for rapid staff increases in European offices during the Ukraine crisis, and effective management of cybersecurity.

During the Ukraine crisis, the centre played a vital role in supporting IFRC's response efforts by swiftly accommodating the rapid increase in staff in the European offices. They efficiently provisioned additional IT and HR resources, including hardware, software licences, and network infrastructure, ensuring seamless connectivity and enabling smooth collaboration among the expanded teams. Their proactive approach and timely support were instrumental in facilitating IFRC's humanitarian operations in response to the crisis.

## **Regional Offices and delegations**

The IFRC has five Regional Offices, each with country cluster and country delegations that provide direct support to National Societies to boost and promote localization.

The IFRC's Africa Regional Office is in Nairobi, Kenya. In the Americas, the Regional Office is located in Panama City, Panama. In Asia Pacific, the Regional Office is in Kuala Lumpur, Malaysia. For Europe, the Regional Office is in Budapest, Hungary. The Middle East North Africa Regional Office is located in Beirut, Lebanon.

The Regional Offices manage the delegations in their respective regions. They also ensure strategic and operational coordination at regional level, making sure that the right support is provided to the National Societies in areas such as capacity

strengthening, disaster response operations, resource management, representation as well as in formulating regional strategies in IFRC's strategic priorities.

Each Regional Office provides leadership in IFRC's operational, National Society development, humanitarian diplomacy, and strategic coordination support to its member National Societies. The functions include strengthening National Societies through capacity building activities; supporting disaster response operations and assisting and/or providing surge capacity where needed; resource management; development of country and regional strategies; coordination of National Societies in the region; and representation of the IFRC at regional level and at country level, where required.

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

The Heads of the country and cluster delegations lead the IFRC's support for National Society development, humanitarian diplomacy, accountability, resource development and all other work to enhance the capacities and services in each National Society's domestic context.

Heads of delegations also act as ambassadors for the IFRC, representing the organization within the country/cluster, and in dialogues with internal and external partners. Each one promotes a "One IFRC" approach designed to link strategic and operational objectives at country level, while

promoting and reinforcing the National Society's role as auxiliary to its government.

The IFRC's presence at the country level allows it to support National Societies in their continuous development, in their long-term work, and in their local action when disasters and crises affect their country. By maintaining a country-level presence, the IFRC is able to provide leadership in coordinating technical assistance to National Societies; facilitate front-line surge capacity in emergency response operations, and act as the organization's primary communication link with National Societies.

In addition, IFRC network reference centres, hosted by member National Societies and the IFRC around the world, contribute expertise and support in their specialized areas of humanitarian work (see relevant section for full details).

The Secretary General has constituted management teams at four different levels to ensure effective and efficient management of the IFRC secretariat.

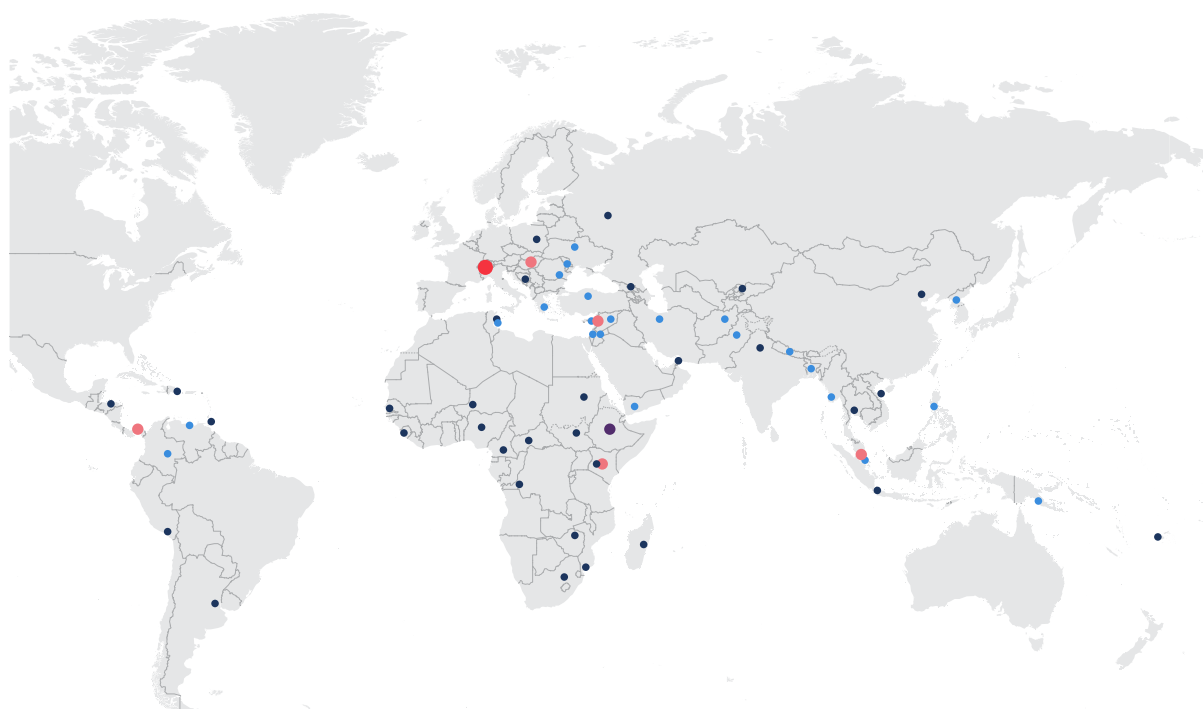
The **Senior Leadership Team** is a high-level leadership decision-making body. It is composed of IFRC's three Under Secretaries General, and the Chief of Staff and Director of the Office of the Secretary General, and its role is to support the Secretary General in providing overall leadership.

The **Global Leadership Team** is a global leadership decision-making team. It is formed of the Senior Leadership Team, the five Regional Directors, and the Director of the Office of Internal Audit and Investigations. This team formulates secretariat policies, ensures effective management and accountability, oversees the IFRC's activities worldwide, and works closely with National Societies to ensure the timely implementation of Governance decisions.

The **Senior Management Team** is a management coordination body based at IFRC's Headquarters. It is comprised of the Senior Leadership Team, the Directors of Headquarters departments, the Director of the Global Service Centre, the Special Advisor to the President, the Head of Global Security, and the Head of Operational Membership and Movement Coordination.

The **Global Management Team** is a global organization-wide management coordination body. It is comprised of the Global Leadership Team, the Deputy Regional Directors, the Senior Management Team, all Heads of Delegations, and the Ombudsperson.

## IFRC Delegation Map



● Headquarters   ● Representative office   ● Regional office   ● Country Cluster Delegation   ● Country Delegation

### Regional Offices

Nairobi, Kenya  
Panama  
Kuala Lumpur  
Budapest, Hungary  
Beirut, Lebanon

### Cluster Delegations

Khartoum, Sudan  
Freetown, Sierra Leone  
Nairobi, Kenya  
Niamey, Niger  
Pretoria, South Africa  
Dakar, Senegal  
Bangui, CAR  
Maputo, Mozambique  
Kinshasa, DRC  
Antananarivo, Madagascar

Harare, Zimbabwe  
Juba, South Sudan  
Abuja, Nigeria  
Yaoundé, Cameroon  
Buenos Aires, Argentina  
Santo Domingo, Dominican Republic  
Port of Spain, Trinidad and Tobago  
Tegucigalpa, Honduras  
Lima, Peru  
Bangkok, Thailand  
Beijing, China  
Jakarta, Indonesia  
Suva, Fiji  
New Delhi, India  
Moscow, Russia  
Bishkek, Kyrgyzstan

Sarajevo, Bosnia & Herzegovina  
Warsaw, Poland  
Tbilisi, Georgia  
Dubai, UAE  
Tunis, Tunisia

### Country Delegations

Caracas, Venezuela  
Bogota, Colombia  
Manila, Philippines  
Dhaka, Bangladesh  
Yangon, Myanmar  
Pyongyang, North Korea  
Kabul, Afghanistan  
Islamabad, Pakistan  
Kuala Lumpur, Malaysia  
Kathmandu, Nepal

Port Moresby, Papua New Guinea  
Chişinău, Moldova  
Ankara, Türkiye  
Kiev, Ukraine  
Bucharest, Romania  
Athens, Greece  
Beirut, Lebanon  
Damascus, Syria  
Tehran, Iran  
Sanaa, Yemen  
Amman, Jordan  
Ramallah, Palestine  
Tunis, Tunisia

# IFRC WORKFORCE

The IFRC is decentralized. Its workforce is comprised of both national and international personnel in the headquarters in Geneva, Switzerland, and in regional and country/cluster

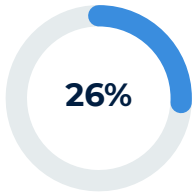
delegations globally. Staff includes international, national, staff on loan, integration agreement interns, contractors, etc.



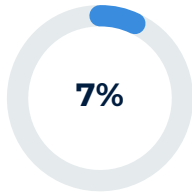
## Staff breakdown



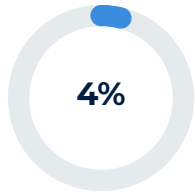
National staff



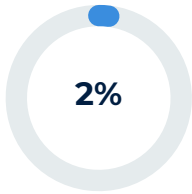
International staff



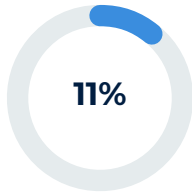
Integration agreement



Staff from  
National Societies

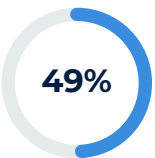


Interns



Consultants and  
contractors

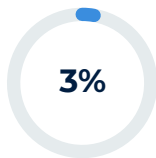
## 725 Internationals



Geneva



Africa



Americas



Asia Pacific



Europe



MENA



# HOW THE IFRC IS FUNDED

In 2022, the IFRC released its first dedicated report on regular resources. It includes details on funding, expenditure and examples of use, as well as case studies that go into further detail on the impact of regular resources on specific responses and the functions they support.

The IFRC's work to support vulnerable communities is dependent on financial support from partners. The IFRC seeks to secure income that is predictable and flexible to best serve its network. It seeks to strengthen existing partnerships and engage with new partners.

## The IFRC receives funds through:

**Statutory contributions:** Each member National Society provides an annual contribution to the IFRC determined by a formula approved by the General Assembly. The contribution of each National Society varies, depending on its income and the UN quota for that country. In 2022, a total of 33.1 million Swiss francs were contributed in statutory contributions by National Societies.

**Voluntary funding:** Voluntary contributions and donations represent the largest source of income to the IFRC, although the amount varies annually. In 2022, 813.2 million Swiss francs was received; of this, 25.1 million Swiss francs was unrestricted, which allows the IFRC the greatest flexibility to pursue its objectives.

In addition, the European Commission funded the European Social Safety Net (ESSN) in Türkiye with 236.3 million Swiss francs during 2022.

**Supplementary Service fees:** The IFRC provides services to National Societies and other partners, such as procurement and logistics support, the provision of vehicle fleet and rental of shared office space and administrative services.

The Supplementary Services of the IFRC are provided on a full-cost recovery basis. Income from Supplementary Service fees was 25.9M in 2022.

**Cost recoveries:** Expenditure associated with the implementation of the programmes and the provision of Supplementary Services, entails direct costs, indirect costs and in some cases donor-specific costs. The indirect costs and donor-specific costs are borne by the IFRC Regular Resources budget and are recovered from the programmes and Supplementary Services budgets through the indirect and other cost recovery mechanisms.

1. Indirect costs are recovered at a rate of 6.5 per cent. This indirect cost recovery is lower than the average 7 per cent for United Nations and other international development agencies.
2. The rates of cost recovery for the provision of vehicle fleet and other logistics services are reviewed annually and apply equally to humanitarian response operations, thematic programmes, and Supplementary Services.
3. Additional costs are associated with earmarking and donor-specific reporting requirements. These costs are separately recovered through donor-specific cost recoveries to ensure that donors who direct funds and/or who have specific reporting requirements are not subsidized by those donors who accept standard IFRC reports.

In 2012, the IFRC established a Donor Advisory Group (DAG), which is composed of representatives of donor governments, member National Societies of those countries, and the European Union. Group members are organizations that contribute more than 10 million Swiss francs multilaterally to the IFRC annually for at least two consecutive years. There are currently nine members and four observers and the group was chaired by the EU/European Commission (DG ECHO) in 2022.

The goal of the group is to:

1. Provide a forum for high-level strategic dialogue on humanitarian and development assistance, and donor trends.
2. Contribute to strengthening partnerships, for the benefit of all members of the Donor Advisory Group, and ultimately for the benefit of all member National Societies of the IFRC.
3. Provide high-level strategic inputs to the IFRC as to how it can strengthen partnership opportunities.

## Donor Advisory Group member country contributions 2022

*(does not include deferred income)*

<b>Donor country</b>	<b>Total value of voluntary funding 2022*</b> <i>(CHF millions)</i>
European Commission	333.0
United States	165.6
United Kingdom	100.4
Canada	58.1
Netherlands	46.3
Japan	44.3
Switzerland	37.5
Sweden	34.8
Norway	25.5
Finland	24.0
Italy	15.5
Australia	14.3
Germany	7.6
<b>Total DAG members</b>	<b>906.9</b>
<b>DAG observers</b>	
France	41.4
Ireland	16.5
<b>Total observers</b>	<b>57.9</b>

**Total DAG members with observers**

**964.8**

\* The European Commission figure includes ESSN cash distributions that are not recognized in the comprehensive income in the IFRC's consolidated financial statements.

**The IFRC would like to thank its partners – Donor Advisory Group members – for their long support and invaluable counsel as well as its increasing number of new partners.**

# FUNDING AND EXPENDITURE

It is important to note that part of the funds raised in 2022, especially for IFRC emergency appeals, such as the Ukraine and impacted countries crisis, Afghanistan humanitarian crisis or Pakistan monsoon floods, will be spent in subsequent years, in line with the time-frame of emergency appeals. Most funding for emergency

appeals arrives within the first year, while the time-frame of the appeal may extend beyond this. For example, unspent income of 224 million Swiss francs at the end of 2022 for the Ukraine appeal will be dedicated to continuing support in 2023/2024, in line with the appeal.

<b>IFRC Funding 2022 overview</b> (CHF millions)	<b>Funding requirement</b>	<b>Funding</b>
Emergencies	802.0	627.0
Thematic programmes	501.0	303.6
Funds	85.0	81.9
Regular resources	120.0	113.1
European Social Safety Net	392.0	236.3

<b>2022 Work by region</b> (CHF millions)	<b>Operating budget</b>	<b>Expenditure</b>
Africa	141.3	123.1
Americas	65.1	54.9
Asia Pacific	149.4	134.0
Europe	255.9	221.2
MENA	44.8	41.6
Global	119.8	113.8

<b>2022 work by thematic area</b> (CHF millions)	<b>Operating budget</b>	<b>Expenditure</b>
Climate and environment	9.4	6.0
Crises and disasters	305.9	268.8
Health and wellbeing	190.4	150.0
Migration and displacement	33.2	18.2
Values, Power and Inclusion	19.3	12.4
Strategic and operational coordination	49.4	77.0
National Society development	57.9	52.9
Humanitarian Diplomacy	9.5	8.5
Accountability and agility	101.5	94.9

**Total** **776.5** **688.7**

<b>Earmarking</b> (CHF millions)	<b>%</b>
Unearmarked	11.4
Softly earmarked	0.3
Earmarked	46.2
Tightly earmarked	42.1
<b>Total</b>	<b>100</b>

# Top Donors

## Top Government Donors

Rank	Donor Group Name	CHF millions
1	United States Government	77.6
2	Japanese Government	17.6
3	Swiss Government	14.8
4	Swedish Government	13.3
5	British Government	9.9
6	Italian Government	6.0
7	French Government	5.7
8	German Government	5.4
9	Irish Government	3.7
10	Spanish Government	3.6
	<i>Other Government Donors</i>	13.5
<b>Total</b>		<b>171.1</b>

## Top National Society Donors

Rank	Donor Group Name	CHF millions
1	British Red Cross	83.3
2	American Red Cross	67.7
3	The Canadian Red Cross Society	56.3
4	Netherlands Red Cross	44.9
5	French Red Cross	33.9
6	Norwegian Red Cross	24.5
7	Japanese Red Cross Society	24
8	Finnish Red Cross	23.8
9	Swedish Red Cross	21
10	Australian Red Cross	13.5
	<i>Other National Society Donors</i>	53.3
<b>Total</b>		<b>446.2</b>

### Top Multilateral Agency & NGO Donors\*

Rank	Donor Group Name	CHF millions
1	European Commission	333.0
2	United Nations	6.1
3	Islamic Development Bank IsDB	3.7
4	ICRC	2.1
5	The Muslim World League	1.9
6	The OPEC Fund for International Development	1.4
7	Kuwait Society for Relief	1.1
8	Atlantic Council	0.5
9	Innovative Vector Control Consortium	0.2
10	World Organization of the Scout Movement	0.2
<b>Total</b>		<b>350.2</b>

\* The European Commission figure includes ESSN cash distributions that are not recognized in the comprehensive income in the IFRC's consolidated financial statements.

### Top Corporates, Foundations & Individual Donors

Rank	Donor Group Name	CHF millions
1	Bill & Melinda Gates Foundation	7.5
2	Interogo Holding	5.1
3	Johnson & Johnson Foundation	4.7
4	Coca-Cola Foundation	2.4
5	Takeda Pharmaceutical Company Ltd	2.3
6	Procter & Gamble	1.4
7	Nestlé	1.3
8	Mastercard Foundation	1.3
9	Z Zurich Foundation	1.3
10	Charities Aid Foundation	1.1
<i>Other Corporate, Foundations, Individuals</i>		<b>18.8</b>
<b>Total</b>		<b>47.2</b>

# PARTNERSHIP PROFILES

It was a record year in 2022, in terms of overall fundraising for the IFRC for the benefit of National Societies. Whether through funding, in-kind or provision of services and knowledge, the IFRC's partners provided invaluable support in 2022.

The 'top donor' tables in the preceding pages are a valuable measure of support provided to the IFRC, but the IFRC's work with donors is far more complex, based on strategic and long-term engagement to create meaningful partnerships.

While working to strengthen relationships with partners, the IFRC is also introducing new ways

to engage, including the creation of multi-year global platforms that take a locally implemented but globally coordinated approach. These platforms enable partners to engage with the IFRC on specific thematic areas, to support in unique or multiple contexts, thereby ensuring increasing local impact and progress towards global goals.

In its efforts to diversify its donor base, increase agility and adapt to become ever more effective, the IFRC has also increased its engagement with the private sector, and looked for ways to engage in more public-private sector partnerships including through innovative financing.

## Global platforms

### Global Climate Resilience Platform

The Global Climate Resilience Platform is an innovative five-year, 1 billion Swiss franc mechanism to fund the scaling up of local and community-based climate action in many of the 100 countries most vulnerable to climate risks. Its goal is to reduce the current and future humanitarian impacts of climate change and support people to adapt in the face of it. The Platform will support three focus areas, selected on their ability to deliver transformative adaptation in the most vulnerable communities: Early Warning and Anticipatory Action, Safety Nets and Shock Responsive Social Protection and Nature-based Solutions.

The platform was formally launched by the IFRC, together with the Egyptian Minister for Social Solidarity, at COP27. The event featured high-level representatives from the African Union, USAID and the Dutch government, in addition to the Secretary General of the Trinidad and Tobago Red Cross and a youth climate activist from Bangladesh.

The event was an opportunity to highlight the supporters of the Platforms who made initial investments into the Platform, including **USAID** Bureau for Humanitarian Assistance (USD 20.5 million jointly secured by the IFRC and the American Red Cross) and the **Italian Ministry for Foreign Affairs** (EUR 5.2 million in funding for Anticipatory Action in Africa). Discussions are underway with several governments on additional funding.

### Disaster Response Emergency Fund

The DREF is a flexible emergency funding source which can provide financial support rapidly and in appropriate amounts whether for small- or large-scale operations. It provides funding to National Societies for emergency response operations as loans to allow immediate response to major disasters, or as grants to cover the costs of response and mobilization of resources, as well as preparation for response in the case of imminent crisis through the approval of Early Action Protocols. Since its establishment in 1985, DREF has helped 210 million people.



Another successful DREF pledging conference was held in October 2022, together with a dedicated session on DREF insurance. Total income for DREF in 2022 reached 45 million Swiss francs, an increase of over 40 per cent from 2021. Several donors, including the Governments of France, People's Republic of China, Kingdom of Thailand and Czechia, contributed to the DREF for the first time thus advancing the IFRC's objective to diversify its resource base, while Norway doubled its contribution (4.8 million Swiss francs).

To increase DREF capacity and diversify its funding sources, the IFRC in partnership with the **Centre for Disaster Protection** and **Aon**, worked on the design and development of the insurance structure to support the DREF. The insurance structure is being underwritten through [Lloyd's Disaster Risk Facility](#) and in addition to IFRC's own investment for insurance premiums, has received commitments of financial support from the Foreign, Commonwealth & Development Office, British Red Cross, Danish Red Cross and Nestlé. The German [InsuResilience Solutions Fund](#) committed initial funding and is now considering a further EUR 2.5 million towards product development and funding of the insurance product.

For more detail on DREF, please see the Funds section on page 71.

### ECHO Pilot Programmatic Partnership (PPP)

The PPP focuses on enhancing local preparedness, early action and response capacities alongside complementary international support

## Agreements

Many partners contribute resources to the IFRC's activities in support of National Societies and every contribution is precious. The following list is by no means exhaustive. It is a sample of some of the notable agreements and contributions from 2022.

**European Commission/DG Sante** and the IFRC signed a contract for EUR 7 million for

mechanisms, placing local communities at the very centre of the change.

The PPP was officially launched in April 2022. It will disburse EUR 210 million through the IFRC in support of its members over three years. It demonstrates in practice the **new ways of working** with participating National Societies in 25 countries. The programme is in its second year of full implementation.

### Digital Transformation Impact Platform

The Digital Transformation Impact Platform will support 80 of the network's least digitally mature National Societies to receive targeted support to level up by 2025, ensuring that National Societies have the digital maturity and capacities to boost their humanitarian services through data and digital solutions.

The **Norwegian Red Cross** pledged 70,000 Swiss francs to support the Digital Transformation objectives as part of a larger pledge that included support to the Federation-wide Databank and Reporting System (FDRS), information management, and Solferino Academy. A partnership agreement was signed with **the Netherlands Red Cross** that includes the assignment of 2.3 full-time equivalent staff for the Digital Transformation Accelerator team. A USD 1 million investment was provided from **Twilio**, while **Twilio, Bill and Melinda Gates Foundation** and **Vodafone** agreed to support with the provision of technology, assets, knowledge and expertise. This is in addition to **the IFRC's own investment of 3 million Swiss francs** in support of the platform.

psychological first aid and call centres for Ukrainian refugees in the four EU countries bordering Ukraine and in Czechia. This was then expanded through the IFRC to five European National Societies surrounding Ukraine for psychological first aid for Ukrainian refugees with EUR 1.4 million for Ukraine and Moldova. An additional EUR 12 million was granted by DG Sante, bringing the overall Agreement to EUR

20.4 million for the provision of psychological first aid to people affected by the Ukraine crisis.

**Islamic Development Bank** and the IFRC signed an MoU and accompanying framework agreement, which was followed by an inception grant of USD 525,000 secured as a first step towards a longer-term multi-million partnership under the upcoming Afghanistan Humanitarian Trust Fund. Additional support was secured for the response to the floods in Pakistan (USD 700,000).

A five-year MoU was signed between the **Kuwait Fund for Arab Economic Development**, the **Kuwait Red Crescent Society**, and the IFRC. It covers potential collaboration on critical humanitarian operations, the Global Climate Resilience Platform, and One WASH.

A five-year framework agreement outlining a partnership with **the Netherlands** Ministry of Foreign Affairs was signed enabling funding for, but not restricted to, emergency appeals, chronic crises, regular resources, DREF (including Forecast-based action), disaster preparedness, and localization.

Airbus signed a new agreement with the IFRC, with an increased scope for environmental preservation.

A five-year framework agreement was signed with **Choice Hotels**, enabling customers to donate to IFRC emergency appeals.

**F. Hoffmann-La Roche Ltd** signed a three-year framework MOU signed for collaboration in 1) supplying Roche treatments and solutions for noncommunicable diseases; 2) advancing capabilities of community health workers in

noncommunicable diseases, and 3) continuing to identify collaboration opportunities for the advancement of health systems.

**Nestlé** agreed to continue their support with 5 million Swiss francs over the next five years (including 2.5 million Swiss francs for DREF, 2 million Swiss francs for Africa hunger crisis, and 500,000 Swiss francs for regular resources). DREF, the Africa Hunger Crisis, employee giving, and ad hoc support of emergency appeals are the four pillars of the new agreement.

A second agreement was signed with **Airbnb** which will support IFRC operations by offering free accommodation.

Another grant agreement was signed with the **Bill and Melinda Gates Foundation** to continue support of the Risk Communication and Community Engagement (RCCE) Collective Service, bringing total active multi-year grants to more than 15 million Swiss francs.

**Land Rover**, the IFRC and the **British Red Cross** have renewed a 3-year agreement that includes projects on disaster response led by the British Red Cross; employee giving campaigns; and unrestricted funds for the IFRC.

**The Africa CDC/Mastercard Foundation:** Saving Lives and Livelihoods Initiative (USD 39 million) aims to scale up COVID-19 vaccination in Africa Union Member States. It is now fully funded and in implementation.

**The IFRC would like to thank each and every one of its generous donors, without whom, its support to the vital work of National Societies would not be possible.**

# FUNDS

## The Disaster Response Emergency Fund (DREF)

The IFRC's Disaster Response Emergency Fund has been channelling life-saving resources to local responders at community level since 1985. More than 210 million people in crisis have benefited from DREF support in that time.

In recent years the fund has evolved to be more agile and expanded to include an anticipatory pillar (one fund, two pillars: Response and Anticipatory Actions). This allows funding to be released in anticipation of disaster so that National Societies can act early – in advance of the hazard – to mitigate and reduce the impact on vulnerable communities, rather than just preparing to respond, when the hazard becomes a disaster.

The DREF is a demand-driven, flexible, and cost-effective way for donors and partners to support local humanitarian action. Donations to the DREF allow the IFRC to provide National Societies with:

- Direct funding to finance their local responses to small-to-medium scale disasters when no emergency appeal will be launched, or when support from donors is not foreseen.
- Start-up loans for wider responses (Emergency Appeal) where the IFRC and National Societies work together to respond to complex medium and large-scale

emergencies. The loan is then automatically reimbursed to the DREF when the Emergency Appeal mobilizes 200% of the loan allocated.

- Direct funding to finance anticipatory action in advance of predicted hazards, based on an agreed emergency plan (i.e., Early Action Protocols, Simplified Early Action Protocol, DREF for imminent event) designed to save lives before a disaster occurs.

In 2022, the DREF supported 91 National Societies with predictable funding to anticipate specific hazards, implement early actions and respond to disasters, allocating 59 million Swiss francs in total.

The fund supported 154 operations through loans to Emergency Appeals, and grants to anticipation and response via DREF operations that collectively supported National Societies to reach more than 15 million people. More than half – 52 per cent – of allocations across both pillars were for climate-related disasters.

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

## The Capacity Building Fund

The IFRC's long-established Capacity Building Fund provides personalized support to National Societies wishing to strengthen their role as local humanitarian actors in their contexts.

The fund has been overhauled to better address the emerging needs and challenges across the

IFRC network, and now operates on the principles of agility and simplicity of process.

It is open year-round to all National Societies, with each proposal being assessed in a non-competitive process. There is no limit to the number of applications a National Society

can make if they can demonstrate results from a previous investment.

Between August 2021 (when the reengineered fund was launched) to the end of December 2022, five million Swiss francs were disbursed to 93 National Societies across four focus areas: integrity, transparency and accountability; financial sustainability; volunteering and youth development, and systems development and digital transformation. The maximum funding available for individual grants was 100,000 Swiss francs.

In 2022, 23 National Societies successfully completed their first initiatives under the Capacity Building Fund. The success stories included:

The Burundi Red Cross trained national and provincial committee members in risk management and set up volunteer coaching and learning centres.

The Ecuadorian Red Cross transformed their medical centres. This investment enabled the National Society to sustain and extend both medical services and the services of its local branches into marginalized communities, while

contributing to building trust and credibility in these communities.

The Armenian Red Cross Society sent 20 young people to a Youth Leadership Academy, where they were trained and supported in proposing a community-based project. Fourteen were given seed funding to implement their ideas.

A Capacity Building Fund allocation allowed the Benin Red Cross to purchase IT equipment, strengthening their financial systems and data security. The addition of an accounting software at the national office allows all financial transactions to be centralized in one system, reducing the risk of fraud and improving transparency and accountability.

National Societies highly value the Capacity Building Fund's ability to boost their development, with the fund's agility and flexibility specifically being commended in the feedback received. The availability of the fund, and the support and careful attention provided by the IFRC, is contributing to an increased sense of ownership and responsibility by National Societies for their own development journeys.

## The National Society Investment Alliance

The National Society Investment Alliance (NSIA) is a joint initiative of the IFRC and the ICRC to support the long term, sustainable development of National Societies in fragile contexts: environments where communities are vulnerable to armed conflicts and other situations of violence, natural disasters, protracted crises, health outbreaks and the effects of climate change.

Such National Societies often have access to funds supporting direct humanitarian action but struggle to access sufficient resources and support for their own development. The NSIA therefore provides a major contribution to their sustainable development through two funding streams: Accelerator funds to support long-term organizational development and sustainability (up to 1 million Swiss francs and three to five years' duration), and Bridge awards to

build National Society readiness for future larger investment.

In 2022, the NSIA expanded its operations significantly, disbursing more money to more National Societies than ever before. The fund supported 20 initiatives by 20 National Societies for a total of 5.4 million Swiss francs. This brought the total number of NSIA-funded projects (2019–2022) to 46, 15 of which are Accelerators. In seven cases to date, National Societies have first obtained short-term Bridge funding and used it to build organizational capacity, then leveraged their new-found capacities to secure the more long-term Accelerator funding.

In the 2022 funding round, three National Societies followed this path. The Malawi Red Cross Society, the Syrian Arab Red Crescent and the Zambia Red Cross Society all developed

using their initial Bridge funding, enabling them to move onto the more extensive Accelerator programme.

The 2022 initiatives had a wide geographical spread. The largest numbers funded were in the Africa and Middle East North Africa regions, reflecting the high proportion of National Societies working in fragile contexts in those regions.

The initiatives funded in 2022 span six thematic categories. By far the most common was resource mobilization: 13 of the 20 initiatives included elements of this, followed by branch development and governance.

## The Empress Shôken Fund

The Empress Shôken Fund was created in 1912 by Her Majesty the Empress of Japan to promote “relief work in time of peace”. It is an endowment fund and the interest revenue drawn on the capital is used to finance the grants. The Empress Shôken Fund, jointly managed by the IFRC and the ICRC, supports projects showing innovation in addressing humanitarian challenges and strengthening National Societies.

In 2022, the fund received 52 applications covering a diverse range of humanitarian projects run by National Societies in every region of the world. A total of 472,000 Swiss francs was granted to 16 projects in Burkina Faso, Côte d’Ivoire, Croatia, Dominica, the Dominican Republic, Ecuador, Jordan, Libya, Mongolia, Niger, Portugal, Serbia, South Korea, Sri Lanka, Tanzania, and Yemen.

The work supported by the Empress Shôken Fund ranges from first aid and rescue, support for young people, disaster preparedness, health, social welfare, and other aspects of National Society development. Examples include:

- The Red Cross Society of Côte d’Ivoire is using the grant to improve education and increase autonomy of young women in the Bounkani Region who have not attended school.

For example, the Zambia Red Cross Society was awarded three years of Accelerator funding to enhance its capacity for income generation. They plan to establish dedicated first aid teams in multiple branches, who can provide workplace first aid services. Similarly, the Liberian Red Cross Society received Bridge funding to renovate its guesthouse. This building has 20 rooms and is close to the borders with Guinea and Côte d’Ivoire, presenting a viable business opportunity.

In 2022, the IFRC and ICRC decided to allocate NSIA a total of 12 million Swiss francs over the coming years. This financial support, combined with continuous and increased support from donors, will enable NSIA to continue sustaining the long-term development of National Societies in fragile contexts at scale.

- The Dominica Red Cross Society is introducing farming techniques and other solutions for managing climate change and other risks.
- The Mongolian Red Cross Society is implementing digital communication tools funded by the grant to help ensure there is meaningful community participation across all programmes and operations, improve its public relations management and strengthen its transparency and accountability to communities.
- The Sri Lanka Red Cross Society is aiming for better nutrition and improved water, sanitation and hygiene in vulnerable communities that are drought-prone. The grant establishes groundwater recharging practices to facilitate groundwater retention.

In early October 2022, the 102nd call for applications was launched with a closing deadline of December 31, which enabled the fund to secure 51 new applications to be processed in 2023.



# STRATEGIC PRIORITIES



The IFRC's *Strategy 2030* sets out how the IFRC will build on over 100 years of striving for a more humane and peaceful world and adapt to emerging 21st-century challenges. It ensures that the IFRC will remain a dynamic global network of organizations that is fit for purpose and can best serve communities.

To do so, the IFRC identified five global challenges that it deemed the most pressing existing and emerging risks that confront the network. They are presented as distinct areas but in reality, are highly interconnected.

To respond to these challenges, the IFRC has organized its work into five strategic priorities which, while presented as distinct areas, are

highly interconnected. These priorities are: **i.** climate and environment; **ii.** crises and disasters; **iii.** health and wellbeing; **iv.** migration and displacement, and **v.** values, power and inclusion.

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

These strategic priorities ensure that the IFRC supports its network in the areas where the need for response and change is the highest, thus ensuring that the IFRC is meeting the needs of National Societies and the communities they serve.





# CLIMATE AND ENVIRONMENT

## Context

For decades, countless people around the world have been living with the risks and vulnerabilities imposed on them by a changing climate, and these risks continue to rise and evolve.

The changing climate will affect every country, but some are more vulnerable than others due to their greater exposure to extreme climate and weather events, higher susceptibility to disasters, and lower adaptation capacities.

In 2022, IFRC research identified 70 countries as very highly or highly vulnerable. More than half – 37 – were already experiencing complex and protracted humanitarian crises, and 26 were facing protracted crises that had been ongoing for at least five years. Thirty-two countries that were classed as either highly vulnerable or very highly vulnerable received less than 1 US dollar per person in climate change adaptation and disaster risk reduction funding (IFRC, 2022).

IFRC data also indicates that in the past ten years, 86 per cent of all disasters triggered by natural hazards were caused by weather and climate-related events. These disasters killed at least 410,000 people and affected a further 1.7 billion.

The 2022 Intergovernmental Panel on Climate Change (IPCC) report showed for the first time

that climate change is already contributing to humanitarian crises, with an estimated 3.3 billion-3.6 billion people living in contexts vulnerable to climate change.

The IPCC also warns that the humanitarian impacts from climate change will become more severe, frequent and widespread, combining with and worsening other chronic root causes of vulnerability such as poverty, social and economic marginalization, environmental degradation and protracted insecurity.

The African continent stands out as the most vulnerable region in the world under all climate scenarios above 1.5 degrees Celsius, and yet Africa has produced at most three per cent of global emissions. The continent's vulnerabilities are worsened by low levels of socioeconomic growth and a high dependence on natural resources and weather-sensitive industries. This combination of factors raises the risks of income loss and increased food insecurity in African countries.

In the Americas, food insecurity is also a high risk, as the continent experienced loss of biodiversity and carbon repositories in 2022 alongside changes in precipitation – with the corresponding threat to agricultural production – and the degradation of its oceans and coasts.

El Niño remained a threat in South America, and the frequency and intensity of storms was a concern, particularly in the greater Caribbean and North America.

Climate- and weather-related events caused devastation in Asia Pacific in 2022. In Pakistan, unprecedented monsoon rain triggered one of the country's worst floods in decades and caused a humanitarian crisis of epic proportions, which affected a staggering 80 per cent of the total population. While the Global Climate Risk Index 2022 was not available at the time of going to press, the previous year's analysis showed that six of the ten countries most affected by weather-related events from 2000–2019 were in Asia Pacific. These were Bangladesh, Myanmar, Nepal, Pakistan, the Philippines, and Thailand.

In Europe, several countries were affected by severe heatwaves and wildfires in 2022, and large parts of the continent also experienced a record-breaking drought. The highest temperature during 2022's record-breaking heatwave, 47°C, was recorded in Portugal. Projections for the coming years indicate more frequent and more severe heatwaves across the region, more widely spreading forest fires particularly in southern Europe, and increased rainfall flooding and water scarcity, especially in south-eastern Europe.

## Our approach

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

IFRC's approach in 2022 was to ramp up activities in climate-smart disaster risk reduction, anticipatory action and preparedness; work to reduce the health impacts of climate change; address climate displacement and encourage climate-resilient livelihoods and ecosystem services.

The IFRC has set ambitious targets on reducing the impacts of extreme heat, fostering

In the Middle East and North Africa, communities face water scarcity, air pollution, inadequate waste management, arable land depletion, desertification, loss of biodiversity, declining marine resources and degradation of coastal ecosystems. In Iran, communities in several provinces needed IFRC and Iranian Red Crescent Society after a significant decline in precipitation and water resources pushed communities into crisis.

In the World Economic Forum's Global Risk Report for 2022, environment-related hazards form five of the most severe risks anticipated for the coming decade, with the top three risks being climate action failure, extreme weather, and biodiversity loss. The 2023 report lists six climate-related risks in its top ten.

The impact of these hazards hits hardest in the world's low- and middle-income countries. It is the poorest communities who suffer the most and who are in greatest need of support from the IFRC network and its donors and partners.

In 2022, the IFRC worked closely with National Societies to support communities across the spectrum of climate and environmental dangers, with a strong focus on reducing risks and anticipatory action, and with local people and local action at the heart of all programmes.

adaptation to slow-onset impacts of climate change such as sea level rise in coastal cities, scaling up the use of nature-based solutions, and expanding public awareness campaigns.

This approach to climate and environment includes an understanding that the IFRC network cannot be part of the solution if work is not done to reduce the its own environmental footprint and greenhouse gas emissions.

Work in 2022 included an initiative to "green" operations and programming, and supporting National Societies to become greener organizations.

## PROGRESS TOWARDS TARGETS

The summary below represents 2022 annual progress status. It covers work by the National Societies with support from the IFRC in 2022, unless it is stated otherwise. Data was collected from 111 National Societies. Entire network results are covered by annual FDRS reporting.

### People reached with climate and environmental activities

Target by 2025	250 million
Actual 2022	Directly: 2.4 million Indirectly: 2.9 million

### People better protected from heat

Target by 2025	250 million
Actual 2022	Directly: 1.2 million Indirectly: 2.0 million

### National Societies that are supported to adapt to longer-term impacts of climate change, including sea level rise

Target by 2025	50
Actual 2022	45

### National Societies implementing nature-based solutions

Target by 2025	100
Actual 2022	43

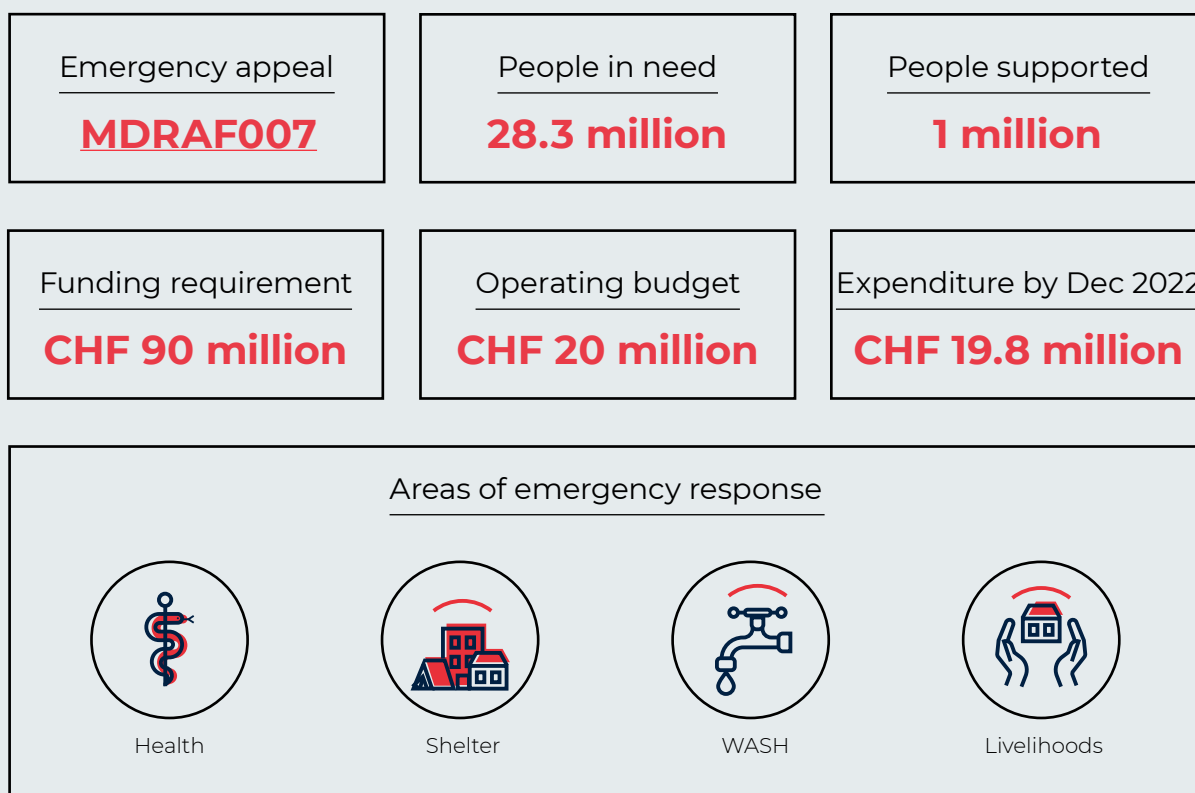
### National Societies implementing environmental, or climate campaigns focused on behavioural change

Target by 2025	100
Actual 2022	49

# EMERGENCY

## AFGHANISTAN HUMANITARIAN CRISES

Launch date: April 2022 / End date: December 2023



### Emergency response

Afghanistan continues to face one of the worst humanitarian crises in the world. Disasters, public health emergencies, and economic hardship have increased needs while sanctions have fuelled economic hardship.

The emergency appeal covers the continuing complex emergency and the response to the earthquake. It was revised from CHF 80 to 90 million Swiss francs and extended until December 2023, following the earthquake.

Earthquake victims are provided with shelter, emergency food, and household needs, (in kind or cash). Emergency and primary health services include immunization; community health and first aid. The response streamlines PGI, as well as community engagement and accountability in all activities.

### Achievements

- 583,695 people reached with health services (humanitarian crisis) and 93,725 (earthquake)
- 490,000 people reached with livelihoods services (humanitarian crisis) and 18,196 (earthquake)
- 73,290 people reached with WASH services (humanitarian crisis) response and 93,725 (earthquake)
- 8,750 people reached with shelter services (humanitarian crisis) response and 35,141 (earthquake)

## 2022 progress

The IFRC's report of its 2021 Global Climate Action and Environmental Sustainability Survey was published in March 2022, and the findings demonstrated the depth and breadth of National Society action around the world.

The priorities revealed by the survey include scaling up climate-smart disaster risk reduction, preparedness, and anticipatory/early action, followed by reducing the health impacts of climate change. National Societies indicated that they need increased knowledge and capacity, as well as increased access to funding, to enable them to reach more people in need with the services they need to keep themselves safe now and in the future.

In support of Red Cross and Red Crescent work in anticipatory action, the IFRC's Operational Framework for scaling up Anticipatory Action 2021–2025 was approved and disseminated widely across the network.

In 2022, IFRC became the lead of the [Early Warnings for All Initiative](#) Pillar 4 on preparedness and response, focusing on action at community level, and supporting Pillar 3 on risk communication and community engagement.

Support for nature-based solutions – actions to protect, sustainably manage or restore an ecosystem that can protect against disaster and climate risks - was solidified with the launch of *The Nature Navigator*, a guide for National Societies who wish to implement nature-based solutions in their work.

Nature-based solutions can include protecting and restoring forests, the protection of mangroves and coral reefs, the conservation and restoration of wetlands, or the creation of urban greenspaces.

In 2022, the IFRC continued to oversee and support the implementation of the global USAID nature-based solutions project in Jamaica, Vietnam and the Philippines. Activities included enhanced vulnerability and capacity assessments in nine communities (three in each

country) alongside ecological assessments. At the global level, capacity was built through training of trainers for the Philippines and Vietnam, and through regional training in Kenya with some 20 National Societies.

Also during the course of the year, the IFRC started a small project funded by UNEP, to mainstream Ecosystem-based Disaster Risk Reduction in four Caribbean countries: Jamaica, Belize, Grenada and Trinidad and Tobago.

In May 2022, the IFRC and World Wildlife Fund (WWF) launched a partnership that included a strong focus on nature-based solutions. A joint IFRC-WWF report, "[Working with Nature to Protect People](#)", was published the following month to high media attention.

The IFRC worked with the Zurich Flood Resilience Alliance to develop a climate resilience measurement for communities tool in 2022, which complements the existing flood resilience measurement tool. The Alliance and IFRC supported National Societies in the Philippines, Mexico, Albania, Montenegro and Mozambique to implement holistic flood resilience programmes that included community resilience building, advocacy and knowledge management actions.

The Zurich Flood Resilience Alliance also collaborated with the IFRC and the Red Cross Red Crescent Climate Centre in 2022 to develop a new e-learning course titled Red Alert: what is climate change and what can we do about it.

As part of the IFRC's ambitious Global Climate Resilience Platform (see Spotlight), the IFRC worked with the American Red Cross and the Red Cross Red Crescent Climate Centre to create the Coastal City Resilience and Heat Project, which was approved by USAID BHA. The project, worth USD 10 million over five years, focuses on action in nine cities in Honduras, Bangladesh, Indonesia and Tanzania. It will scale-up locally led adaptation and transform humanitarian responses to climate change, build coastal city resilience, and address extreme heat.

The IFRC understands that the network can only support communities placed at risk from climate change if it mitigates its own impact on the environment. In 2022, the IFRC introduced new systems, research and approaches to reduce its environmental footprint and greenhouse gas emissions, “green” our operations and programming, and supported National Societies to become greener organizations.

The 2022 Council of Delegates passed a resolution endorsing the Climate and Environment Charter for Humanitarian Organizations, which was co-launched by the IFRC and ICRC the previous year. In 2022, the number of National Societies signatory to the charter reached 128. All were supported by the IFRC in developing, implementing, and monitoring targets to boost locally led, climate-smart action on the ground, and reducing our collective environmental footprint. In 2022, the charter attracted 335 overall signatories, and 11 state supporters.

The IFRC and National Societies have committed to the following targets in the charter:

- 250 million people are reached with activities to address rising climate risks.
- 100 National Societies have formulated explicit ambitions to address the rising climate and environmental risks in their operational plans.
- 80 National Societies are engaged in anticipatory action.

The IFRC and National Societies were closely involved in an inter-agency project that created the [Humanitarian Carbon Calculator](#), which was launched in 2022 and made available on the charter website. Organizations can use this calculator to assess the direct and indirect greenhouse gas emissions associated with their activities, which allows for reduction targets to be set and emission reduction plans put in place. The calculator can also be used to monitor the evolution of an organization's emissions over time, thereby assessing the effectiveness of efforts to reduce emissions.

Also in 2022, the [Green Response: Environmental Quick Guide](#) and the [IFRC Environmental Policy Toolkit](#) were launched to improve National Societies' environmental sustainability.

Green Response is an initiative that actively promotes the systematic integration of environmental sustainability in the IFRC network's humanitarian activities – building a culture of “saving lives and reducing suffering without risking damage to the environment or the livelihoods, assets, health and survival of affected people”. The new toolkit was completed under the ECHO PPP inception phase and is the first comprehensive practical guide for National Societies on how to improve their environmental sustainability, ranging from internal actions to logistics, programming, and sectoral interventions.

The Environmental Policy Toolkit consists of a model environmental policy, guidance for policy content and policy process, and suggested implementation tools. These will guide National Societies in developing their own environmental policies in support of their commitment to the Climate and Environment Charter.

Under the ECHO-funded greening the shelter sector project, IFRC and partners worked to help support shelter coordinators and country cluster partners to implement effective, greener and more climate-smart operations. Activities in 2022 included a review of the environmental property specifications of the 12 most-used emergency catalogue items; integration of environmental sustainability into IFRC operations, and advances in the use of the Nexus Environmental Assessment Tool (NEAT+), which identifies environmental risks in operations and programmes.

The organization also became a formal member of the inter-agency Environment in Humanitarian Action Network, which is led by UNOCHA/UNEP and aims to better integrate environmental concerns into the work of the humanitarian sector.

During the 77th UN General Assembly, the IFRC focused on positioning its climate-related work, and the work of its National Societies, in



preparation for COP27, and influencing global climate policy towards strengthening language on resilience and adaptation, heat waves, financing for locally led climate action, and calling for urgent actions to address the humanitarian impacts of climate change.

National Societies were supported to engage their governments on climate related issues throughout 2022, including support for locally led adaptation and scaling up programmes to reduce the risks of extreme climate- and weather-related events.

A significant number of National Societies, including 15 National Societies as part of their government delegations, were supported to attend the UNFCCC **COP27** in Egypt to engage and support their governments on these priority issues.

Ahead of COP27, the IFRC called the world's attention to the need for a smarter approach to financing life-saving climate change adaptation and disaster risk reduction work in a new report titled *Where it matters most: Smart climate financing for the hardest hit people*.

In addition to the launch of the Global Climate Resilience Platform and participation in events such as Early Warning for All, the IFRC took part in more than 70 side events at COP27 and co-led the Resilience Hub. IFRC also took part in negotiations with a focus on loss and damage and climate adaptation. The IFRC also signed a Memorandum of Understanding with the International Union for Conservation of Nature and Natural Resources, to support its work on nature-based solutions.

The IFRC launched Climate Red TV to help IFRC volunteers and staff engage in COP27 through climate video stories detailing the impacts of climate and environmental crises in local communities and what National Societies are doing to respond. In ten days, more than 200 stories were received from 80+ countries.

Towards the end of 2022, the IFRC and the Red Cross Red Crescent Climate Centre formed a partnership with the Prudence Foundation to explore the impacts of air pollution, extreme heat and humidity on health. The project will focus on climate resilience and research to support National Society work with communities.

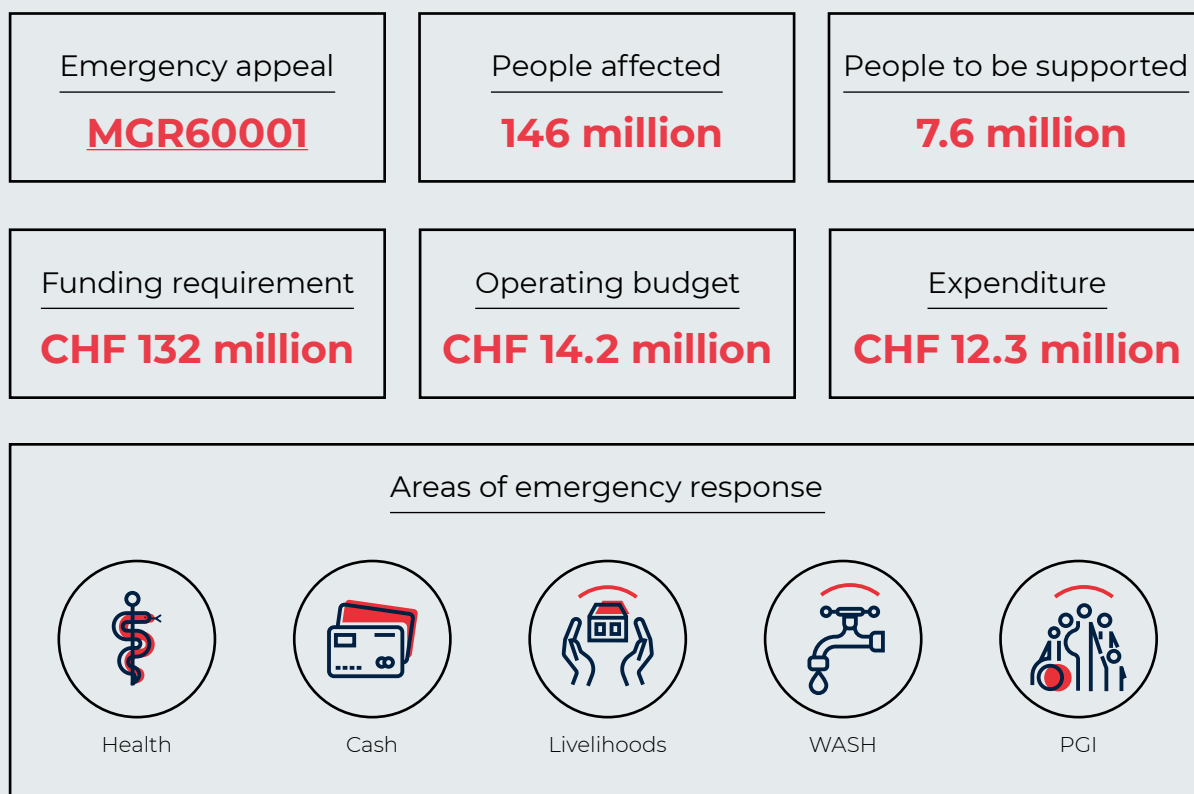
Throughout the year, the IFRC increased its profile and influence in the global climate agenda through clear and consistent media positioning and messaging. The continuation of the #ClimateChangedMe campaign resulted in a 136 per cent jump in the number of mentions on social media, online media, TV and radio that include both the IFRC and climate from 2021 to 2022. This impact demonstrates that sustained campaigning and clear messaging helps to get people talking about IFRC climate work online, raising the profile of the network, and also raising public awareness of the issues.

To support National Societies to get their own climate and environment messages across, the IFRC and British Red Cross developed and launched a Climate Communications Toolkit containing guidelines on how the network should speak about the climate crisis.

# EMERGENCY

## AFRICA HUNGER CRISIS

Launch date: October 2022 / End date: December, 2023



### Description of emergency

Sub-Saharan Africa is experiencing one of the most alarming food crises in decades. Roughly 146 million people are suffering from acute food insecurity and require urgent assistance. Levels of hunger are forecast to continue to deteriorate into 2023, fuelled by conflict and insecurity, the climate crisis, and rising prices and inflation, underlined by endemic poverty.

The IFRC categorized this crisis as a “Red Level Emergency” in view of its severity and scale. This requires the highest attention from the network, including the activation of global emergency tools that will support the operational scale-up. The response provides life-saving humanitarian assistance while building resilience to shocks and addressing the root causes of food insecurity.

### Achievements

- Part of a network funding requirement of 205 million Swiss francs
- 1.6 million people reached
- 969,0007 people reached with WASH assistance.
- 486,000 people reached with cash
- 217,000 people reached with health and nutrition
- 229,000 people reached with livelihoods
- 43,000 households provided with tools for income-generation activities and 37,000 trained on income-generation

## Action in the field

The IFRC continued to step-up climate actions within the framework of the Global Climate Resilience Platform. The IFRC provided technical support for advocacy strategies to the Jamaica and Grenada National Societies. The Jamaica Red Cross also continued to work on implementing nature-based solutions in Old Harbour Bay, through the mangrove restoration for coastal protection programme

Education and awareness activities related to climate were developed worldwide during 2022 with the IFRC support. The National Societies of **Benin, Ghana, Nigeria** and **Togo**, staff & volunteers, received support from the IFRC to become agents of change through training, environmental campaigns and research. Together, they collaborated to find solutions to the extreme weather conditions that alternate drought and cyclone seasons, followed by floods.

The IFRC and the **Nepal Red Cross Society** developed two awareness campaigns on prevention of further degradation of the environment, reaching 1.2 million people through messages in social media and mass media programmes. TOWERGANIC is another innovative project supported in Nepal, and a unique and innovative concept created by its youth volunteers. The concept uses a tower for growing organic vegetables that contributes to meeting the vegetable needs in Kathmandu, as well as contributing to reducing carbon footprint and promoting healthy foods.

With the support of the IFRC, the **Albanian Red Cross** initiated several projects related to community-based disaster-risk management education, early warning system development, and a country-wide awareness-raising campaign during International Disaster Risk Reduction Day.

Under the Zurich Flood Resilience Alliance programme, TV and radio spot campaigns in **Mozambique** were launched to prepare people for the rainy season, by working with a potential coverage of almost 285,000 families (TVA Radio) and 189,000 families (Radio Hope).

The IFRC provided support to the National Societies on the preparations of early action protocols, contingency plans and community training towards innovation measures, against climate change. In the Americas, the National Societies received follow-up of these actions and technical support from the Cluster delegation. As a result, 10,000 people in **Argentina**, 3,000 in **Paraguay** and 5,000 in Uruguay, were involved in climate and environmental activities.

Disaster risk and response assessments and training related to climate change (including nature-based solutions (NbS) were also made with support of the IFRC in many Country Delegations. In Colombia, the IFRC supported the National Society's efforts to develop climate and environment strategies, such as the National Workshop on Flood Resilience Measurement for Communities. The IFRC also supported the **Dominican Red Cross** and **Bolivian Red Cross** to create contingency plans. Furthermore, the IFRC in Bolivia, provided technical guidance and connections with the **German Red Cross** for the creation of forecast-based financing projects. In **Eswatini**, the IFRC legal team guided the new Disaster Management Bill 2022 to include Disaster Law.

To help **Venezuelan Red Cross** branches prepare for and adequately respond to the effects of climate change and meteorological phenomena, the IFRC supported the revision of the National Society's Contingency Plan for floods as part of the initiation of the review of contingency plans.

Quality water infrastructures are essential but expensive. Therefore, vulnerable communities cannot count on diesel anymore, and National Societies in the **MENA region** are investing in solar panels that can pump water and reduce the cost of pumping. In **Yemen**, water systems are being rehabilitated and transformed from diesel to solar energy. In **Syria**, the National Society is also training refugees to use solar panels to cook, to avoid the use of carbon fuels in kitchens.

In Syria, staff and volunteers are the best players on the ground to identify the risks that the communities are facing, and are key to finding solutions. Research is being conducted on more drought-resistant seed variants, and more effective irrigation solutions. Some methods, such as the hydroponic animal feed system have been tested already by communities, through projects supported by the IFRC and ICRC. The method is very innovative, does not require electricity and needs very little water: a selection of grains is put into treated trays to grow, and in just one week, the fodder is ready to feed cattle.

In the **Philippines**, the five-year IFRC partnership with the ZFRA supported the National Society on the implementation of climate-smart interventions in vulnerable communities. The programme covered more than 32,000 people indirectly, in 13 communities. The Philippine Red Cross also completed 28 Flood Resilience Measurement Communities urban studies. The results of these studies will contribute to the development of intervention plans to increase the resilience of communities to flood risks.

Under the Pan Africa Planting Tree and Care initiative, the **Lesotho Red Cross**, together with IFRC, planted 900 fruit trees supported by the **Australian Red Cross**. In addition, the school feeding project in Lesotho distributed another 1,500 trees to schools and communities in the Botha-Bothe district. About 1200 learners and 3,000 community people were reached through this initiative. **Jamaica, Grenada and Trinidad and Tobago National Societies** also introduced the programme of tree planting and care to maximize the green cover that can support reducing the impacts caused by land and air pollution. During Red Cross Day, 4,000 trees were planted in the Dodoma region.

National Societies and the IFRC are putting into practice solutions to save energy at work. As heat waves are affecting populations in all continents, in Greece, the IFRC, the Hellenic Red Cross and other partners have been exploring how to leverage impact-based forecasting systems. They are also exploring best practices on extreme heat response.

## SPOTLIGHT

# THE GLOBAL CLIMATE RESILIENCE PLATFORM

The unprecedented threat of the climate crisis prompted the IFRC to seek a new approach to financing the climate-smart risk reduction and adaptation projects that are needed most, where they are needed most, and at the scale that will be required to protect communities at risk.

The new approach is called the Global Climate Resilience Platform, and it was devised by the IFRC and officially launched at COP27 in November 2022.

This innovative five-year 1 billion Swiss franc mechanism will fund the scaling-up of local and community-based climate action in many of the 100 countries most vulnerable to climate risks. Its goal is to reduce the current and future humanitarian impacts of climate change and support people to adapt in the face of it.

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

The work will span four pillars:

- Scale up climate-smart disaster risk reduction, early warning and anticipatory action and preparedness.
- Reduce the public health impacts of climate change.
- Address climate displacement.
- Enable climate-resilient livelihoods and ecosystem services.

Two climate-related projects worth 20 million US dollars are already underway in partnership with USAID. These will scale up locally led adaptation and transform humanitarian responses to climate change, build coastal city resilience and address extreme heat, in four countries in Africa, five in Asia Pacific and two in the Americas.

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

The IFRC network will focus on areas identified as having the most potential for transformative impact at scale through increased investment.

Work funded through the platform will support meaningful participation and the active leadership of women, local communities, Indigenous peoples, youth and other marginalized and/or underrepresented groups in the development and implementation of locally led climate action in 100 countries most vulnerable to climate change.

The activities funded through the Global Climate Resilience Platform are also designed to align with, and contribute to, the objectives of the UNFCCC Paris Agreement, the Sendai Framework for Disaster Risk Reduction and the Sustainable Development Goals.



# DISASTERS AND CRISES

## Context

The IFRC and its member National Societies observed not only a rise in the number of disasters and crises affecting at-risk communities across the world in 2022, but an increase in their intensity and complexity.

This resulted in a corresponding rise in the cost of response and recovery for systems already stress-tested by a series of historic crises with regional or global impacts in recent years. At the same time, large and small climate-driven disasters continue hit communities across the world.

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

In 2022, Sub-Saharan Africa had the highest prevalence of hunger than any region in the world. Across the region, an estimated 294 million people were facing severe food insecurity, mostly as a result of prolonged drought and flooding. For example, in 2022, the Horn of Africa was experiencing one of its most severe droughts in 40 years.

In the Americas, disasters and crises became increasingly complex due to a widening gap in

access to basic food baskets, the resurgence of endemic diseases alongside an unusual increase in non-communicable diseases, and atypical hurricane seasons.

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

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

The humanitarian situation in Myanmar and Sri Lanka remained very serious and continued to deteriorate further in 2022. Concerns over access to at-risk populations in Myanmar are certain to continue in 2023. Meanwhile, the severity of the protracted crisis in Afghanistan remained very high.



In the Europe region, people on the move were at high risk in 2022, whether crossing the Mediterranean Sea, stranded in border regions on the European continent, or in camps. The crisis in Ukraine and neighbouring countries had a profound impact, humanitarian and otherwise, on the region and beyond. These impacts continue to increase the exposure of vulnerable communities to food insecurity across the world.

## Our approach

The IFRC network understands that while many hazards are natural and some are inevitable, timely and people-centred local action can manage these risks and prevent them from becoming disasters.

The IFRC continually adapted its inclusive local-to-global disaster management systems throughout 2022, to place greater focus on science-based anticipation and early warning/early action methods of disaster risk reduction, cash delivery, strong information management and data literacy.

It managed emergency appeals and the DREF to provide resources for large and small/medium sized disasters and crises throughout the year. IFRC operational plans, global surge functions and rosters were put in place to guide and support National Societies when needed. Other

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

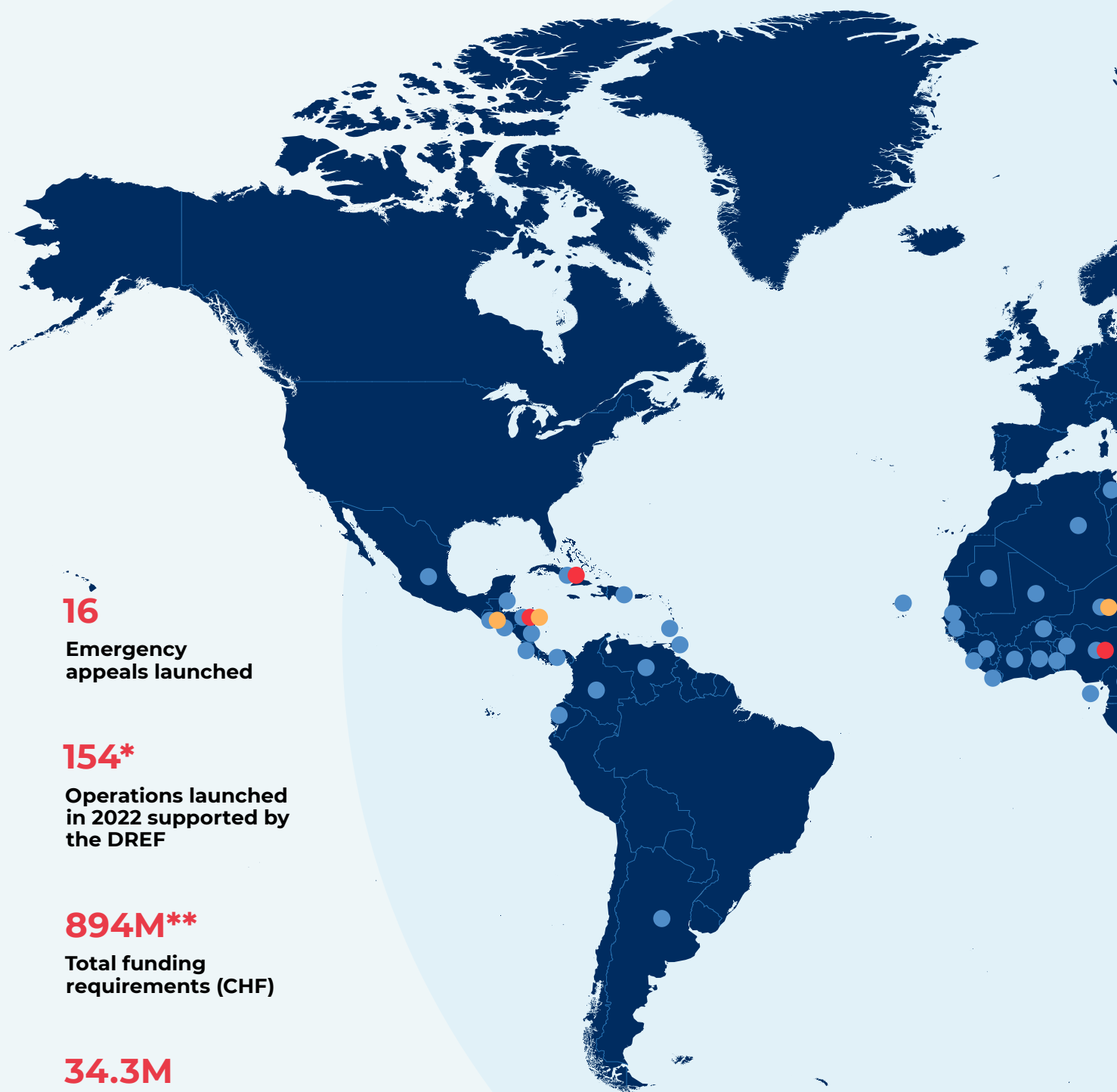
services include the IFRC GO platform, an emergency operations site for capturing, analysing and sharing real-time data across the network during a crisis.

The IFRC continued to play a leading role in inter-agency coordination in disaster and crises management in 2022, in particular through co-leading the Global Shelter Cluster, and providing guidance for linkages with sub-regional coordination mechanisms, civil protection mechanisms and other actors.

Throughout the year, the IFRC worked to ensure that its member National Societies – strong and skilled local actors – were on the ground at the right time, in the right place, and with the right capacities to take the right action to manage risks and protect communities.

# 2022 Emergency Operations

● DREF    ● Early Action Protocols activations    ● Emergency Appeal



**16**  
Emergency  
appeals launched

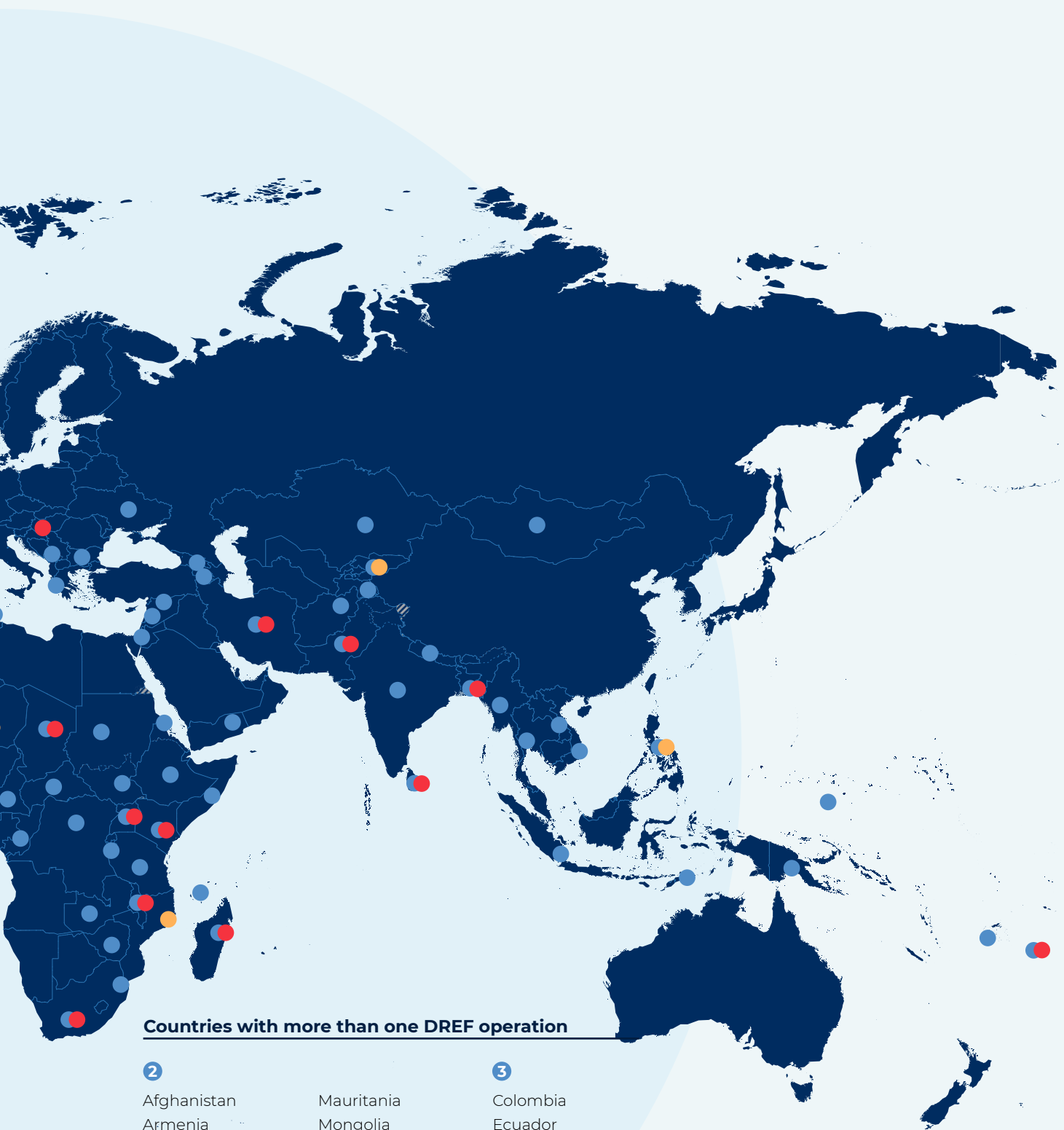
**154\***  
Operations launched  
in 2022 supported by  
the DREF

**894M\*\***  
Total funding  
requirements (CHF)

**34.3M**  
Total number of  
people targeted

\* Includes DREF grants, loans to EA and EAP activations.

\*\* Includes EA, EAP allocations and further allocations to existing DREF operations from the previous year. Does not include DREF loans repaid for EAs.



**Countries with more than one DREF operation**

- 2**
  - Afghanistan
  - Armenia
  - Cameroon
  - Central African Republic
  - Costa Rica
  - Cuba
  - El Salvador
  - Gambia
  - Guatemala
  - Honduras
  - Indonesia
  - Lebanon
  - Madagascar
  - Malawi
  - Mauritania
  - Mongolia
  - Nepal
  - Nicaragua
  - Panama
  - Sao Tome and Principe
  - Sierra Leone
  - Somalia
  - South Africa
  - Sudan
  - Syria
  - Venezuela
  - Zambia
  - Zimbabwe
- 3**
  - Colombia
  - Ecuador
  - Ethiopia
  - Kenya
  - Sri Lanka
  - Tanzania
  - Uganda
- 4**
  - Philippines
- 5**
  - Iran
  - Democratic Republic of Congo

**Multi-country DREF operations**

- Africa region
- Americas region
- Central America Delegation

## PROGRESS TOWARDS TARGETS

The summary below represents annual 2022 progress status. Information on the indicators covers work by the National Societies with support from the IFRC in 2022, unless stated otherwise. Data was collected from 111 National Societies. Entire network results are covered by annual FDRS reporting.

### People reached per year with emergency response and recovery

Target by 2025	50 million
Actual 2022	<b>Emergency Response</b> Multi-purpose cash: 2.0 million Livelihoods: 8.2 million Shelter, housing, and settlements: 1.6 million Longer term: Multi-purpose cash: 1.7 million

### National Societies engaged in structured preparedness and capacity building processes

Target by 2025	100
Actual 2022	89

### Amount of funds mobilized through the IFRC for National Society responses to crises and disasters each year (DREF; EAs; annual plans)

Target by 2025	CHF 500 million
Actual 2022	CHF 1.2 billion

### National Societies with shelter and urban strategies

Target by 2025	50
Actual 2022	18

### Governments supported to adopt new legal instruments on disaster risk management

Target by 2025	30
Actual 2022	9

## Progress in 2022

### Anticipatory Action and the Disaster Response Emergency Fund

The IFRC continued its focus on preventing disasters and mitigating their impacts. In June 2022, the Council of Delegates endorsed a resolution 'Strengthening anticipatory action in the Movement: Our way forward', calling for increased engagement in anticipatory action so that more people, more countries and more hazards are covered by the life-saving approach.

Work to raise the profile of anticipatory action and early warning/early action was carried out throughout 2022. This included the launch, on World Meteorological Day, of the joint IFRC-CREWS report "People-Centred Early Warning Systems: Learning from National Red Cross and Red Crescent Societies". This was accompanied by a series of anticipatory action communication/awareness-raising resources through IFRC's social media accounts and online.

The IFRC then launched the Operational Framework for scaling up Anticipatory Action 2021–2025. This framework translates IFRC ambitions in scaling-up anticipatory action by setting clear targets that National Societies can use to guide their own work in this vital area.

Also in 2022, the Forecast based Action fund established by the IFRC was fully merged into the DREF, creating one fund with two pillars, namely the anticipatory and the response pillars.

In 2022, the DREF supported 91 National Societies with predictable funding to anticipate specific hazards, implement early actions and respond to disasters, allocating 59 million Swiss francs in total.

Across both the anticipatory and response pillars, donor contributions to the DREF reached 46.2 million Swiss francs in 2022, compared to 31.2 million the previous year, and 21.4 million in 2020.

In 2022, the DREF allocated nearly 60 million Swiss francs to support 91 National Societies to anticipate and to respond to disasters and crises. Including DREF grants, triggered Early Action Protocols, and kick-start funding to Emergency Appeals, the fund supported 154 operations, which supported 15 million people.

Under the response pillar of the DREF, the 2022 allocations were distributed across 91 countries in all five IFRC regions in the following order: Asia Pacific (12.7 million Swiss francs through 27 operations); Africa (25.3 million Swiss francs through 67 operations), followed by Middle East and North Africa (6.9 million Swiss francs through 14 operations), Americas (8.7 million Swiss francs through 32 operations) and Europe (4.8 million Swiss francs through 11 operations). The DREF contributed 9.3 million Swiss francs as a loan to the Africa Hunger Crisis Emergency Appeal aiming to support 7.6 million people across 14 countries.

In 2022, the global average allocated amount grew steadily compared to the previous three years (grants: 310,000 Swiss francs/loans: 440,000 Swiss francs).

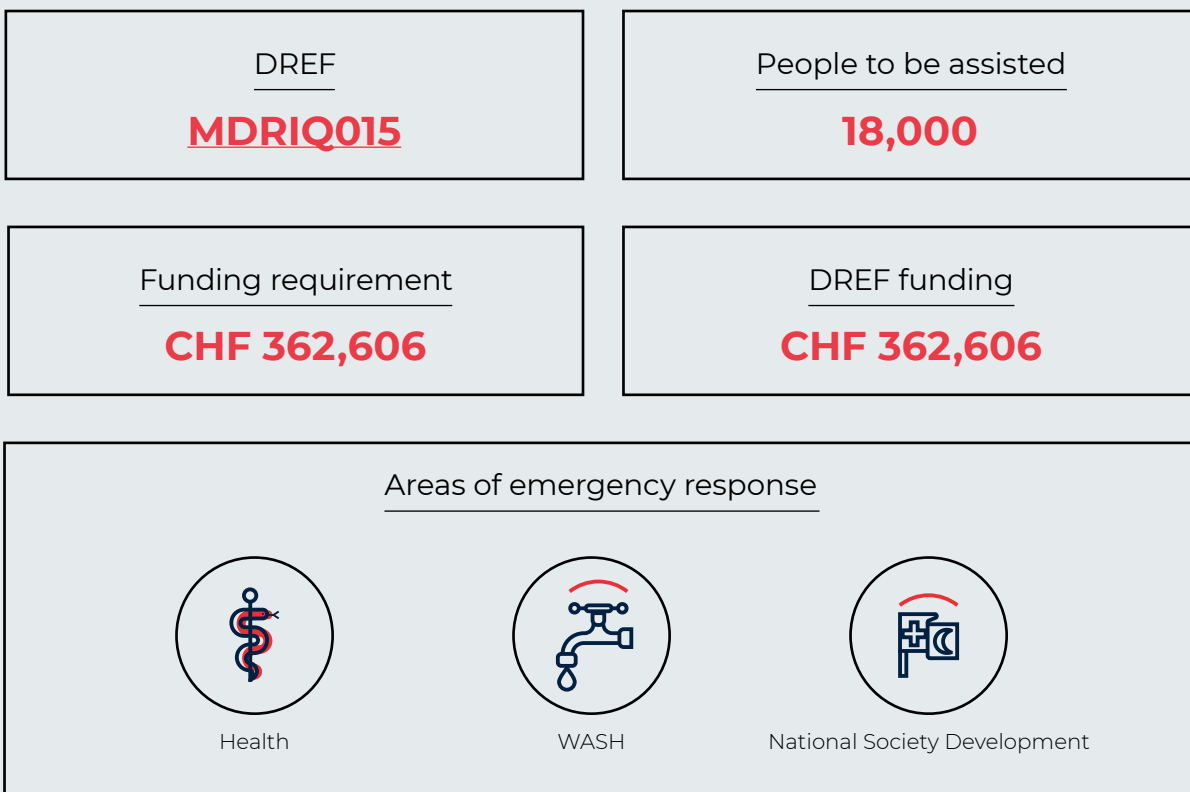
Specifics on the scale of the emergencies are well worth noting. In 2022, the majority of the DREF grants (56 per cent) targeted medium-scale emergencies, with a ceiling of up to 1 million Swiss francs. However, support for small-scale and unforeseen emergencies (with a ceiling of up to 500,000 Swiss francs) remains undeniably relevant to DREF's mission.

More than half – 52 per cent – of allocations across both pillars were for climate-related disasters. A new trend emerges in 2022, with National Society requests for support to anticipate the outbreak of epidemics following a new outbreak of Ebola virus disease in Uganda in September. Consequently, five African countries received allocations to prepare for and mitigate the potential risk of cross-border spread of this disease.

# EMERGENCY

## IRAQ, CHOLERA

Launch date: July 2022 / End date: February 2023



### Emergency response

On 19 June 2022, Iraq's health authorities announced a cholera outbreak after at least 13 cases were confirmed across the country and thousands of hospital admissions for acute diarrhea were reported. The Directorate of Health requested support to provide medicine and medical supplies. It also requested logistic support, such as hiring vehicles to facilitate the activities of rapid response teams, water quality monitoring, and disease surveillance teams.

Through this DREF operation, the National Society has been contributing to addressing gaps to effectively respond to the outbreak. Those in need are mostly in areas where no other organization is providing support for health services and outbreak response.

### Achievements

- 11,250 people reached with health services to reduce risk factors
- 2 mobile medical units deployed
- 16,200 people reached with awareness-raising activities
- 90% reduction of cholera cases in the affected areas
- 60 community leaders trained
- 90% target population provided access to information pertaining to cholera epidemic prevention
- 7,000 people provided access to clean water, and sanitation
- 1,250 hygiene kits distributed to target communities



By the end of 2022, 21 Early Action Protocols (EAPs) were in place to support 780,000 people and eight new National Societies applied for Anticipatory Action funding during the year. Seven EAPs and three simplified EAPs – this latter format was introduced by the DREF in June 2022 – were approved this year.

Seven EAPs were triggered – Mozambique floods, Mali floods, Niger drought, Honduras tropical storm, Guatemala tropical storm, Kyrgyzstan heatwave, Philippines Typhoon – and 17 DREF for imminent crisis were launched. Some 6.9 million Swiss francs were allocated from the DREF to Anticipatory Action, representing 13 per cent of the total fund.

In addition, the IFRC worked with the Red Cross Red Crescent Climate Centre to complete, for the first time, two anticipatory action feasibility studies in Yemen and Burkina Faso.

In September 2022, with the evolution of the DREF, the IFRC implemented changes and new operational parameters for both grants and loans from the DREF to ensure that the fund and its processes are more agile and flexible enough to provide better support to National Societies operating in an increasingly complex humanitarian environment. In line with these strategic ambitions, the DREF launched an online application process on the GO Platform, with a simultaneous review between technical and operations teams – to be faster and more efficient.

The DREF played a significant role in the localization process in 2022. Under the response pillar, 82 per cent per cent of resources were channelled to, and implemented by, National Societies. Under the anticipatory pillar, that figure rose to nearly 92 per cent. This is in keeping with the IFRC's approach of "as local as possible, and as global as necessary".

Other actions in support of local action included the management of National Society preparedness dashboards. These were updated frequently throughout 2022 to consolidate global and regional data, preparedness trends,

and lessons learned from DREF-supported operations. In total, more than 5,700 data points from 373 DREF-supported operations in 112 countries were collected and made available to inform future operations and programmes by National Societies and their IFRC. At the same time, preparedness tools, guidance and resource materials were continuously maintained in the preparedness section of the IFRC's Go Platform.

As part of its efforts linked with strengthening the risk management, compliance and accountability of the fund, the DREF has maintained and introduced a number of important tools and processes, including:

- Systematic registration of compliance and accountability issues in a dedicated DREF Issue and Risk Register.
- Development of Risk Appetite Statement for the DREF which is to be formalized in 2023 (first such strategic document in IFRC).
- Revision of performance indicators for the fund and regular ongoing monitoring.
- Enhanced collaboration with IFRC Audit and Risk Management teams allowing for timely information exchange and ensuring due diligence.
- Systematic review of final reports of DREF-funded operations.
- Linking DREF compliance data with IFRC risk data for risk-informed decision making for DREF requests.
- Development of an Operational Review Framework to guide and promote a more structured approach to conducting operational reviews of DREF funded operations.

Also in 2022, the IFRC worked in innovative financing to create the DREF Insurance project, to reduce the risk of the fund running low during periods with unforeseen levels of allocation requests.

The proposed innovative insurance mechanism would expand the capacity of the DREF when the fund is most under pressure in high demand

years. It would also allow the fund to grow and diversify its funding sources. By reducing the volatility, it will allow for better planning and budgeting, and enable better long-term development of Early Action Protocols.

## Cash

The IFRC is fully committed to cash as a more agile method of providing humanitarian support that allows choice and preserves dignity.

In 2022, the volume of cash delivered by IFRC humanitarian programmes and services continued to grow along with an increase in the number of National Societies choosing to respond with cash. This progress moves the organization closer to its target of delivering 50 per cent of IFRC humanitarian action through cash assistance by 2025.

While the final numbers for the IFRC network's collective cash work were not finalized at the time of going to press, cash assistance was a crucial element of both the Ukraine crisis response and the Africa hunger crisis operation. Cash and voucher assistance for the Africa hunger crisis was used alongside food security and livelihoods protection.

By the end of 2022, 92 National Societies had invested in cash preparedness, benefitting from steady delivery of cash training courses in various languages. This represents a significant increase in cash readiness across the network.

Under the ECHO PPP initiative, 21 National Societies in the Africa, Americas, Europe and Middle East North Africa regions have included a cash component in their workplans.

The counting cash process was streamlined in 2022 to help National Societies report throughout the year on their cash programmes, enabling them to better share results and connect with each other for support.

A new app-based approach to self-enrolment, validation, and digital payment was developed with RedRose and Moneygram to assist people displaced by the Ukraine crisis. The system

increases ease-of-use and facilitates National Society programme and data management.

The development of Cash app allowed people fleeing Ukraine to self-register and be verified for assistance. This has demonstrated the importance of innovating our approaches and also allowed the IFRC to take the response to scale and at speed, in many instances as the leading agency in the delivery of cash in the Ukraine response. More than 35,000 vulnerable people were reached and assisted with over EUR 8 million in Romania, for example. The IFRC is working to replicate this model elsewhere.

The IFRC signed several Memoranda of Understanding with the Government of Ukraine to facilitate the large-scale delivery of cash through established systems and strengthening the linkages between humanitarian action and long-term social protection mechanisms.

## Surge support

In 2022, the IFRC continued to ensure that National Society and IFRC emergency operations had the experienced specialist and leadership support they needed, when they needed it.

The rapid response system deployed 481 specialists (53 per cent male and 47 per cent female) to emergencies in the five regions. This surge support was made possible by 62 National Societies who made expert personnel available for deployment to disasters and crises affecting 59 National Societies. The major operations benefitting from these deployments were the Ukraine crisis (295 rapid response members); Pakistan floods (28 rapid response members); and the hunger crisis in Africa (29 rapid response members).

Operational leadership remains in high demand across the network, and the IFRC's Head of Emergency Operations/Developing Head of Emergency Operations (HEOps/DHEOps) programme continued apace. HEOPs provide operational and strategic leadership in the IFRC's largest and most complex emergency operations. They also support National Societies

to plan and implement appropriate responses. Eleven HEOPs/DHEOPs were deployed to provide operational and strategic leadership to emergency responses around the world in 2022.

The HEOPs programme has seen a strong and steady increase in deployment numbers and use since 2020, with 2022 representing a 175 per cent increase in deployment frequency compared to 2020. There are now 30 individuals in the pool, with seven DHEOPs being certified in 2022. To increase the diversity and inclusiveness of the programme, DHEOPs launched a specific track dedicated to National Society members from the Global South. Ten professionals have been selected for the programme.

The following surge training opportunities were delivered in 2022: four Emergency Team Leader; two Coordination, Assessment and Planning; two Managing IFRC Operations, and one Induction to IFRC Operations among other sectoral training courses.

## Resilience and capacity building

In June 2022, the Council of Delegates adopted a resolution on “Strengthening the resilience of urban communities: Our way forward”, which was developed in a collaborative process by some 15 National Societies to promote the scale-up of humanitarian assistance and resilience building efforts in urban areas and strengthen National Societies’ auxiliary role with municipal governments.

The IFRC’s work in community resilience and pandemic preparedness included the launch of a Community Resilience Measurement Dashboard. This tool allows users to measure community resilience as part of their project baseline, mid-line and end-line measurements, and improve them through data analysis and comparison.

This was accompanied by a series of webinars and virtual training for National Societies. By the end of the year, the dashboard had more than 190 registered users and was operational in Bangladesh, Burkina Faso, Burundi, DRC, Ghana, Mali, Niger, Rwanda, Togo and other countries.

The IFRC also developed an online course titled “Your Road Map to Community Resilience” in 2022, which is available in [Arabic](#), [English](#), [French](#) and [Spanish](#) in the Learning Platform.

The enhanced vulnerability and capacity assessment (EVCA) tool was launched in 2022 through new materials and training workshops. To promote the use of EVCA digital tools, the IFRC developed [three case studies](#) (Lebanon, Nigeria and the Philippines) and promoted the use of EVCA data for risk watch and project planning with a [project for extraction and visualization of EVCA reports](#).

The EVCA data extraction and visualization project was completed in December 2022 and its results – global trends and community profiles – were made accessible through the [EVCA Repository](#).

The IFRC also supported National Societies in enhancing their national disaster risk reduction capacities through the Capacity for Disaster Reduction Initiative. National Societies engaged in diagnosis missions and capacity building activities in Kyrgyzstan, Madagascar, Timor Leste, Maldives and Senegal.

By the end of 2022, eight National Societies had completed the Preparedness for Effective Response (PER) process, bringing the cumulative total to 89 National Societies who are engaged in a more structured and systematized preparedness approach.

The IFRC actively supported the adaptation and use of the PER mechanism in emergency operations, and worked with National Societies to ensure that improved preparedness was aligned with their strategic goals. The PER guidance was expanded in 2022 to conclude urban considerations, epidemics, climate and environmental sustainability.

## Shelter, housing and settlements

The IFRC worked with DG Home, the Red Cross EU Office and other partners on initiatives supporting countries hosting refugees and people displaced by the crisis in Ukraine.

This dialogue resulted in the creation of a one-year programme funded by DG HOME where the National Societies of Belgium, France, Germany, Hungary, Ireland, Netherlands, Luxemburg, Poland, Romania, and Slovakia will support hosting in private accommodation. While the project was agreed and developed in 2022, it was not expected to launch until the following year.

National Societies continued to be supported in developing their shelter/urban strategies as part of the targets for 2025, and their participation in the Making Cities Resilient 2030 initiative. In addition, efforts are being made to connect the domestic shelter and settlement programmes of interested National Societies with EU civil protection experts on crises such as homelessness.

## Information management

In 2022, IFRC information management expertise was in high demand, particularly for surge deployments. There were an unprecedented 63 information management deployments during the year. In addition, remote surge information management support pulled together capacity from across the IFRC network and was activated ten times for crises such as in Ukraine and the floods in Pakistan.

The [IFRC's GO Platform](https://go.ifrc.org) (go.ifrc.org) – a dedicated publicly-accessible website hosting continually-updated global disaster and crisis information, analysis and resources – had more than 70,000 views from 143 countries in 2022.

The site launched several new features at the request of National Society and IFRC practitioners, including full digitization of the DREF application process; a dedicated emergency response Who-Where-What module (who is most affected by this crisis, where are they, and what do they need?), and a risk module providing impact forecasts and historical analysis to support accelerated anticipatory action.

The IFRC launched the Global Crisis Data Bank with support from USAID in 2022. The initiative, which was initially proposed exactly 100 years ago

within the Movement, is being implemented in collaboration with more than 15 partners, including the UN Office for Disaster Risk Reduction, the World Meteorological Organization, the UN Office for the Coordination of Humanitarian Affairs, Google and the World Bank.

The Global Crisis Data Bank brings together data on natural hazards, their impacts and the effectiveness of measures implemented to mitigate those impacts.

Also in 2022, during the first Information Management Summit in Kathmandu, an IFRC-wide Information Management Working Group and Learning and Development Framework was launched.

## Disaster law

In 2022, the IFRC supported 16 National Societies in drafting and/or developing new disaster law instruments in Botswana, Costa Rica, Dominican Republic, Ecuador, El Salvador, Fiji, Guatemala, Honduras, Kyrgyzstan, Malawi, Nicaragua, Panama, South Sudan, Trinidad & Tobago, Uganda and Zambia. Eleven National Societies (those of Costa Rica, El Salvador, Eswatini, Fiji, Guatemala, Honduras, Namibia, Nicaragua, Panama, Seychelles and Zambia) were supported in formal dialogue with their governments to strengthen their auxiliary role through new laws or existing mechanisms.

In total, 32 National Societies and their government counterparts were trained in disaster law, the auxiliary role and legislative advocacy in 2022. National Societies were also supported with 18 disaster law evidence-based reports designed to boost their national and regional legislative advocacy. These reports are available on the [IFRC Disaster Law Database](#).

The IFRC launched its [Guidance on Law and Public Health Emergency Preparedness and Response](#) this year, organized the seventh edition of the [International Disaster Law Course](#), and published [International Climate Change and Disaster Governance - A Guide for National Red Cross and Red Crescent Societies](#).

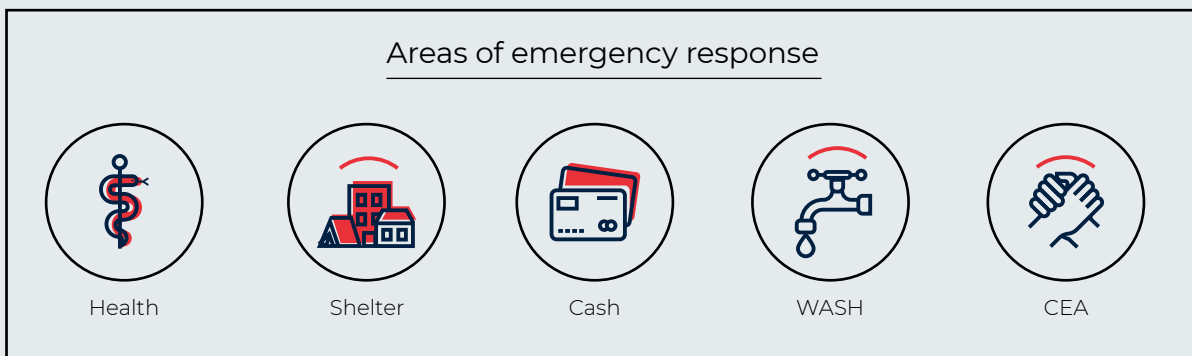
# EMERGENCY

## HAITI, EARTHQUAKE AND CHOLERA

Launch date: August 2021 / End date: December 2023

Emergency appeal <b>MDRHT018</b>	People affected <b>800,000</b>	People to be assisted <b>45,000</b>
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Funding requirement <b>CHF 19.3 million</b>	Operating budget <b>CHF 6.5 million</b>	Expenditure <b>CHF 6.5 million</b>
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### Emergency response

In 2021, a 7.2 magnitude earthquake caused 2,248 deaths, injured 12,763 people, and destroyed thousands of homes. Cholera reemerged in October and spread rapidly, after more than three years with no presence reported. Epidemiological surveillance capacity is low and confirmation of cases is minimal, due to scant resources and the difficulty in getting samples to labs due to lack of fuel and presence of roadblocks by armed gangs. It is currently estimated that 35 per cent of the population in Haiti lacks access to safe water and up to 65 per cent have either inadequate sanitation or none at all.

The IFRC launched an Emergency Appeal to assist 35,000 people affected by the earthquake, which was revised in December to include the cholera outbreak.

### Achievements

- 47,790 people received shelter and settlement assistance
- 770 households reached with multi-purpose cash grants
- 146 people assisted in the immediate aftermath of the earthquake with search and rescue services
- 100,000 SMS on cholera sensitization shared nationwide
- 6,903 people reached by Red Cross Emergency Hospital and by public hospitals
- 1,811 people reached with MHPSS services
- 4,280 households reached with WASH support during the emergency

## IFRC Network response to Ukraine and impacted countries

Throughout 2022, an intensification and spread of hostilities in Ukraine are now affecting most parts of the country and causing major concern for the protection of civilians and essential civilian infrastructure. The conflict has had impacts not only in Ukraine, but in surrounding countries and impacts on fuel and electricity prices, and food security have been felt globally.

There are millions of people displaced within Ukraine and more living in active conflict zones who are facing a loss of electricity, difficulty accessing drinking water and severe shortages of medicines and available medical assistance.

Millions of Ukrainians have fled the country since the beginning of the conflict. Many returnees to Ukraine are not considered permanent, and a significant portion of those returning are doing so in a pendular nature to check on family members or assess the safety or state of their homes.

Many of those who have fled have been welcomed by neighbouring countries. Shelter needs are dynamic: many have been taken in by host families or relatives/friends in neighbouring countries, but for those in collective accommodation centres, needs for improved sanitation, personal care items and hygiene items remain a high priority. Finally, the need for financial assistance is ever-expanding, as people lose their primary sources of income, face unpredictable futures, and struggle to meet basic needs.

One year on from the escalation of the armed conflict in Ukraine, the devastation continues to affect every aspect of people's lives. The international armed conflict has caused displacement the scale of which Europe has not seen in decades.

In a truly global response, the IFRC network has been responding to the humanitarian needs in Ukraine, in bordering countries and in the many places around the world where people who have fled from violence have settled, in coordination with all components of the Movement.

The Ukrainian Red Cross Society – supported by the IFRC and many National Societies – and the ICRC continues to be at the forefront of the response in Ukraine. The National Society has organized civilian evacuations, provided first aid and mental health and psychosocial support, supported healthcare facilities, provided safe drinking water and delivered cash assistance, among other services.

Beyond Ukraine's borders, National Societies across the region continue to support displaced people along their different routes and as they settle into their new homes. The IFRC provided strategic and operational coordination among the 42 National Societies responding domestically to support people who have fled the conflict.

Following the immediate response to the needs generated by the conflict and the subsequent mass displacement, operations continue to scale up, while adapting to the changing context and new scenarios. These have included an energy crisis, inflation, civilian casualties and damage to residential areas, and a continuing flow of displaced people from Ukraine.

With a harsh winter approaching at the end of 2022, the IFRC network scaled up its support with cash and voucher assistance as principal modality of assistance, as well as essential household items distribution and reinforcing safe spaces provision in close coordination with national authorities.



### IFRC network progress

The below outlines progress that has been supported by the IFRC. In line with the IFRC's operational reporting, the information below covers the time period between February 2022 and February 2023.

The IFRC Emergency Appeal received 388.5 million Swiss francs in confirmed hard pledge funding against a target of 550 million Swiss francs. As part of a network-wide response to the crisis, which includes response activities by 44 National Societies in 42 countries, a total of 1.8 billion Swiss francs has been raised by the IFRC network in 48 countries.

### IFRC Allocations to National Societies (CHF)



## Membership coordination

The scale of this crisis has mobilized response from across the IFRC network. Many National Societies have responded internationally to support other National Societies either through the IFRC Emergency Appeal or bilaterally, while others are working in their own countries to support displaced people from Ukraine.

To ensure effective Membership Coordination, the IFRC has mobilized membership coordination support through the Regional Office for Europe to build appropriate channels for membership engagement and coordination at regional and country level in Ukraine, neighbouring countries, and countries beyond those bordering Ukraine. Multi-level and multi-sectoral coordination mechanisms have been established by IFRC teams, bringing together representatives and experts of all Member National Societies that are present in-country.

The IFRC is facilitating coordination in the following areas:

- Between National Societies on priority areas of engagement in the affected countries.
- Participating National Society support across the response operation.
- Sharing information on trends and challenges in the response, and the context.
- Identification of solutions to ensure that all the members can engage in an adequate response.
- Working to harmonize approaches through multiple levels of sectoral working and coordination groups, as well as facilitating discussions at leadership level.
- Representing the plans and actions of the Membership through a Federation-wide planning, monitoring and reporting approach.

## Federation-wide approach

Consistent with the priority given to Membership Coordination and in line with the Agenda for Renewal, the IFRC continues to strengthen its coordination with the Membership at both strategic and operational levels. The Ukrainian Red Cross Society One Plan for 2023–2025, the 17 revised National Society Response Plans, the Emergency Appeal and the Operational Strategy (available on [go.ifrc.org](https://go.ifrc.org)) are part of the Federation-Wide Framework and Membership Coordination, based on needs and response priorities of National Societies involved in the response across the region and in consultation with all network members contributing to the response. This approach leverages the capacities of all partners to maximize collective humanitarian impact and ensure linkages between all response activities. IFRC teams, present in Ukraine and neighbouring and impacted countries, are supporting the scale-up of sustainable response operations and technical capacities of National Societies responding to the ongoing crisis.

The IFRC ensures cross-country coordination, expanding innovative practices in programming. Adjusting to the changing context and needs, in-country IFRC operations teams support National Societies in articulating and adjusting their country-level strategies, which place the National Society's needs at the centre of ongoing response and planning efforts. Country-specific activities and targets are reviewed and considered based on needs, available resources, and capacities of each National Society. National Society plans are supported by Participating National Societies, the IFRC, and external partners contributing to activities bilaterally.

The Federation-wide approach includes:

- **A Federation-wide country needs assessment** and implementation plan with common indicators.
- **A Federation-wide funding ask** to ensure linkages between all response activities (including multilateral, bilateral and activities funded domestically by National Societies assisting in leveraging the comparative advantages of each partner and the capacities of all members of the Federation in the country to maximize the collective humanitarian impact.
- **A Federation-wide monitoring and reporting framework** to standardize monitoring and reporting and ensure accountability and transparency of the operation. The Federation-wide monitoring covers reporting on different activities of National Societies, standard indicators across the IFRC, and financial information. The data collected through this process is shared on the GO platform with public visibility and draws a global picture of the response.

Through the coordination with the Red Cross EU Office, the IFRC maintains coordination relations with National Societies in the EU, EU member states, decision-makers, and partners, sharing operational highlights and the extensive experience and expertise of the membership.

## Movement coordination

In view of the complex, intricate, and multi-layered public nature of this crisis, the response to the crisis in Ukraine and impacted countries has been conducted in full coordination with the International Committee of the Red Cross (ICRC) and the entire Movement, bringing together the expertise and capacities of all actors. This is done while reaffirming the centrality of host National Societies as the principal convener in their own countries. It is critical that the Movement continues to coordinate and collaborate in full complementarity to maximize its humanitarian response and impact for people in need. The ICRC has been a key humanitarian

actor in Ukraine and Movement Coordination has been successful in a difficult context.

## Cash assistance

Cash and voucher assistance has been a central part of the response from the beginning. The IFRC worked with National Societies in the region to integrate cash programming into their own systems.

Two main payment solutions were offered for cash distributions in responding countries: the IFRC VISA cards and MoneyGram. In the countries with an ongoing cash intervention, automated chatbots are available to people assisted through Telegram, WhatsApp, or Viber. A self-registration app for cash and voucher assistance built by RedRose is now being used in Romania, Poland, Slovakia, Hungary, Bulgaria, Moldova, and Lithuania.

With the support of the Netherlands Red Cross 510 team, the regional cash and voucher assistance team now published a multi-purpose cash [dashboard on IFRC GO](#).

The IFRC has supported Ukrainian Red Cross in leading the Movement Coordination on cash assistance in Ukraine. Cash and voucher assistance is the central response modality of the IFRC response to the crisis in Ukraine.

The Ukrainian Red Cross, the Ministry of Social Policy of Ukraine, together with RedRose, signed a Memorandum of Understanding to implement a pilot project on cash support for internally displaced people with specific vulnerabilities (e.g. elders, people with disabilities, etc.). Out of more than 48,000 people who registered in the Ministry system ([eDopomoga](#)), the IFRC agreed to cover more than 21,000 applications by those who satisfy the set of identified vulnerability criteria. Overall, 4.6 million Swiss francs was distributed under this project.

As part of building a long-term sustainable cash management platform and system owned and operated by Ukrainian Red Cross, the IFRC has supported it to process beneficiaries' data management and payments through its existing

cash management system – a global agreement between Red Rose and IFRC. This temporary solution enabled Ukrainian Red Cross to operate multiple donor funds in compliance with international guidelines and facilitate the coordination of multiple partners in Ukraine through modalities such as vouchers, multi-purpose cash, and thematic cash assistance.

During the reporting period, up to 30 million Swiss francs were disbursed by Ukrainian Red Cross, with the support of IFRC and partners on this programme.

### Cash in affected countries

**Hungary:** After being designated by the Hungarian Government as the main organization implementing CVA programmes in the country, the Hungarian Red Cross and the IFRC launched the nationwide CVA programme to support 3,000 individuals with multi-purpose cash to meet their basic needs.

**Poland:** With the continued support of the IFRC, by the end of February 2023, the Polish Red Cross multi-purpose cash programme had reached nearly 19,000 households with more than 24.5 million Swiss francs disbursed.

**Slovakia:** Since May 2022, Slovak Red Cross has provided emergency cash assistance to some 3,250 households who had to flee Ukraine due to the conflict. In total, more than 3 million Swiss francs were disbursed directly to families with specific vulnerabilities.

### National Society development

The IFRC has been supporting National Societies to scale up their capacities with a readiness checklist. This has been updated for Romania, Moldova, Russia, and Hungary, and the process is ongoing for Slovakia, Poland, and Belarus. Dialogue is continuing with National Societies to identify and rapidly adjust the readiness and response capacities needed to deliver humanitarian services.

The Ukraine Red Cross Society has been implementing the identified priorities to strengthen its Preparedness and Response capacities (PER)

since 2019. As a result, support was extended to build up an emergency operations centre.

The IFRC supported the Ukrainian Red Cross in setting up data management systems for the Emergency Response Unit Health Service Centres and mobile health units in Zakarpattia region, and will support it in setting up a uniform system of data management for mobile health unit patients across Ukraine.

The IFRC supported the Ukrainian Red Cross in setting up a monitoring system, namely the nation-wide monthly data collection (from the regional branches and sectorial departments) on the assistance provided in the country, based on the indicator tracking tool.

The IFRC continued providing extensive support to the Ukrainian Red Cross in logistics, procurement and fleet. Since February 2022, the IFRC has supported the National Society with the delivery of humanitarian cargo worth over 22 million Swiss francs, including 130 generators, over 600,000 migrant kits, 150,000 food parcels, plus blankets, tarpaulins, hygiene parcels, kitchen sets, and numerous other items.

### Humanitarian diplomacy

The IFRC continues to play a critical coordination role to help leverage the collective work of National Societies, and to build on the network's humanitarian diplomacy, migration and protection expertise in Budapest, Brussels, Geneva, and New York. The IFRC network continues to track and respond to emerging operational, policy and legal issues, undertaking analysis where needed.

The humanitarian diplomacy network, through its collective reach and reading of the changing situation, informs the contextual reading of needs and gaps throughout the operation e.g., through exchanges between representatives on emerging trends in the different countries.

### Health and care including water, sanitation and hygiene (WASH)

Needs analysis both in Ukraine and in receiving countries have identified medication and

medical supply shortages particularly concerning people with non-communicable diseases; health facility damage and destruction; interrupted access to essential health services; low vaccination uptake; unsafe and/or unsanitary living conditions; and depleted health systems and resources. After two years of responding to the COVID-19 pandemic, national health systems are also struggling to meet increasing demands.

As a result, the [Health and Care Operational Strategy](#) focuses on addressing the needs identified above by both delivering and ensuring access to direct health services and products; strengthening the responding National Societies' capacities in health and care and advancing their auxiliary role in their countries; as well as coordinating with internal and external partners.

In the summer of 2022, with the support of the IFRC and the Austrian Red Cross, the Ukrainian Red Cross Society launched three Emergency Response Unit Health Service Centres (clinics) in Zakarpattia region to provide healthcare and mental health and psychosocial support services to the affected people. By the end of February 2023, Internally Displaced People and local residents were assisted with more than 8,000 visits. The Ukrainian Red Cross Society, with the support of network partners, had launched 93 mobile health units in 21 regions of Ukraine, having provided around 225,000 consultations.

The IFRC also supported the Ukrainian National Society with the provision of diesel generators for its clinics, branches and state health facilities to ensure an uninterrupted supply of electricity.

The Ukrainian Red Cross was also supported in covering the salaries of trainers of first aid training. During the year of response, more than 94,000 people were trained in first aid skills.

### Shelter, housing and settlements

At the beginning of the response, National Societies focused on the provision of in-kind assistance, such as clothes, blankets, mattresses, bed linen, etc., to cover basic needs related to shelter and to improve the living conditions in the transit/reception centres where people are staying for a limited period before continuing their journey.

Planning for medium- and long-term shelter interventions then began to support the integration of displaced people who decide to stay in a specific area.

To guide the IFRC shelter response throughout the duration of Ukraine and impacted countries' operations, an IFRC regional shelter strategy was finalised in December 2022, to address the needs of the refugees and host families. Registration, enrolments, and payment mechanisms for rental and hosting family assistance which was operational in Slovakia have been replicated in Poland, for example.



**58**

National Societies responding (domestic and international response)



**124,828**

volunteers



**6,526**

National Society branches

## Action in the field

In **Syria**, the IFRC continued to work with Syrian Arab Red Crescent (SARC) to build technical expertise and to scale up livelihood interventions to decrease dependency on humanitarian assistance. In 2022, SARC reached more than 31,000 people, who increased food production or their income through vocational training and business start-up.

The IFRC, in partnership with UNICEF, worked to assist 30,000 people through the Shock Responsive Social Protection project. In **Afghanistan**, the National Society provided multipurpose cash to nearly 5,300 households with the IFRC's support.

Within the Pan African "Zero Hunger" Initiative, the IFRC supported **Nigeria** and **Democratic Republic of Congo (DRC)** with activities around cash and vouchers, food security, livelihoods, shelter, health and nutrition, wash, and protection, gender, and inclusion. In 2022, almost 54,000 people were reached by the "Zero Hunger" initiatives in DRC, and 2,900 people were helped to start or improve their income-generating activities in 2022.

The IFRC reinforced innovation activities in emergency preparedness in the **Democratic Republic of Congo**. The IFRC fostered the use of innovative and adapted risk communication approaches to share vital information with affected and at-risk communities. As a result, over 666,000 people were directly reached through community awareness sessions on the risks they face in their respective environments.

Syria is a good example of the use of data-innovation in emergencies. The IFRC supported the National Society to undertake post-distribution monitoring which they are now routinely conducting after interventions.

The information collected is providing essential data that helps gain a better understanding of the Syrian population's multidimensional needs.

The EUCP-funded project "X Stock" was in its second year of implementation in **Austria, Bulgaria, Croatia, North Macedonia, Montenegro, Serbia**, in consortium with the IFRC. The project enhances cross-border emergency management through shared management of emergency stock.

The IFRC helped National Societies to reduce the risks of vulnerable populations in **Syria, Ecuador, Yemen** or **Nepal** through preparing risk reduction plans. In Yemen, under the Disaster Management Capacity Building/Disaster Risk Reduction project, the IFRC and the **Yemen Red Crescent Society** supported more than 35,000 school children and staff through rehabilitation and upgrading water supply schemes. The IFRC also provided technical assistance to the **Nepal Red Cross Society** to the Anticipatory Action plan for 2022 and to implement COVID-19 preparedness and response operation.

In **Ecuador**, the IFRC supported technical assessments, capacity building, and the resource mobilization strategies related to risk reduction among partners, such as the US Government and ECHO, through the PPP initiative. Also in **Bolivia**, the IFRC provided advice to the National Societies in key areas related to health and WASH, as well as disaster preparedness and essential support services, such as finance, logistics and legal advice.

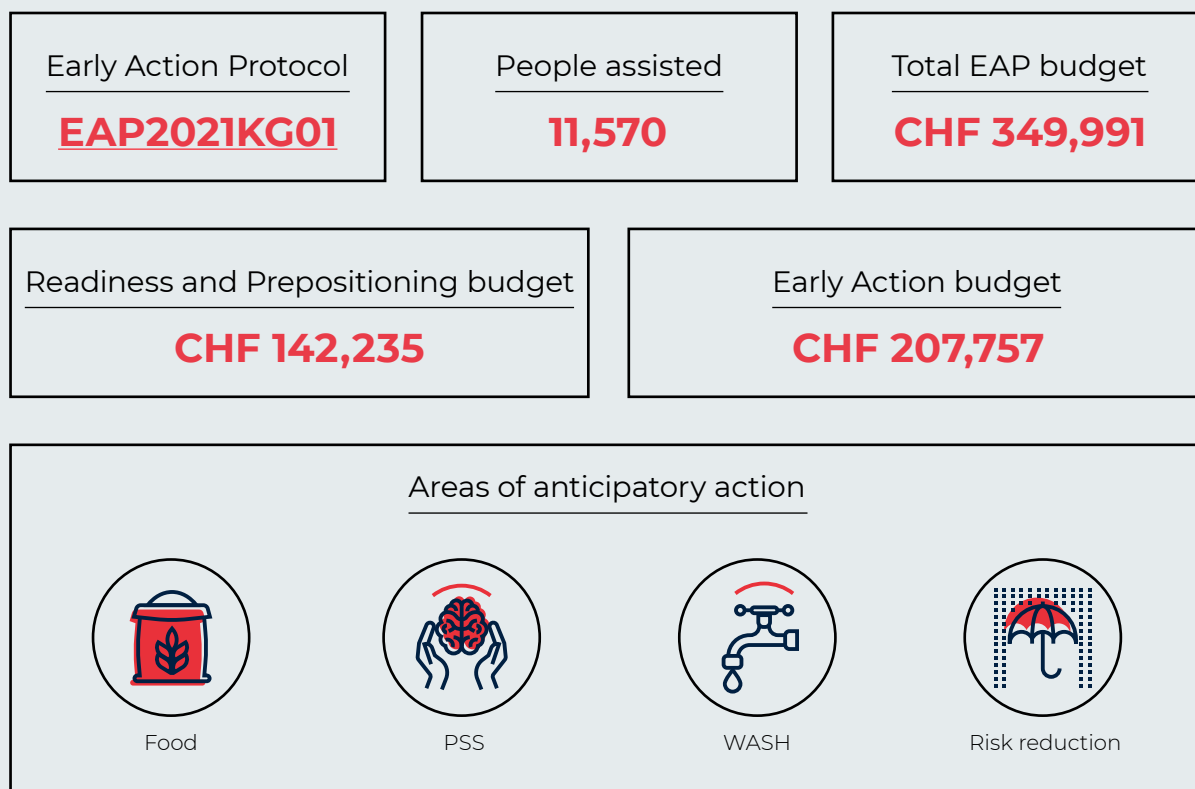
The IFRC was part of housing projects in **Afghanistan** and **Sri Lanka**. In Afghanistan, the IFRC supported more than 2,000 households to conduct repairs.



# EMERGENCY

## KYRGYZSTAN, HEATWAVE EARLY ACTION PROTOCOL

Approved: September 2021 / Activated: July 2022



### Emergency response

Five-year, Early Action Protocols provide funding for early action in advance of a disaster. The Early Action Protocol was activated when the Hydrometeorological Service of Kyrgyzstan showed that temperatures would exceed the 80th percentile for three or more consecutive days.

Actions included distribution of hygiene and food kits, distribution of psychosocial support items for children, early warning and public awareness campaigns in densely populated areas and public places, providing first aid, installing air conditioners in institutions for orphans, care homes for elderly and people with disabilities, as well as providing information and support within the care homes and institutions.

The German Red Cross provided technical support to develop the Early Action Protocol as well as during the activation.

### Achievements

- 11,570 people received food parcels
- 7,320 children in target families were reached with education material and psychosocial service kits
- 496 orphans and children with disabilities and 258 older people reached with health and care interventions
- 11,570 people reached with hygiene items
- Large quantities of water purchased and distributed for those waiting for distributions.

# SPOTLIGHT

## IFRC-ECHO PROGRAMMATIC PARTNERSHIP

The Programmatic Partnership is an innovative and ambitious three-year partnership between the IFRC, member National Societies, and the European Union supporting communities to reduce their risks and be better prepared for disasters and health emergencies.

Initial funding covers 25 countries across the five regions:

- Africa: Chad, Cameroon, Mali, Niger, Burkina Faso, DRC, Madagascar, Somalia, South Sudan, Zambia, Eswatini and Uganda
- Americas: Ecuador, Panama, Guatemala, Honduras, El Salvador
- Middle East North Africa: Lebanon, Palestine, Yemen
- Asia Pacific: Bangladesh, Cambodia
- Europe: Tajikistan, Kyrgyzstan, Ukraine

### PPP action at country level

#### Disaster risk management

Most participating countries are either implementing, or preparing to implement, Enhanced Vulnerability and Capacity Assessments. Countries such as Honduras used them to identify threats, vulnerabilities, risks, and capacities. In Honduras, this information was then used to prepare community response plans and identify actions to transform vulnerabilities. Those who have not implemented the assessments, have focused on training staff and volunteers to carry them out as an important step to strengthen preparedness.

In Bangladesh, the National Society provided training for 1,200 urban community volunteers on life-saving skills such as basic first aid, and search and rescue. These volunteers

The initiative takes a multi-hazard, multi-sectoral and integrated systems approach focusing on disaster risk management and epidemic and pandemic preparedness and response, as well as humanitarian assistance and protection to people on the move.

To enhance quality, impact and cost-efficiency, cash and voucher assistance is used as a key modality for humanitarian assistance. Risk communication, community engagement and accountability are integrated to ensure that communities are active partners at all stages.

Globally, nearly 4.6 million people were supported in 2022: 1.9 million with disaster risk reduction/disaster preparedness; 1.6 million in health; 1.2 million with coordination activities; 218,000 for protection; and 185,000 under multipurpose cash transfers.

will be deployed and work under the direct supervision of their respective Ward Disaster Management Committees.

Climate-smart processes were conducted in all 21 selected communities in Tajikistan. Essential needs were identified in each village, enabling Tajikistan Red Crescent to formulate possible nature-based solutions.

#### Epidemic and pandemic preparedness and response

In Cameroon, 36 state-owned health facilities were assessed on Infection Prevention and Control, and recommendations were made to address shortcomings. Two health centres

benefitted from the construction of an incinerator for biomedical waste and sanitation facilities were improved in three health facilities.

The Ecuadorian Red Cross completed a diagnosis of Water Quality and Sanitation in schools and health centres in six provinces. The improvement of water and sanitation services will be carried out in alliance with the Water Regulation and Control Agency.

When cholera emerged in Lebanon, the Lebanese Red Cross focused on providing information about cholera prevention measures and symptoms. These visits provided support to the cholera vaccination campaign in highly affected areas and helped identify and refer symptomatic individuals.

### **Humanitarian assistance and protection for people on the move**

Humanitarian assistance is being provided through Humanitarian Service Points in Democratic Republic of Congo, El Salvador, Guatemala, and Honduras.

In Niger, displaced people not housed in camps were provided with humanitarian assistance and protection, including free medical and psychosocial care, food provision and awareness sessions for healthy behaviour.

In Guatemala, through the National Society's Humanitarian Service Points, people were supported with pre-hospital care, psychosocial support, restoring family links, medical care, psychological first aid, and humanitarian assistance (hygiene and primary health care kits).

### **Cash and voucher assistance**

Cash distributions activities under the PPP started in Burkina Faso, Eswatini, Honduras, Niger, Somalia and South Sudan.

In Burkina Faso, cash and voucher assistance was used for food assistance and to repair damage caused by floods.

The National Society in Honduras is piloting other innovative cash mechanisms such as gift cards for people on the move, and is also developing a Cash Plus support component for school re-insertion, livelihoods protection, and business training.

### **Risk communication, community engagement and accountability**

More than 1 million people were reached with a perception survey that indicated that 74.9 per cent of respondents think that the assistance provided by the Burkinabe Red Cross Society is very good and 98.9 per cent say they trust the information provided by the Burkinabe Red Cross Society.

In Palestine, the National Society is collecting community insights through satisfaction surveys and continuous analysis of rumours and perceptions.

In Kyrgyzstan, community information is systematically collected, analyzed, including feedback, rumours, and perceptions, to inform community engagement approaches.



## HEALTH AND WELLBEING

### Context

Throughout 2022, the IFRC network actively helped communities to not only recover from the COVID-19 pandemic, but to build their resilience and prepare for future disease outbreaks.

However, pandemic-related disruption and strain on healthcare systems continued to have a knock-on effect on the prevention, treatment, and control of other diseases in 2022.

The most vulnerable sections of society were hit the hardest. Routine immunization services were disrupted, resulting in the largest sustained decline in childhood vaccine coverage in a generation. In 2021, 25 million children missed one or more doses of life-saving vaccines, of those, 18 million children did not receive even one vaccine, also referred to as 'zero-dose' children. The majority of zero-dose children live in the most marginalized communities. Approximately 78% of all zero-dose children live in only 20 countries. Building resilient immunization programmes to recover and prevent any future declines is a priority.

Services were also put under strain by a rapidly ageing global population and a lack of equitable and safe access to health, water, sanitation, and adequate living conditions.

Mental health and psychosocial support needs increased manyfold, and related services continued to be in demand in countries that routinely experience disasters and crises, while incidences of sexual and gender-based violence had a significant impact on mental wellbeing.

In 2022, countries on the African continent experienced frequent epidemic outbreaks including cholera outbreaks in Niger, Nigeria and Malawi, polio outbreaks across the Africa Region, and measles in Liberia and Zimbabwe. There were also occurrences of vaccine-preventable diseases, and spillover of zoonotic diseases. The risk of the emergence – or reemergence – of zoonotic diseases with epidemic potential continued to be driven by habitat destruction, climate change, and the increasing interface between human and animal populations.

In the Americas, the Caribbean experienced increasing regional food needs and nutrition security concerns. In Venezuela, despite the availability of food and other items in the country, high prices placed these necessities out of the reach of the most vulnerable families. The health situation in Haiti remained of great concern, particularly risks of malnourishment.

Measles cases rose by almost 80 per cent globally in the first two months of 2022. Measles outbreaks are more likely to occur in countries with low measles vaccine coverage. For Asia Pacific, such countries include Afghanistan, Pakistan, India, the Philippines, Papua New Guinea, Myanmar, Vanuatu, and Solomon Islands.

Some 327 million people in Asia Pacific lacked access to basic drinking water and almost 1.2 billion lacked a basic sanitation facility. Cholera remained a high risk across South and South-East Asia, including Bangladesh and India. Asia Pacific was also home to more than half of the world's malnourished children, with 79 million children aged under five suffering from stunting, and 34 million children affected by wasting.

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

## Our approach

The IFRC works with National Societies to reach millions of people every year with a wide range of health and care services, improving health and wellbeing for all.

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

As Red Cross and Red Crescent volunteers live in the communities they support, they have

Eastern Europe and Central Asia struggled to control the spread of HIV, with new infections and AIDS-related deaths both continuing to rise. At the same time, while the rate of active tuberculosis cases has declined in Europe, eight countries – Uzbekistan, Tajikistan, Kazakhstan, Kyrgyzstan, Belarus, Moldova, Ukraine and the Russian Federation – experienced challenges with multi-drug-resistant tuberculosis.

In the Middle East and North Africa, instances of communicable diseases dropped in 2022 but cases of non-communicable diseases were rising. Further health challenges were created by the ongoing conflicts in Iraq, Libya, Syria, Palestine, and Yemen. Meanwhile, regional refugee crises strained the health systems of host countries, and refugees and other displaced populations faced challenges in accessing and paying for health services.

an intuitive understanding of the health needs, vulnerabilities, and inequities in their own specific contexts.

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

Their local action provides a critical bridge between at-risk and marginalized communities and their local health and WASH systems. It also provides a life-saving frontline response in the event of a disaster or crisis.

## PROGRESS TOWARDS TARGETS

The summary below represents annual 2022 progress status. Information on the indicators covers work by the National Societies with support from the IFRC in 2022, unless stated otherwise. Data was collected from 111 National Societies. Entire network results are covered by annual FDRS reporting.

### People reached by National Societies with contextually appropriate health services

Target by 2025	150 million
Actual 2022	Emergency response direct: 8.2 million Emergency response indirect: 38,400 Longer-term direct: 35.1 million Longer-term indirect: 8.5 million

### People reached by National Societies with contextually appropriate WASH services

Target by 2025	30 million
Actual 2022	Emergency response direct: 9.1 million Emergency response indirect: 54,000 Longer-term direct: 7.8 million Longer-term indirect: 2.7 million

### People reached by National Society psychosocial and mental health services

Target by 2025	15 million
Actual 2022	Emergency response direct: 863,309 Longer-term direct: 3.4 million

### People trained by National Societies in first aid

Target by 2025	15 million
Actual 2022	Longer-term direct: 3.4 million

### Amount of funding spent by National Societies and IFRC on the COVID-19 response

Target by 2025	As per Emergency Appeal (EA) MDR0005
Actual 2022	CHF 2.1 billion <sup>1</sup>

### People reached through Risk Communication and Community Engagement in the COVID-19 response

Target by 2025	As per EA MDR0005
Actual 2022	977.9 million <sup>2</sup> people reached (175 NS reporting)

<sup>1</sup> Federation-wide expenditure as per COVID-19 outbreak 24-month update

<sup>2</sup> Federation-wide reach as per COVID-19 outbreak 24-month update



## Progress in 2022

In 2022, the IFRC took the lead in many innovative approaches to improving and protecting community health and wellbeing. These included the promotion of early and anticipatory action for hazards related to health and water, sanitation and hygiene (WASH), digital health initiatives, and guiding evidence-based emergency health and WASH components of IFRC response operations.

The IFRC continued to support major ongoing initiatives, such as REACH, the African Union's Community Healthcare Workforce programme with the African Centre for Disease Control (see Spotlight for more information on the REACH initiative).

The organization also pressed for concerted action to end cholera worldwide, and promoted the vital role played by community-based workers and volunteers in delivering a range of critical public health services.

The IFRC worked throughout the year to support National Societies in strengthening their auxiliary role to support their relevant country-level public health strategies, advocacy and policy platforms and mechanisms.

The humanitarian needs resulting from the decrease in global routine immunization coverage due to the COVID-19 pandemic did not abate in 2022. The IFRC was involved with improving routine immunizations for children, and outbreak response for vaccine-preventable diseases and rolling out COVID-19 specific vaccinations, all of which required risk communication and community engagement, epidemic control and public health interventions, and livelihoods support to encourage an inclusive, resilient, and green recovery from the pandemic.

The IFRC provided more than 7.6 million people in cohort or home isolation with material support and reached more than 970 million people with health and hygiene activities related to COVID-19. At the same time, the IFRC worked to influence global debates about public health, in particular in applying lessons from COVID-19 into laws,

policies and plans for prevention and preparedness for future epidemics and pandemics.

The IFRC also strengthened and advocated for its critical role in preventing, detecting, and responding to diseases and health threats, and the need to empower and work alongside at-risk communities and local actors.

This work to boost epidemic and pandemic prevention, preparedness, readiness, and response was conducted throughout the year with communities, National Societies, and a broad range of partners.

Through the Community Epidemic and Pandemic Preparedness Programme, National Societies in Cameroon, Democratic Republic of the Congo, Guinea, Kenya, Sierra Leone, Uganda and Indonesia strengthened their capacities and positioning with regards to public health emergencies risk management. And all 25 countries involved in the innovative Programmatic Partnership funded by DG ECHO have included epidemic preparedness and response in their plans.

A training package on epidemic preparedness in communities – known as EPIC – was launched in 2022. Several countries have since replicated the training for both trainers and volunteers to support epidemic preparedness and response activities.

Also in 2022, a series of webinars on [Community-Based Surveillance \(CBS\)](#) were organized across the global IFRC to further promote the tools and share experiences from National Societies. A global master-level community-based surveillance training package was developed, and technical support provided to a range of National Societies through the CBS technical working group.

Surge personnel and technical support for epidemic control measures were provided for the Ghana Red Cross to engage with its Ministry of Health during that country's first known Marburg outbreak. Also in 2022, the Red Cross

of the Democratic Republic of the Congo was supported during a new Ebola virus disease outbreak in Equateur province.

In March 2022, a new website for volunteers and managers involved in epidemic risk management was launched, providing a peer support and resources to inform National Society planning and operations on the ground.

The IFRC's 2022 Guidance on Law and Public Health Emergency Preparedness and Response outlined how domestic laws, policies and plans can support effective preparedness and response to public health emergencies – which National Societies can use to advocate to strengthen legal frameworks in their countries.

National Societies were also supported through the IFRC's evidence-based Global Care in Communities packages that were developed for community health workers to provide operational guidance on implementing evidence-based interventions. These focused on prevention and management of communicable diseases, neglected tropical diseases and sexual, reproductive, maternal, neonatal, child and adolescent health, non-communicable diseases and mental health and psychosocial support (MHPSS) in all contexts, including emergency situations, protracted crises, and fragile settings.

To improve access to primary health care and immunization, the IFRC received funding from the Bill and Melinda Gates Foundation in 2022 to support National Societies in Cameroon, Central African Republic, Chad, and South Sudan in addressing the specific vulnerability of nomadic populations through cross-border polio vaccination programmes.

The IFRC also supported the delivery of a package of essential health interventions including immunization for 'zero dose' and conflict-affected communities in Afghanistan, Pakistan, Central African Republic, and DRC. Additionally, immunization services were provided to nomadic populations in Cameroon, Chad, Central African Republic and South Sudan as part of integrated service packages tailored to these communities.

In 2022, the IFRC supported 15 countries on the African continent to distribute 60 million insecticide treated bed nets to protect an estimated 108 million people from malaria, a leading killer of children aged under five years in African countries.

As part of the IFRC's efforts to undergo a digital transformation and improve reporting to measure the impact in the quality of health care and treatment provided, the Red Cross and Red Crescent Health Information system was developed and deployed domestically across National Societies.

One WASH remains the centrepiece of the IFRC's approach to ensuring that vulnerable communities can access basic water, sanitation, and hygiene services as part of cross-cutting work to pandemic prevention, climate change mitigation and poverty reduction (see box for more details about One WASH).

In addition, WASH components were included in emergency operations such as the hunger crisis in Africa, Ukraine conflict and weather-related disasters such as cyclones in Southern Africa and flooding in Asia.

A notable success in 2022 was IFRC's innovative work in the emergency treatment of wastewater. Based on the success of wastewater treatment projects utilizing IFRC developed technology, German emergency management authorities and military are considering the adoption of the technology for response preparedness stocks.

The IFRC and network partners are further developing the technology to ensure predictable response capacity is available to the WASH sector as a whole. The first commercial sale of the technology was completed in late 2022.

Throughout 2022, the IFRC focused on global and national level resource mobilization to establish a portfolio of preparedness, prevention, and coordination programming for cholera elimination as part of efforts to reduce cholera-related deaths by 50 per cent.

This included direct in-country support to develop and implement country roadmaps, the establishment of cholera early action protocols for the Disaster Response Emergency Fund (DREF), training, and support for National Society engagement with donors and partners. At global level, this support included advocacy and resource mobilization for the Global Task Force for Cholera Control and the development of tools and procedures for all task force partners to achieve the Cholera Road Map 2030.

The One WASH initiative and the IFRC-hosted Country Cholera Support Platform supported National Societies throughout the year with cholera and WASH training, preparedness analysis, and response procedures.

Community engagement and risk communication remained high priorities for the IFRC in 2022, with continuous support provided to boost National Society capacities in the collection, analysis and use of community feedback and social and behavioural data to inform planning and decision-making.

A [Community Feedback kit](#), comprised of five modules and 25 tools, was launched in 2022 and was used to support feedback mechanisms in crises including the Ebola virus disease response in Uganda, and the cholera response in several African countries. Training was delivered in the use of the kit, and a [Social Science training](#), adapted for risk communication and community engagement, was developed by the IFRC in partnership with the Collective Service for RCCE. The IFRC is co-chair of the Collective Service, which works with more than 60 partners and supports almost 30 countries globally to deliver impact, reduce duplication and increase the effectiveness of local action.

With mental health and the need for psychosocial support remaining a challenge in many countries and contexts, particularly in the light of COVID-19 and the crisis in Ukraine and neighbouring countries, the IFRC worked on a number of initiatives in support of commitments made during the 2019 International Conference of the Red Cross and Red Crescent.

These included the development of a community-based mental health package in collaboration with the Red Cross Psychosocial Support reference centre and Nokia, outlining a task-shifting approach to caring for people living with mental health conditions.

In June 2022, at its 23rd General Assembly, the IFRC First Aid Policy and First Aid Vision 2030 including the operational framework was adopted under the Repositioning First Aid at the Center of IFRC Strategy 2030 initiative. The ambition is to strengthen the IFRC network's collective capacity and capability to advocate, collaborate with partners and scale up first aid actions and services at community, national, and international levels, with one person trained by National Societies in first aid in every home, workplace, and school. The policy will also help increase the recognition of the IFRC network as the partner of choice for first aid by communities, public authorities, and other stakeholders at country and international level.

To promote income generation and the financial sustainability of National Societies, the IFRC developed tools, models, capacities, and business cases of National Society and supported the repositioning and distribution of First Aid Manikins to ten National Societies in four regions (Africa, Americas, Asia Pacific and MENA).

In 2022, 61 National Societies reached more than 14 million people with awareness activities promoting and advocating the power of first aid during the World First Aid Day, mobilizing 65,007 volunteers and staff.

The IFRC also joined a statement at the June 2022 Council of Delegates stressing the importance of mental health and psychosocial support in Red Cross and Red Crescent humanitarian work delivered across the world, and asking that it be a topic for the next Council of Delegates. The IFRC also advocated for stronger support for mental health needs at several high-level events throughout the year.

As populations continue to age around the globe – WHO estimates that the number of

individuals aged 60 or over will have tripled from 600 million in 2000 to two billion in 2050, with 80 per cent living in low- or middle-income countries – the IFRC worked with National Societies and other partners to develop new approaches to healthy ageing in 2022.

A Strategy and Framework for Healthy Ageing was launched this year alongside priorities to guide the strategy for the next decade. The approach aims to “empower communities to make the best choices to live longer, healthier and more active and dignified lives using a life-course approach”. At the same time, the IFRC worked to build National Society capacities to scale up healthy ageing and anti-ageism community-level programming through training and regional workshops, and launched a MOOC course on healthy ageing.

In 2022, the IFRC demonstrated leadership in addressing the pressing global health issue of non-communicable diseases (NCDs). The IFRC recognized the ever-increasing burden and impact of NCDs among communities in different settings. The IFRC conducted a global NCD survey for National Societies; it was a crucial step towards addressing the growing issue of NCDs, enabling National Societies to understand their communities’ needs better and develop targeted interventions. The IFRC is establishing a new vision, framework and package to provide National Societies with a roadmap for scaling up their NCD programming. The IFRC continued to develop and launch MOOC courses on healthy lifestyle for NCD prevention and control in multiple languages and integration of prevention and care for Mental Health and Psychosocial Support and NCD in humanitarian settings in

collaboration with the University of Copenhagen and the IFRC Psychosocial Centre.

The IFRC continued its work in high-level advocacy and representation throughout 2022, with strong contributions at the World Health Assembly, World Mental Health summit, UN General Assembly and the World Health Summit, among others. It was also actively involved with global health boards and steering committees such as the Roll Back Malaria Country Regional Support Partner Committee and the Malaria Commodity Forecasting Initiative).

The IFRC worked closely with UHC2030 and CSEM to provide an input for country commitment reports to achieve Universal Health Coverage. Country consultations in four countries were organized by National Societies, bringing together over 150 partners working at community level and discussed challenges for groups of communities to access health services and possible recommendations to health authorities.

The IFRC also worked closely with National Societies, IOM, WHO, UHC2030 and other partners to organize a series of side-events at the COP27 WHO Health Pavilion in Egypt. Side events provided an excellent platform to promote the role that the network plays in addressing climate related health risks.

During the World Health Summit, high-level meetings were organized with selected member states and the private sector. IFRC leadership delivered interventions on migration and the implementation of our international commitments, as well as the significant resignation of health workers, pushing for gender equality and dignity.

## One WASH Fund

One WASH is the IFRC's operational contribution to the Global Task Force for Cholera Control Roadmap focusing on integrated WASH and public health activities. It also builds community and National Society capacities communities so that they are better able to respond in the event of a waterborne pandemic or epidemics.

The scope of One WASH extends far beyond response and community recovery. It also addresses many different issues ranging from the overall reduction of waterborne diseases to increased economic output, to climate action, to improved access to education and improved nutritional status. "Many issues, One WASH".

In addition to increased resource mobilization taking place at national level, the programme is funded in part by the One WASH Fund and Sukuk. A *sukuk* is an Islamic bond structured in such a way as to generate returns to investors without infringing Islamic law (that prohibits *riba* or interest and requires asset

backing). Sukuk represents undivided shares in the ownership of tangible assets relating to projects or special investment activity.

The Islamic Development Bank (ISDB) and the IFRC created the Sukuk impact bond within the One WASH Fund with an aim of raising USD 100-150 million from new philanthropic and private investor capital in addition to traditional humanitarian donor financing.

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

The IFRC is also building on its existing One WASH engagement and fundraising strategy particularly with private sector and philanthropic donor outreach. An amended Memorandum of Understanding was signed between the IFRC and ISDB in 2022.

## Action in the field

The IFRC supported National Societies around the world to strengthen their participation, positioning and links with governments through humanitarian advocacy. As a result, the IFRC provided key support on vaccination campaigns and response plans, including COVID-19, in **Nigeria, DRC, Peru, Colombia, Republic of Congo, Bolivia, Ecuador, Ghana, Yemen, Syria, Pakistan, Afghanistan, Indonesia, Nepal, Jordan** or **Libya**, for example.

In **Malaysia**, more than 49,000 people were vaccinated with technical support and coordination from the IFRC with the Malaysian government's national COVID-19 vaccination taskforce. In the **Republic of Congo**, the Congolese Red Cross,

with technical support from the IFRC, and funding support from the American Red Cross, organized performances with the Espace Culturel YARO community theatre through the concept "et si on parlait encore COVID-19 en langue des signes" ("If we also talk about COVID-19 in sign language"). The show's actors were chosen from vulnerable people within the community to ensure that the message was carried by their peers and to make the programme sustainable in the future. In **Syria**, the Syrian Arab Red Crescent (SARC) volunteers and community health promoters enjoyed a high level of trust, and the community-based health and first aid (CBHFA) activities, including COVID-19, reached

more than 357,000 people. The activities were jointly included in the Syrian Crisis Country Plan and the IFRC's Global COVID-19 Pandemic Emergency Appeal. In **Indonesia**, the IFRC and the National Society's Polio Preparedness Programme was piloted in 40 villages with the result of 600 children being vaccinated.

Nomadic communities in **Cameroon, CAR, Chad, and South Sudan**, nearly 300,000 people, of which more than 70,000 were children under the age of five, were reached with vaccinations.

For WASH, the Expanded Programme of Immunization (EPI) project in the **Democratic Republic of Congo** was implemented with the support of the IFRC and with funding from USAID. The aim was to increase the immunization coverage rate to 90 per cent and improve community knowledge, skills and practices on immunization. The programme also focused on the treatment of water for domestic use. As a result, more than 355,000 cubic metres of water was treated with chlorine for household-use.

In **Ghana**, 14 water supply schemes served 6,200 households (37,200 people). These systems also generated income from the sale of water for future operation and maintenance needs. **Afghan Red Crescent Society**, together with the IFRC, continuously worked with the Ministry of Education to establish water points and toilets for boys and girls, menstrual hygiene management facilities, and handwashing stations in schools in Afghanistan.

Health care interventions with the IFRC's support were developed in a variety of contexts across the world, from crises to healthy ageing promotion. In **Venezuela**, through the project "Enhancing resilience to food crises in semi-arid rural and peri-urban areas", more than 15,000 people were reached through nutritional health days, distribution of nutritional items, nutritional workshops and breastfeeding clubs. In **Pakistan**, the IFRC supported the National Society and its Basic Health Units, reaching more than 42,000 people in the Bannu district.

In **Syria**, the National Society continued the provision of primary health care services to vulnerable people, the displaced and people with disabilities. At a time of increasing dependency on SARC to access health care consultations and medicine, health care facilities were supported by the IFRC, in fixed or mobile facilities, reaching more than 87,000 people, including the cholera response. Moreover, 8,000 people with disabilities living in hard-to-reach areas received multidisciplinary health and rehabilitation, improving their daily autonomy. In **Afghanistan**, the IFRC supported the installation of 11 mobile health teams in Kandahar and Paktika provinces. These reached more than 48,000 people with primary health and immunization services.

Other cholera outbreaks were supported by the IFRC, for example, in **Nepal**, in the Kathmandu valley, through preventive activities to control cholera, diarrhea and dengue cases, reaching more than 33,000 people.

Training those who help people is one of the IFRC's cornerstones to provide health services to vulnerable communities. In **Nigeria**, the IFRC supported the National Society to mobilize and train nearly 3,000 volunteers. The volunteers increased awareness and house-to-house social mobilization for the integrated measles, yellow fever and COVID-19 vaccination campaigns in three states. With funding from the **American Red Cross** and CDC Atlanta, this action targeted more than 800,000 households.

In **Yemen**, the IFRC supported the control of epidemic outbreaks, including malaria, COVID-19 and dengue, through training for 160 YRCS volunteers, and activities for almost 90,000 people. In **Indonesia**, hygiene promotion was conducted through hygiene kit distributions, reaching more than 10,000. In **Bangladesh**, the National Society reached more than 41,000 people with awareness sessions on mental health, antenatal, postnatal care, communicable and non-communicable diseases.



# SPOTLIGHT

## THE REACH INITIATIVE

The REACH (Resilient and Empowered African Community Health; Healthy communities, resilient Africa) initiative is part of an ambitious partnership between the IFRC and Africa Centre for Disease Control and Prevention (CDC) that aims to strengthen the community health workforce, and health systems, across the continent.

Africa is home to millions of people who are not able to get the help they need to prevent, identify, and treat health issues. Disease outbreaks can quickly get out of control, and people continue to suffer from vaccine-preventable illnesses such as measles. People in remote areas must travel miles to reach the nearest health facility. For others, healthcare is simply unavailable or unaffordable. There is an urgent need to strengthen health systems and address the huge shortfall of human resources for health in Africa, especially at community level.

Addressing these challenges is essential for progress toward Sustainable Development Goal 3 to “ensure healthy lives and promote wellbeing for all at all ages” and to guarantee Universal Health Coverage.

In 2017, African Heads of States and Governments formally endorsed the two million Community Health Workers Initiative, to recruit, train and deploy two million community health workers across the continent.

Africa CDC, the IFRC and other partners are working together to support African Union Member States to fulfil these commitments. The IFRC network in Africa and participating National Societies are the lead operational partners for the REACH initiative.

Through the five-year partnership, Africa CDC and the IFRC aim to improve health outcomes for African communities through the scale-up of a strengthened, people-centred and integrated community health workforce and systems to deliver impact, resilience, and sustainability.

This initiative has the potential to almost double the current community health worker density in the region and is projected to reach 500 million people across the continent.

The initiative was launched jointly by IFRC and Africa CDC in October 2022 at the African Union headquarters in Addis Ababa, Ethiopia.

The IFRC has already achieved significant milestones towards strengthening the auxiliary role of National Societies in health and community health, a crucial step to enable them to effectively lead progress.

A steering management committee and coordination group have been established and next steps include finalizing partner mapping, developing detailed country-level implementation plans, and mobilizing the necessary resources.

## The IFRC's global response to the COVID-19 pandemic

The IFRC network mobilized an extraordinary global response to the COVID-19 pandemic, uniting all 192 National Societies in a concerted effort to support communities in preparing for, responding to, and recovering from the crisis. The network's achievements spanned across health, social, and economic sectors, and included work to strengthen National Societies.

The network launched its **largest appeal ever**, requesting a total of 2.8 billion Swiss francs, of which 670 million was channelled through the IFRC Emergency Appeal. This resulted in a total income of 2.3 billion Swiss francs and expenditure amounting to 2.1 billion Swiss francs by the end of 2022.

The IFRC directly supported 166 National Societies with financial aid, ensuring that resources were allocated to regions and countries most in need of assistance. It also supported National Societies through technical support, tools and resources.

**Risk communication and community engagement** played a vital role in raising awareness to mitigate the spread of the virus. In 2022, emphasis was placed on **vaccination** and reaching last-mile or marginalized communities, ensuring equitable access to vaccines and addressing vaccine hesitancy.

The IFRC used **water, sanitation and hygiene (WASH)** activities to reduce COVID-19 transmission by improving access to clean water and proper sanitation facilities. National Societies were also supported to design and implement WASH interventions.

The network provided **vital assistance** to communities grappling with the pandemic's economic fallout. Food and in-kind assistance were delivered, and some six million people received cash and voucher assistance to meet their immediate needs.

Acknowledging the mental health impact of the pandemic, the IFRC network provided **mental**

**health and psychosocial support** services. This support encompassed capacity building for staff and volunteers, development of culturally sensitive mental health and psychosocial support resources, and the establishment of referral pathways when needed, among others.

Throughout the response, a key priority for the IFRC was to **strengthen the capacity of National Societies** to effectively address the myriad challenges posed by the pandemic, with the impact of humanitarian situations happening at the same time.

These efforts ensured the **safety and wellbeing of volunteers** by improving organizational duty of care, supplying personal protective equipment, and training. The IFRC also helped National Societies maintain their operations through **business continuity planning and preparedness**. By enhancing the capacity of National Societies, the IFRC has ensured that they are better equipped to address not only the current crisis but also future pandemics and crises. The IFRC also worked to improve its own business continuity processes, systems and framework.

In 2022, IFRC began the roll out of an organizational **risk management system** that aims to build accountability and trust. This is one of the biggest legacies that COVID-19 has provided to the network.

While the global appeal ended in December 2022, the IFRC remains committed to supporting communities in their **preparedness and long-term recovery**. Some programmes will continue after the close of the Emergency Appeal, through integration into the Unified Plans of National Societies, ensuring that the momentum and lessons learned during the pandemic response will be carried forward to **support Strategy 2030 and the Agenda for Renewal**.

See the [report](#) for further information.

People reached by the IFRC network during COVID-19



**1,200M**

Risk communication and community engagement for health and hygiene



**254M**

Community preparedness, response and disaster risk reduction



**161M**

National Society support to getting vaccinated for COVID-19



**137M**

Community WASH



**132.2M**

Risk communication and community for vaccine hesitancy



**92.5M**

Food and other in-kind assistance



**28.1M**

Community health services



**18.1M**

Mental health and psychosocial services



**6.0M**

Cash and voucher assistance



**4.8M**

Exclusion programmes



**4.0M**

Education programmes



**3.0M**

Violence programmes



**1.1M**

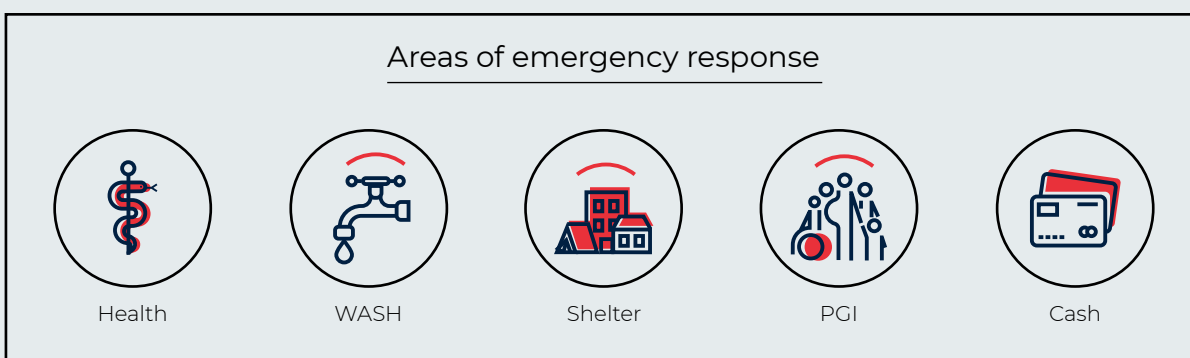
Safe and adequate shelter and settlements

# EMERGENCY

## MEXICO AND CENTRAL AMERICA POPULATION MOVEMENT

Launch date: July 2022 / End date: July 2023

Emergency appeal <b>MDR43008</b>	People in need <b>500,000</b>	People to be assisted <b>210,000</b>
Funding requirement <b>CHF 18 million</b>	Operating budget <b>CHF 713,274</b>	Expenditure <b>CHF 715,325</b>



### Emergency response

There has been a massive increase in the number of refugees, migrants, and returnees in transit through Central America. They are moving mostly through irregular channels, like the dangerous Darien Gap between Panama and Colombia, with many facing bureaucratic barriers, suffering injuries, facing extortion and sexual violence, or disappearing and being separated from their families, or even killed. The number crossing irregularly into Panama from the Darien Gap doubled from 2021.

The Emergency Appeal covers actions in Panama, Costa Rica, Honduras, El Salvador, Guatemala, and Mexico. It is part of a network-wide funding requirement of 28 million Swiss francs.

### Achievements\*

- 4,443 people reached with temporary collective accommodation in Guatemala
- 3,816,700 litres of drinking water distributed through safe water supply in Panama
- 15,739 people reached with safe water in El Salvador
- 15,249 people reached with targeted health services in Guatemala and 7,958 in Panama
- 8,237 personal protection equipment kits distributed in Honduras
- 86 per cent of migrants and people from host communities received health sensitization in Guatemala

\* As per IFRC [operational update 2](#), with figures through March 2023.



# MIGRATION AND DISPLACEMENT

## Context

The migration and displacement of people, whether voluntary or forced, is one of the defining features of the 21st century. In 2022, millions of people were on the move.

Global totals of refugees and internally displaced persons remain at historic highs, fuelled by disasters, climate emergencies, new and old conflicts, and other crises.

For many, migration has allowed them to live safe and dignified lives and make economic, social, and cultural contributions in their countries of origin and destination alike.

However, millions of others continued to face unacceptable dangers.

People on the move face challenges in accessing essential services, protection risks, hostility, and exclusion. Many people who have been forcibly displaced suffer protracted and ongoing displacement and uncertain futures in camps and urban settings. Migrants and refugees also face rising stigma, xenophobia, and marginalization including through laws, policies and practices that aim to exclude and disenfranchise them in destination countries.

Most African migration remains on the continent, with around 25 million documented Africans living in another African country (UNDESA,

2021). This figure is likely underestimated, as many African countries do not track international migration.

Violence continued to spread in the region, leading to the fastest growing internal displacement crisis in the world, with 11.5 million people displaced due to violence (IDMC, 2022). The region already hosts one of the largest IDP (14 million) and refugee (seven million) populations in the world (IDMC, 2022 | UNHCR, 2022). Following the crisis in Ethiopia, it was estimated that more than two million people have been displaced.

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

One critical situation is the increasing number of migrants making the perilous journey through the Darien Gap border crossing between Colombia and Panama. According to the Panamanian government, the number of migrants and displaced persons attempting the crossing doubled to 250,000 in 2022, the highest level in the past decade.

The Asia Pacific region hosts an estimated 65 million international migrants and displaced people, including 13.7 million people internally displaced as a result of disasters, 58 per cent of the world's total (IDMC 2022). Two crises dominated the Asia Pacific region in 2021 and 2022. Conflict and political unrest in Afghanistan and Myanmar displaced more than a million people within these countries last year, while at least 158,000 people fled Afghanistan, and some 31,000 people fled Myanmar during the year.

In Europe, more than eight million Ukrainians have sought refuge in neighbouring countries and more than five million were displaced internally as a result of the crisis. This is the largest displacement crisis on the continent since the Second World War (UNHCR 2023 | IOM 2023).

Migration to the continent increased generally in 2022 with close to 300,000 new arrivals to

## Our approach

The IFRC is committed to scaling up locally led and principled assistance, protection and advocacy for migrants and displaced persons, regardless of their legal status.

The IFRC advocates that the world has a collective responsibility to save lives, and reduce risks, harms, and conditions of vulnerability for people on the move and host communities along migration routes so their journeys and communities are safer and more dignified.

In 2021, the IFRC network reached 9.3 million migrants and displaced persons; 79 National Societies had integrated migration and displacement into their strategic planning, and 48 National Societies had set up Humanitarian Service Points.

The IFRC's Global Route-Based Migration Programme brings together the skills, experience and compassion of the IFRC network and leverages some of its strongest qualities – cross-border connections and solidarity, the open exchange

of skills and information, and global coordination supporting seamless complementarity on the ground.

Western Europe. In 2022, there was also an increase in the number of arrivals by sea, with some 116,000 migrants making the often-deadly maritime crossing, predominately via the Central Mediterranean route. Protracted situations remain in Greece and Türkiye.

The Middle East North Africa region is one of the largest migration transit areas in the world, as well as being host to 40 million migrants and more than 11 million internally displaced persons. The humanitarian needs differ substantially between the MENA countries in scale and severity.

Armed conflict in some countries in the region has further undermined the rule of law and weakened public authority, which has allowed for increased human rights violations and abuses against displaced persons and migrants, including by armed groups.

This programme aims to save lives and improve the safety and dignity of migrants, refugees, and other displaced people along dangerous and deadly migratory routes (see Spotlight for more information and highlights of the Global Route-Based Migration Programme).

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

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



# EMERGENCY

## SOS MEDITERRANÉE

Launch date: July 2021 / End date: Dec 2023

<u>Regional appeal</u> <b>MAA65001</b>	<u>People affected</u> <b>152,180</b>	<u>People assisted</u> <b>3,567</b>
<u>Funding requirement</u> <b>CHF 2.2 million</b>	<u>Funding received</u> <b>CHF 2.1 million</b>	<u>Expenditure</u> <b>CHF 2.1 million</b>



### Emergency response

Since 2014, more than 26,000 people have lost their lives in the attempt to cross the Central Mediterranean, and the actual number of fatalities recorded is likely to be much higher due to unreported and “invisible” shipwrecks.

Despite this, there is currently no effective search and rescue mechanism in place to prevent deaths and save lives across the Mediterranean route.

The partnership between IFRC and SOS Méditerranée, onboard the Search and Rescue ship Ocean Viking, fills an important gap by providing essential humanitarian services such as food, items for basic needs, and access to protection and health services to all survivors, regardless of their migration status.

### Achievements

- 3,567 people rescued at sea, including 1,115 minors (of whom 810 unaccompanied).
- Over 50,000 meals distributed.
- 3,567 blankets and rescue kits distributed.
- Over 3,000 medical consultations provided.
- 18 urgent medical evacuations performed by boat or helicopter.
- 16 National Societies involved (onboard and onshore).
- 13 Rotations (missions of around 4/6 weeks) with IFRC Staff onboard

## PROGRESS TOWARDS TARGETS

The summary below represents annual 2022 progress status. Information on the indicators covers work by the National Societies with support from the IFRC in 2022, unless stated otherwise. Data was collected from 111 National Societies. Entire network results are covered by annual FDRS reporting.

### **Migrants and displaced persons reached with services for assistance and protection**

Target by 2025	Average of 4 million people a year
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Actual 2022	Emergency response direct: 0.3 million Longer-term direct: 1.0 million Longer-term indirect: 63,945
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### **National Societies that have conducted migration and displacement needs assessment and/or have integrated migration and displacement into their strategic planning**

Target by 2025	75% of NS
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Actual 2022	36% (40 out of 111 National Societies reporting)
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### **National Societies that have established Humanitarian Service Points along migratory routes**

Target by 2025	All affected NS
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Actual 2022	28 out of 111 National Societies reporting
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## 2022 progress

In 2022, the IFRC worked with at least 155 National Societies actively supporting the assistance and protection needs of people on the move and finding durable solutions for the most at-risk migrants and displaced people in the face of evolving crises and enduring needs.

A total of 45 National Societies, with the support of the IFRC, implemented 25 population movement operations this year. An additional 29 National Societies supported these operations with financial and technical support.

The IFRC launched eight new population movement operations in 2022. The largest, the Emergency Appeal for Ukraine and impacted countries, supported 20 National Societies to respond to the needs of a projected 3.6 million refugees and displaced people.

The others supported people affected by population movement in Uganda, Cuba, Armenia and Republic of Congo, and appeals were also launched for internal displacement in Syria, a border conflict affecting Kyrgyzstan, and migration in Central America and Mexico. The Bangladesh population movement appeal remained open in 2022.

The IFRC continued to support National Societies with longer-term programming for migrants, refugees and host communities at national and regional levels. This included the world's largest humanitarian cash programme for displaced communities in Türkiye (the Emergency Social Safety Net programme), and the new REPAIR (REunification PATHways for IntegRation) programme in Europe.

As part of the ECHO PPP, the pillar on assistance and protection for people on the move includes support for 12 National Societies to scale up support for migrants and displaced people, including National Societies of Chad, Mali, Niger, DRC, Uganda, El Salvador, Guatemala, Honduras, Ecuador, Panama, Kyrgyzstan and Tajikistan.

The pillar has a strong focus on enhancing assistance and protection, including through

Humanitarian Service Points, strengthening social cohesion between migrants and host communities, and improving coordination both within and outside the network.

HSP@Sea is operated in partnership with SOS Méditerranée to provide humanitarian services during rescue operations on the central Mediterranean Sea. The IFRC and National Society staff and volunteers provided humanitarian services including emergency healthcare, relief items, and psychosocial support to more than 3,000 people saved in 54 rescues. The rescued individuals included 931 minors and 583 unaccompanied children.

In 2022, the IFRC continued to support access to assistance and protection for migrants and displaced people through effective policy engagement, advocacy and communications.

With a delegation led by the President, the IFRC took part in the first International Migration Review Forum, which was established to discuss and share progress on the implementation of the Global Compact on Migration.

IFRC activities highlighted in the [publication on Promising Practices in the Provision of Essential Services to Migrants](#) include the network's Humanitarian Service Points at global level, and activities in South African Red Cross Society, Maldivian Red Crescent, and Turkish Red Crescent at national level.

The IFRC became a co-leader of a new UN Network on Migration priority workstream on missing migrants and humanitarian assistance to migrants in distress.

The IFRC also co-hosted, supported or engaged in several human mobility (migration, displacement and planned relocation) related events at COP27, including notable events hosted by partners. This included events that enabled National Societies involved in responses to climate-related mobility to highlight the critical role of local actors.

The IFRC joined and helped launch the [WEF Refugee Employment and Employability Initiative](#) and actively promoted the role of local actors in supporting a holistic approach to labour market and socio-economic integration of refugees.

Work continued in 2022 to provide strategic coordination and technical support at global regional and national levels, including by supporting the Migration Leadership Group, the Global Migration Task Force, the Movement Reference Group on Internal Displacement, and regional migration networks and platforms.

The 2022 Council of Delegates adopted the resolution titled Towards a Movement Strategy on Migration to develop a Movement Strategy on Migration. The resolution was presented at the Council of Delegates by the Swedish Red Cross, the Australian Red Cross and Maldives Red Crescent, the co-chairs of the migration leadership group, followed by 25 statements from National Societies, the IFRC and ICRC.

Technical support for National Societies during this year focused on implementing the IFRC Global Migration Strategy, including a focus on needs assessments and strategic approaches, technical support to establish and implement

Humanitarian Service Points, and protection and livelihoods for migrants and displaced people.

The Global Migration Lab hosted by the Australian Red Cross coordinated a collaborative research project on migrant trust in humanitarian action, covering at least 15 National Societies in all five regions. The report was jointly launched by the IFRC and ICRC in December. With the engagement of the Global Migration Lab, the IFRC supported the preparation of 20 migration and displacement situational analyses across all regions to support the unified planning processes of 20 National Societies.

The Dignified Identities project explored the opportunities and risks of digital identities for people on the move and has piloted the use of digital wallets to store digital health credentials for refugee and asylum seeker patients with non-communicable diseases in Kenya. A collaboration between the Kenya Red Cross and the Uganda Red Cross was facilitated as they both implement the project, including cross-border simulation conducted at the border of the two countries where a migrant might be assisted in a Humanitarian Service Point as they cross the border and receive continuity of care.

## Action in the field

Access to assistance was a main priority in 2022. As part of the IFRC's Monarch Butterfly Programme, **Guatemala, El Salvador and Honduras** National Societies worked to provide assistance and protection to the people on the move, regardless of their legal status. In **Colombia**, also through the Monarch Butterfly Programme, migrants and host communities of La Guajira and Santander had access to health care, protection and inclusion services. Support was channelled through five humanitarian service points, reaching more than 30,000 migrants in transit, and in host communities. Also in **Venezuela**, the National Society, with technical assistance from the IFRC, assisted more than 95,000 people.

In **Peru**, a migration programme was implemented by the **Peruvian Red Cross** with the support of the IFRC. Eight cities (including Lima and Callao) were reached (25,000 people), with health services, mental health, access to a WhatsApp hotline, and cash. The cash programme met the health and protection needs of vulnerable cases of migrants and refugees, serving 1,600 people.

Support was also provided in the implementation of connectivity services to facilitate migrants' access to the national protection status in **Colombia**. In **Ecuador**, more than 700,000 migrants received information on prevention of COVID-19 through WhatsApp, Facebook and Instagram.

Inter-institutional coordination was essential to minimize operational risks and to optimize the use of resources. For instance, the IFRC coordinated with several agencies, including UNHCR, IOM and PRM, to maximize the support given to the migrant population in the Americas. In **Bolivia**, challenges ranged from the information on public health systems to misinformation. In this context, the IFRC supported the **Bolivian Red Cross** in achieving the first contact with those in need. As such, the services provided by the National Society were timely and effective.

National Societies in the **Central America** region, with the support of IFRC and other partners, developed action plans to be prepared for the increase in migration flows. In **Honduras**, the IFRC led a multi-sectoral needs assessment and accompanied the National Society in the design of the methodology for National Intervention Teams.

In Europe, the IFRC set up activities together with the National Societies of **Bosnia and Herzegovina, Croatia, Montenegro, North Macedonia**, and **Serbia**, as part of the Global Route-based Migration Programme and in support of people on the move at a regional level. Constant communication, advocacy and humanitarian diplomacy, resulted in better regional cooperation on the migratory route.

The majority of the activities to cover migrants' needs in **Greece** were funded by the IFRC's Population Movement Emergency Appeal until September 2022. The IFRC and the **Hellenic Red Cross** continued to work on completing the funding map coverage for core migration programmes, with a view to expanding services as long as possible.

The IFRC, the ICRC and other Movement partners responded to the needs of people who arrived in the **Russian Federation** and **Belarus** from **Ukraine**. In 2022, approximately 500,000 people who left Ukraine were supported by the Russian Red Cross. In Belarus, as of 30 December 2022, more than 74,000 people arrived from Ukraine. Supported by the IFRC and the ICRC,

participating National Societies and other partners, the Belarus Red Cross provided assistance to 5,600 people.

In Türkiye, the IFRC-supported migration project continued to assist refugee and host communities with livelihoods and community engagement and accountability activities, reaching more than 22,000 people. At the same time, the livelihood project funded by the Government of Japan in four community centres ended in February 2022 with almost 2,000 individuals who took part. More than 3,000 refugees were supported to obtain permits to work in formal jobs, and 8,000 employers and employees received job and vocational counselling services from the **Turkish Red Crescent Society**.

Field teams in Türkiye continued their efforts to address access issues by raising awareness among local authorities through advocacy activities, under the ESSN programme. As a result, The Turkish Red Crescent's field teams visited more than 4,900 local institutions in 81 provinces. In about 1,220 of those visits they were accompanied by IFRC field coordination teams. These teams referred more than 3,700 individuals with access-related issues to relevant public institutions. Lastly, nearly 4,000 refugees with vulnerabilities were identified and registered under the Turkish Red Crescent's case-tracking system.

In **Colombia, Venezuela** and **Nigeria**, progress was made regarding human trafficking and Restoring Family Links. In Colombia, the "Comprehensive Care Programme for Victims of Human Trafficking", funded by the **Netherlands Red Cross**, progressed successfully in the implementation of a comprehensive response for victims of human trafficking. As a result, the project increased the capacity of the Colombian Red Cross Society to address human trafficking. The programme assisted 55 survivors of human trafficking in the departments of Caldas and Cundinamarca, benefitting 100 people indirectly. Restoring family links in **Venezuela** reached more than 6,600 people.

## SPOTLIGHT

# THE GLOBAL ROUTE-BASED MIGRATION PROGRAMME

Migrants (including refugees, asylum seekers, migrant workers and other displaced people – people on the move) make dangerous and difficult journeys in search of safety or a better life. Too often, they face terrible risks on the way such as in the Mediterranean, or of abuses and exploitation along the Sahara Desert, the Gulf of Aden, the Darien Gap and elsewhere.

The IFRC network has a humanitarian imperative to respond and a responsibility to make these journeys safer and more dignified – to save lives, reduce risks, and provide access to essential services.

The network's solution to providing more and better support to people on the move is called The Global Route-Based Migration Programme.

It combines the reach and expertise of 57 "implementing" National Societies across Africa, the Americas, Europe, and the Middle East and North Africa.

In 2022, the IFRC worked to address humanitarian needs along migration routes through hundreds of Humanitarian Service Points on land, and one – HSP@Sea – which provides clothes, meals, medical and psychosocial care to people rescued by the Ocean Viking ship in the Central Mediterranean Sea.

The services provided by Humanitarian Service Points may differ from context to context, but all are designed to give comfort, information, and dignity to people on the move. For example, in North Macedonia, a house in the forest along the border with Serbia provides spaces for people on the move to wash, cook and sleep, access important information, and more.

In northern Niger, healthcare to people on the move is complemented with food distribution and other services.

This year, the IFRC focused the programme's action through its three priority operational pillars: direct humanitarian assistance and protection through Humanitarian Service Points; enhancing the capacities of National Societies through better route-based coordination; and humanitarian diplomacy to foster enabling policy and operational environments.

In 2022, more than 100,000 people on the move and people in host communities were provided with humanitarian services.

Over 2,500 people, including 750 children rescued by the Ocean Viking ship were provided humanitarian services through the Humanitarian Service Point @ Sea.

Staff and volunteers were trained to support people on the move, and cross-border and peer-to-peer exchanges were facilitated.

Governments were engaged in humanitarian policy dialogue with their National Society.

In addition, in 2022 the IFRC began to co-lead a UN Network on Migration workstream with UNHCR, IOM, and ICRC to develop actionable recommendations on strengthening humanitarian assistance to migrants in distress.

Humanitarian needs will continue to grow and people on the move – those in conditions of vulnerability, facing death and suffering in their search for safety and opportunity – will continue to need Red Cross and Red Crescent support.





## VALUES, POWER AND INCLUSION

### Context

Many of the root causes of vulnerability across the world have been heightened in recent years by the COVID-19 pandemic, which continued to have serious societal impacts in 2022. Many of these impacts were felt in mental and physical health and livelihoods, while others were noticeable in the rise of disinformation and distrust within and between communities, [and of governments and media](#).

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

Disasters and crises, conflict, and socio-economic vulnerabilities are placing people at risk every day, leading to ever greater need for strong systems of protection and safeguarding. These risks have also shown the urgent need to design systems and services with the active involvement of marginalized groups such as elders, people with disabilities, people living with extreme poverty, and people who face linguistic or other barriers to community life.

In Africa, the frequency and severity of drought has eroded resources and families are taking desperate measures to survive. Reports of

sexual violence in drought-affected areas are also rising as women and girls are having to walk longer distances and compete with other communities to access water and other basic resources. In addition, the number of children in the Horn of Africa who are out of school has remained disturbingly high at 15 million (pre-drought).

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

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

Across the Europe region, domestic violence has dramatically increased in the past years. Protection risks are still rising for migrants and displaced people. Likewise, the crisis in Ukraine is having devastating and disproportionate

impacts on Ukrainians, especially women and children who are today at high risk of abuse, trafficking and violence.

Young people in the Middle East and North Africa face challenges that affect their resilience

## Our approach

The IFRC's work in values, power and inclusion is based on building, and maintaining trust, within and between communities.

The programmes and services are designed to address persistent inequalities and tackle the underlying causes that can result in violence, discrimination, and exclusion. This includes work to address the lack of access to education that affects many young – and not so young – people's lives, and work to create learning opportunities that promote humanitarian values.

Protection, gender and inclusion is a priority for the IFRC, with an approach that focuses on the causes, risks and consequences of violence, discrimination and exclusion before, during and after disasters and crises. Safeguarding is equally important for the same reasons.

The IFRC understands that at-risk people can have very different experiences during a crisis, depending on factors such as their age, sex, gender identity, physical ability, race, socio-economic status, access to education, or nationality. Any one of these factors – or any combination of them – can affect how well an individual withstands a crisis and recovers from it.

Disasters and crises can worsen existing inequalities, leading to greater discrimination and exclusion, and increase the risks of sexual and gender-based violence (SGBV), violence against children, and trafficking in human beings during and after emergencies.

and ability to live dignified lives. The region has the highest rate of youth unemployment in the world, and ten of the 17 countries are classified as having low or medium youth development (Youth development index).

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

The needs of children and young people in crisis are also addressed by comprehensive Red Cross and Red Crescent educational programmes through the Education Plus Initiative.

Other non-formal educational opportunities include the successful Youth as Agents of Behavioural Change (YABC) programme, Football for Development, and the Limitless initiative run by IFRC's Solferino Academy, which supports the network in innovation and collaborative problem-solving. In addition, the IFRC is working to strengthen the network's collective capacities in providing education in emergencies.

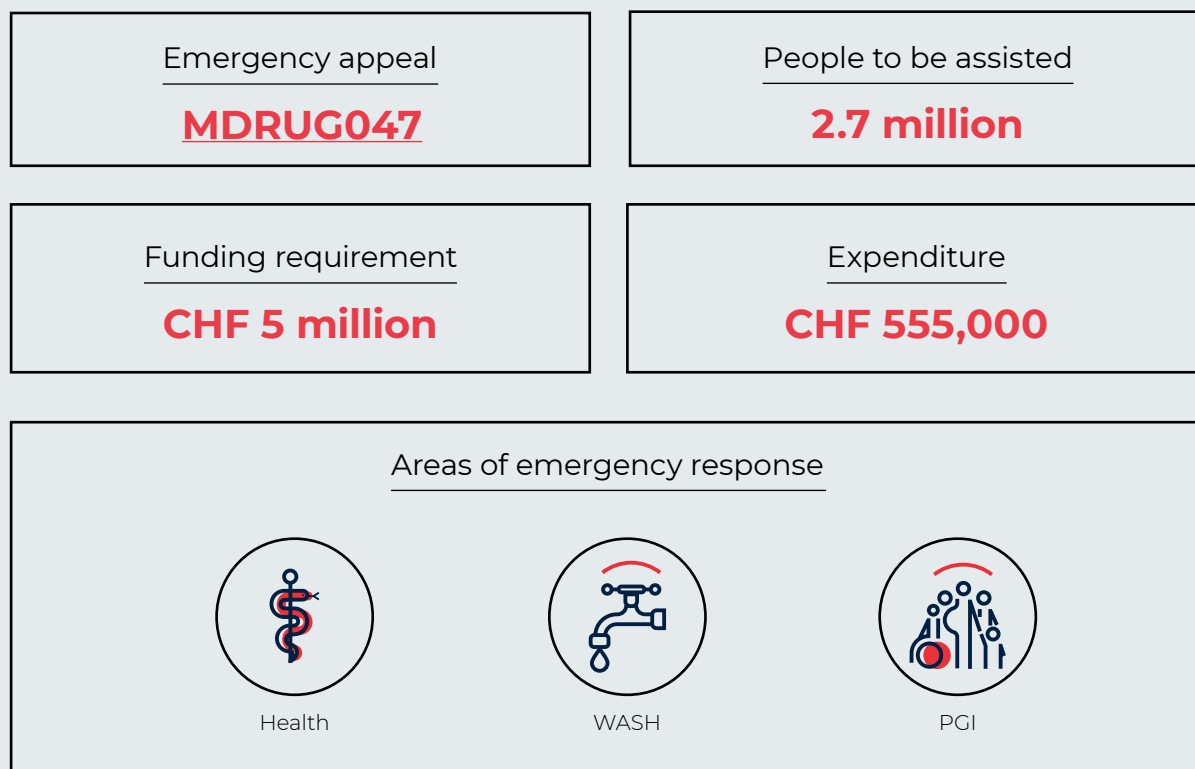
This work is underpinned by a commitment to community engagement and accountability, a process that recognizes and values community members as equal partners in all Red Cross and Red Crescent activities.

This ensures that people's opinions are heard and used to design and guide IFRC work – and it holds the IFRC directly accountable to communities, with clear and actionable complaints mechanisms and opportunities for two-way communication.

# EMERGENCY

## UGANDA, EBOLA

Launch date: September 2022 / End date: October 2023



### Emergency response

On 20 September 2022, the Ministry of Health (MoH) Uganda issued a statement announcing a positive case of the Ebola Virus Disease (EVD), of Sudan virus in the district of Mubende. To reduce the spread of the outbreak, the government issued a lockdown on Mubende and Kassanda districts. This lockdown has so far been reported to have reduced the spread of disease in both districts.

The Uganda Red Cross Society has been supporting the Ebola response since the start of the outbreak. The URCS supports case management (safe and dignified burials and ambulance services), Risk Communication and Community Engagement, community-based surveillance, psychosocial support and coordination.

### Achievements

- Part of a network-wide funding requirement of 10 million Swiss francs
- 86 per cent of community-based surveillance alerts investigated within 24 hours
- 450 volunteers trained in community-based surveillance
- 5,188,525 people reached with health messaging
- 236 volunteers trained on community feedback
- 86 per cent of deceased people received safe and dignified burials
- 448 safe and dignified burials carried out
- 464,369 people reached with risk communication and community engagement

## PROGRESS TOWARDS TARGETS

The summary below represents annual 2022 progress status. Information on the indicators covers work by the National Societies with support from the IFRC in 2022, unless stated otherwise. Data was collected from 111 National Societies. Entire network results are covered by annual FDRS reporting.

### People reached with Values, Power and Inclusion activities

Target by 2025

Actual 2022	Emergency response direct <sup>3</sup> : 3.0 million Emergency response indirect: 14,000 Longer-term direct: 1.8 million Longer-term indirect: 86,000
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### People reached by educational programmes

Target by 2025

4 million

Actual 2022	Emergency response direct: 56,971 Emergency response indirect: 203,007 Longer-term direct: 12.1 million Longer-term indirect: 591,813
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### People supported with PGI activities

Target by 2025

Actual 2022	Emergency response: 6.3 million Longer-term direct: 289,476
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### National Societies who have integrated CEA in policies and operations

Target by 2025

50

Actual 2022	45
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### People reached by CEA activities through DREFs and Emergency Appeals

Target by 2025

Actual 2022	1.9 million
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### National Societies that have a PSEA policy and action plan

Target by 2025

29

Actual 2022	32 with policies 66 with action plans
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### National Societies with feedback mechanisms

Target by 2025

150

Actual 2022	85
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<sup>3</sup> Emergency response data includes activities on Protection, Gender and Inclusion, CEA is captured separately

## 2022 progress

In 2022, the IFRC continued to build on previous work to inspire positive change in communities by building trust, encouraging wider understanding, and applying and promoting humanitarian principles and values.

Fourteen National Societies – those of Bangladesh, Bhutan, France, India, Ireland, Japan, Malaysia, Maldives, Moldova, Morocco, Pakistan, Solomon Islands and Ukraine – the European Youth Network and IFRC delegations were supported with the strategic planning, scale-up, implementation, monitoring and evaluation of the **Youth as Agents of Behavioural Change** (YABC) programme in its stand-alone format. This was facilitated by the continued gamification, digital adaptation and delivery of the YABC toolkit and (hybrid) training/coaching processes.

The National Societies of Argentina, Iraq, Myanmar and Uganda received direct IFRC support to implement, monitor, evaluate and then close the **Uniting Through the Power of Football project**, which was a joint venture of the Youth as Agents of Behavioural Change programme and Football 4 Development, in collaboration with Qatar 2022's Generation Amazing initiative.

This included guidance on each country's project documentation, evaluation and analysis (including the development of monitoring and evaluation tools, and field visits), the development and review of external impact reports, case studies and other communication materials for social media advocacy and engagement with potential donors, as well as a celebration event for the project closure.

Overall, this Youth as Agents of Behavioural Change and Football 4 Development programme resulted in:

- 72 community-based micro-projects developed and implemented by young people across the four countries, directly reaching more than 22,000 people.

- 16 international trainers coached on Youth as Agents of Behavioural Change and Football 4 Development.
- 186 young people trained as Youth as Agents of Behavioural Change and Football 4 Development facilitators reaching more than 1,200 young people through a hybrid curriculum specifically developed for the project, combining a selection of hybrid YABC toolkit activities and peer educator training sessions with a revised version of Generation Amazing's Football for Development online training course.
- 100+ young people from more than 32 countries sensitized on humanitarian principles and values through two workshops delivered in Qatar at the Generation Amazing Festival organized in the lead up to the FIFA 2022 World Cup.

Altogether, 75 lesson plans for a comprehensive, competence-based curriculum and toolkit were collaboratively developed to support the incorporation of humanitarian education into formal curricula and educational settings, in partnership with national or local educational authorities.

Contextualized toolkit versions and accompanying roll-out plans were developed for field testing with different target audiences (including students with attention challenges) in various regions, in collaboration with several National Societies and IFRC delegations in Portugal, Uzbekistan, Qatar, Yemen, Malaysia, the Philippines and Ethiopia), as well as governments and external partners such as the Qatar Ministries of Foreign Affairs and Education, and the UN Special Advisor for Qatar.

Also in 2022, a new partnership agreement was signed with the **Commonwealth Secretariat** for the Commonwealth Alliance for Quality Youth Leadership alongside members of the Big 6, AIESEC, the Volunteer Service Overseas International, Rotary International

and India's youth organization, Nehru Yuva Kendra Sangathan.

The agreement is designed to train more than 100 million young people by 2030 with leadership and life skills (using non-formal education and learning approaches) to further harness their potential and contribution to achieve the Sustainable Development Goals. The partnership was launched at the Commonwealth Heads of Government Meeting in June 2022, following the Commonwealth Youth Forum.

The IFRC played an active role in this event, speaking at a panel on partnerships and co-creation; briefing the Commonwealth Youth Ministers Task Force on the work of the IFRC and young people during COVID-19 especially through the Global Youth Mobilization programme and Limitless; presenting the Uniting through the Power of Football project at the Commonwealth Sports Breakfast meeting; and attending the Intergenerational Dialogue between Heads of Government and members of the Commonwealth Youth Leadership Council.

The IFRC has strengthened its focus on **education in emergencies**, identifying where the IFRC can add value – especially in mobilizing local action and meeting the needs of marginalized communities.

In 2022, the IFRC supported several National Societies to address education-related humanitarian needs as part of their regional or country emergency response plans. These National Societies included Ukraine and neighbouring countries affected by the crisis, and Afghanistan, Sri Lanka, and Lebanon.

The support was facilitated by the integration of education as a sector of intervention in the new IFRC operational strategy templates, and the development of specific guidance on minimum standards, indicators, and questions for rapid multisectoral needs assessments.

The National Societies of Armenia, Azerbaijan and Ukraine were supported throughout 2022

to strengthen their institutional and operational capacities to strategically plan for, implement, promote, and coordinate their work in the field of education, with a focus on crisis-affected areas and population needs.

This work was facilitated by the pilot operationalization of a Movement Approach to Education in close cooperation with National Societies including the Norwegian Red Cross, the IFRC delegation responsible for the three countries, and the ICRC.

Together, strategic global and country action plans for education were created, as were online training courses on the Inter-agency Network for Education in Emergencies minimum standards, and on education in emergencies and child protection.

In addition, a two-hour e-learning course titled The Art of Humanitarian Education was developed to strengthen the capacity of Red Cross and Red Crescent staff, volunteers, teachers and education personnel in co-creating quality humanitarian education opportunities for a given group of people – especially children, adolescents and young adults. The course is designed to support blended, competence-based training approaches.

Throughout 2022, the global Red Cross and Red Crescent Education Network continued to expand. At the end of the year, the network included representatives from more than 75 National Societies from the five IFRC regions.

In June 2022, the IFRC's General Assembly adopted a **Protection, Gender and Inclusion (PGI)** Policy, a trailblazing moment for this strategic priority in the IFRC, and the result of two years of wide-ranging consultation.

The tools and process to support adherence to the new policy were finalized and shared; in particular the [PGI Operational Framework](#) to guide operational implementation and the [Organizational Assessment Toolkit](#) to guide institutional implementation.



# EMERGENCY

## YEMEN, SANAA FLOODS

Launch date: July 2022 / End date: January 2023

<u>DREF</u> <b>MDRYE011</b>	<u>People affected</u> <b>76,790</b>	<u>People to be assisted</u> <b>31,815</b>
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<u>Funding requirement</u> <b>CHF 749,840</b>	<u>DREF allocation</u> <b>CHF 749,840</b>
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Areas of emergency response

 Shelter	 WASH
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### Emergency response

In July 2022, heavy rains led to floods causing extensive damage and continued across Yemen into August 2022. These resulted in loss of lives, destruction of property and livelihoods, and damage to critical infrastructure such as roads.

The Yemen Red Crescent Society has implemented activities, including rapid assessment, First Aid, evacuation, ambulance services, and psychosocial support, with deployments and assessments supported by the IFRC, the Norwegian Red Cross, the ICRC, as well as the YRCS's own Emergency Response Fund (ERF) and supplemented by the prepositioned relief items held at branches and regional warehouses.

Through this DREF operation, immediate shelter and WASH needs of flood affected households have been met.

The British Red Cross, Danish Red Cross, German Red Cross, Japanese Red Cross, Netherlands Red Cross, Norwegian Red Cross, Swedish Red Cross, Turkish Red Crescent Society, Qatar Red Crescent, IFRC and ICRC are all coordinating to support the Yemen Red Crescent Society's response.

### Achievements

- 5,145 households (36,015 people) assisted in 10 governorates through:
- 20,580 blankets (4 per household)
- 20,580 mattresses (4 per household)
- 5,145 kitchen sets (1 per household)
- 5,145 hygiene kits and 10,290 jerrycans

Engagement with inter-agency processes around protection were advanced, including high-level and technical involvement in the IASC's review of its protection policy. The IFRC's PGI approach appears in the [review report](#) as an example of "Signs of positive change".

In Ukraine and affected countries, special attention has been given to PGI by the IFRC, host and partner National Societies, with prevention of sexual exploitation and abuse and other safeguarding mechanisms put in place, and PGI integrated into operations in all countries.

The [PGI Hub](#) was soft-launched in early 2022, with steady improvements and resource additions since then. It is integrated with the global PGI community resources on Slack. PGI learning resources are available on the IFRC learning platform.

Across IFRC-supported emergency operations, more than 6.3 million people were reached by PGI activities. Nearly 240,000 people were reached directly by longer-term programmes, with more than 50,000 additional people reached by social inclusion programming.

During 2022, 35 IFRC-supported operations applied the PGI minimum standards; National Societies reported that they were applying the PGI standards, nine National Societies reported SGBV programming, and nine more reported having gender-balanced governing boards.

The IFRC's collaboration with a University of Birmingham project titled *Sexual and Gender Based Violence in the Refugee Crisis: From displacement to arrival* led to a joint launch, online and in Geneva in partnership with the International Red Cross and Red Crescent Museum, of their report on SGBV along the migration journeys and two workshops in Geneva with international experts.

The priority the global PGI team has given to **Safeguarding** resulted in all milestones and targets within the IFRC Safeguarding Action Plan being met by the end of 2022 and boosted ambitions for robust Safeguarding standards and mechanisms across the network (prevention, mitigation, identification and response) as

a key ingredient to becoming an even stronger partner of choice.

The IFRC launched its [Safeguarding Hub](#) in April 2022 with support from the British Red Cross. This resource is open to a public audience, allowing all IFRC safeguarding policies, tools and guidance to be accessed by practitioners worldwide.

More than a hundred resources were available by the end of 2022, 50 of them related to safeguarding. The website is now set up in French, Spanish and Arabic, and further translation is in progress to allow greater access.

**Community engagement and accountability (CEA)** remained a cornerstone of IFRC work throughout 2022. The Ukraine crisis highlighted the need for humanitarian actors to foster trust with affected people amid misinformation and disinformation, to ensure humanitarian access and provide life-saving services.

In Ukraine and affected countries, CEA was a central component of the IFRC response. The IFRC supported National Societies in providing life-saving information, and addressing community concerns and perceptions, through 21 surge deployments throughout the region.

Bolstering accountability to communities continued to be a priority for the wider humanitarian sector, with the establishment in early 2022 of the Inter-Agency Standing Committee (IASC)'s Task Force on Accountability to Affected People, which the IFRC co-leads together with WFP and the Core Humanitarian Standard Alliance.

Community engagement was also central to the newly launched programme in Africa to enhance vaccine confidence and uptake through risk communication and community engagement among high-risk and vulnerable groups.

Piloting of the 'Community Trust Index' was initiated, with five National Societies engaged in testing the qualitative and quantitative tools for the collection of community data. The index's main goal is to give National Societies and branches the tools to measure and explore

community trust and develop evidence-based recommendations, actions, and plans to increase trust.

The IFRC continues to co-chair the Collective Service for **Risk Communication and Community Engagement** (RCCE) which engages more than 60 partners and supports almost 30 countries globally deliver the greatest impact, reduce duplication, and increase effectiveness of localized action.

The RCCE [data dashboard](#) streamlined the analysis and use of socio-behavioural data, community feedback, social listening insights. With more than 250 studies and 170,000 data points, it continues to be a reference to understand the COVID data landscape.

As of December 2022, the IFRC had supported dedicated initiatives to strengthen community engagement and accountability approaches in 77 National Societies throughout all regions. A total of 29 surge deployments also supported community engagement strategies in crisis responses, from the Ukraine response to the hunger crisis in Africa.

## Action in the field

The IFRC continued to encourage the National Societies to engage in humanitarian education to ensure that no one is left behind. The IFRC promoted the cross-cutting Protection, Gender and Inclusion standards and tools or the DAPS criteria (Dignity, Access, Participation and Safety), as part of the technical support provided worldwide. In **Botswana, Greece, South Africa** and **Lesotho**, the National Societies, supported by the IFRC, conducted training for volunteers on the Humanitarian Principles, and sexual and gender-based violence (SGBV).

In the **Andean region**, the IFRC ensured that all programmes aimed at indigenous communities were appropriate to their needs and culture. The IFRC's PGI team at regional and cluster level provided permanent technical support to National Societies.

The IFRC also accelerated support to National Societies to systematically collect, analyze, and use community data and evidence to inform decision-making, and demonstrate the impact of community engagement.

The newly released [Community Feedback kit](#) supported the IFRC and National Societies in setting up systematic feedback systems ([85 feedback mechanisms](#) were active as of December 2022).

Feedback systems were activated in operations such as the Ebola response in Uganda and to address community concerns and perceptions within the Ukraine response.

In an effort to enhance data capacity, more than 80 Red Cross and Red Crescent staff from 32 National Societies worldwide were trained to accelerate investments into better quality, availability and use of data on behavioural and social dimensions, communities' perspectives and knowledge to inform effective programming.

The newly designed [Social Science training](#) and data toolbox will support this effort.

In **Bolivia**, the IFRC supported the National Society to ensure that programmes and operations provided dignity, access, participation and safety to vulnerable communities. In **Ecuador**, the IFRC supported the National Society under the *Global Programme "Building Trust"*, funded by the USAID Bureau for Humanitarian Assistance (BHA). As a result, the Ecuadorian Red Cross Society reinforced its Community Engagement and Accountability capacities, engaging with communities to develop healthy habits and providing feedback. Also, with the backing of the IFRC, the Ecuadorian Red Cross Society maintained a gender and inclusive approach in all interventions.

The IFRC continuously supports National Societies to improve policies. It provided technical assistance to the **Malaysian Red Crescent Society** to review and develop guidelines and

modules on quality and accountability standards, prevention of fraud and corruption, prevention of sexual exploitation and abuse (PSEA), child protection, sexual and gender-based violence (SGBV), and the Code of Conduct.

Data from **Pakistan** showed that more than 552,000 people were reached with PGI interventions, where the PGI lens was applied to all activities conducted under emergency response in 2022, including the Balochistan Earthquake and Dengue DREF's.

In **Colombia**, the Monarch Butterfly programme included the participation of PGI professionals, who led protection and related activities, such as legal assistance (in coordination with UNHCR), safe referrals, protection of children in the Restoring Family Links (RFL) and anti-trafficking initiatives.

The IFRC supported the **Nepal Red Cross Society** for implementation of the DAPS criteria in programming and services. The IFRC coordinated with in-country participating National Societies, including the Danish Red Cross and Canadian Red Cross, to ensure alignment and coordinated support in PGI.

In **Afghanistan**, the IFRC supported the National Society to engage with and involve women in programme implementation in disaster and emergency response. Volunteers, both

male and female, were provided training on community-based health and first aid. Moreover, the IFRC conducted an assessment to evaluate the cash and non-food items distribution in Khost and Paktika provinces after the earthquakes. The assessment revealed that minimum standards were considered in all operations, and that all gender identities, ages, disabilities, and backgrounds received an equal amount of assistance in both earthquake-affected provinces.

The **Turkish Red Crescent Society** extended its scope of PGI mainstreaming to better sustain its child protection services beyond community centers. Psychosocial support, social cohesion, and child protection activities were held through mobile Child Friendly Spaces. All this happened within the Emergency Appeal framework that the IFRC launched for Ukraine and impacted countries in 2022.

Finally, in **Syria**, the IFRC supported the Syrian Arab Red Crescent to undertake post-distribution monitoring, as well as beneficiary satisfaction surveys. Many programmes included routine beneficiary satisfaction assessments for the services received. The information collected from these exercises provided essential data that helped the National Society to gain a better understanding of the multidimensional and specific needs in gender and inclusion.

# SPOTLIGHT

## SAFEGUARDING

For the IFRC, **safeguarding** is the responsibility to keep the people who use Red Cross and Red Crescent services safe from the misuse of power.

This is achieved by making sure that staff, volunteers, programmes, and communications do no harm to children and adults, and that these people are not exposed to abuse or exploitation.

Safeguarding is so important that several IFRC departments share responsibility for managing it – the Office of Internal Audit and Investigations, Legal, Human Resources, Risk, senior leadership and programme teams work on its design and effectiveness.

In 2022, a new Head of Safeguarding position was placed in the Office of the Secretary General to strengthen coordination and application of safeguarding commitments. The role also provides victim-centred services as required, and in 2022 supported leadership to analyze risk scenarios and strengthen management and governance knowledge. The IFRC has an Integrity Line system for allegations and complaints.

To support the network, the IFRC partners with National Societies to develop policies for prevention/response to sexual exploitation and abuse, child safeguarding, anti-harassment, and whistleblower protection, and processes for effective screening, training, sensitive feedback mechanisms, investigations, and support to survivors.

Support can include policy development, assessment, certification, partnerships, and application of mainstreaming standards in emergencies or programmes.

In 2022, 12 National Societies adopted new Protection from Sexual Exploitation and Abuse policies and nine National Societies approved and adopted their own Child Safeguarding Policies. In addition, ten National Societies embarked on revising or developing appropriate Safeguarding policies during 2022.

Other highlights in 2022:

- The Liberia and Uganda Red Cross societies completed the IFRC Child Safeguarding Risk Analysis as part of DREF operations. This led both to develop Child Safeguarding Policies, with support from the IFRC Capacity Building Fund.
- In Malawi, the Red Cross completed the [IFRC PGI Organizational Assessment Tool](#).
- The Nepal Red Cross strengthened its comprehensive Child Safeguarding approach by developing a PSEA policy.
- As part of the response to the crisis in Ukraine, the IFRC deployed its first ever surge PGI-Safeguarding delegates, who helped to implement safeguarding standards within the operation. This led to safeguarding action plans and PGI Surge capacities to scale Safeguarding into future responses.

Safeguarding is everyone's responsibility and is a requirement for all programming. To learn more, please visit [Safeguarding | Protection, Gender & Inclusion \(ifrc.org\) Protection, Gender, and Inclusion Policy](#), and the [Action Plan on Safeguarding 2022–2025](#).



# ENABLING FUNCTIONS

To achieve its mandate, the IFRC focuses on four enabling functions that support National Societies to build their capacities and deliver programmes and services. These are strategic and operational coordination, National Society development, humanitarian diplomacy, and the cross-cutting function accountability and agility.

Strategic and operational coordination facilitates scaling-up collective humanitarian responses, increasing impact, building financial resources, developing and protecting staff and volunteers, and managing risks. It ensures that members of the IFRC network complement each other's strengths and contributions as part of the larger Movement.

National Society development receives targeted long-term support from the IFRC, to

improve and enhance the services provided at community, local and national levels to at-risk and hard to reach communities.

The voices and the needs of these at-risk communities are amplified by the IFRC in through humanitarian diplomacy, which the IFRC defines as the collective responsibility to persuade "decision makers and opinion leaders to act, at all times, in the interests of vulnerable people, and with full respect for fundamental humanitarian principles".

Accountability is a fundamental aspect of our relationship with communities, donors and other partners, and within the network. Accountability builds trust that enables access to communities and to partnerships, as well as encouraging a productive and healthy volunteer and staff base.

Viewed together, all IFRC enabling functions help the IFRC and its network to deliver more effective, efficient, and appropriate services to at-risk communities.





# STRATEGIC AND OPERATIONAL COORDINATION

## Context

The IFRC has a statutory mandate to coordinate. Since the creation of the IFRC in 1919, ensuring that effective coordination among its members to achieve an efficient humanitarian response alongside our Fundamental Principles has been guiding our actions.

The IFRC has a constitutional mandate to 'organize, coordinate and direct international relief actions in accordance with the 'Principles and Rules for Red Cross and Red Crescent humanitarian Assistance', acting through or in agreement with

the National Society. The general aim of the IFRC is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities, with the objectives of ensuring the coordination of our international activities, the development and implementation of common standards and policies, organizational development, capacity building and effective international disaster management, and of having an international presence and recognition as a global partner in humanitarian assistance.

## Our approach

Coordination brings together major actors to determine a common purpose, agree approaches and to guide action. It avoids inconsistency in strategic delivery that can undermine the effectiveness of our work.

Achieving robust coordination creates spaces of trustful engagement and solidarity, working together to explore challenges and to identify potential solutions.

Coordination provides opportunities for discussion and alignment on issues including scaling up our collective humanitarian responses,

increasing our collective humanitarian impact, humanitarian diplomacy activities, ensuring our financial resources, investing in building our human capital, effectively managing risks, and agreeing integrity protocols.

The IFRC's coordination involves co-creation in assessing the humanitarian context and needs; agreeing common priorities; co-developing strategies to address issues such as obtaining greater humanitarian access, acceptance and space; mobilizing funding and other resources; creating consistent public messaging; and monitoring progress.

### **The IFRC's priorities in coordination include:**

- Making the IFRC a more effective platform for international coordination of emergency operations, collective representation of the IFRC membership, policy discussions, and National Society development and capacity strengthening.
- Ensuring the IFRC network is viewed from the outside as 'one entity': truly networked and acting as one, applying Principles of Humanitarian Action, with one standard of accountability and a single action plan.
- Working as a system of interrelated parts, connected to national systems through each National Society's auxiliary role and with a network of local branches.
- Ensuring the network is 'fit for purpose' with the value of its local and global nature fully realized, contributing to greater efficiencies and quality for programming and services.
- Supporting National Societies to be the trusted partners of choice in delivering on their humanitarian mandate, with engagement from the network to ensure such ambition.

The IFRC Agenda for Renewal calls not for business as usual but a radical expansion in the scale of the work of the IFRC and the whole IFRC network. This requires a critical shift in mindset and increased and improved coordination will be key to making this ambition a reality. With this in mind, the IFRC's roles and priorities for coordination include:

#### **Policy development**

- Define and re-shape humanitarian and development policies and agendas for the membership to come together on key issues.

#### **Resource mobilization**

- Funding through the IFRC wide funding tools, such as Emergency Appeals and DREF.
- Supply Chain, negotiating and supplying on behalf of the collective.

#### **Ensure human capital**

- Investing in IFRC leadership at all levels and providing technical capacity through rapid response where needed.

#### **Provide data and learning**

- Information Management to ensure the provision of data, analysis, evidence for decision making.

#### **Coordinate externally** on behalf of the collective

- Coordination with external actors to maximize impact and response capacity.

**Strategic coordination** takes place in concentric circles of action from the IFRC at the centre expanding outward to the IFRC Network of National Societies, then to Movement components with the addition of the ICRC and finally to Strategic Coordination with external actors. The success at each level will depend to a large extent on the quality of the coordination in levels or circles below.

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

**Movement cooperation** follows the Movement Statutes and Movement policies, strategies and decisions, including the Seville Agreement 2.0 as well as the processes to Strengthen Movement Coordination and Cooperation (SMCC). It includes all components of the Movement – National Societies, the IFRC and the ICRC. Effective membership coordination engages with ICRC to scale up services through complementarity.

**Cooperation with external actors** is ensured through regular dialogue at country, regional and global levels, with government authorities, the diplomatic community and the humanitarian eco-system as well as the private sector. This is done to promote network actions in vulnerable communities, whilst applying principles of humanitarian action. External coordination is also about reinforcing the National Societies' auxiliary role in the humanitarian field to assist people when they most need relief or protection. These actions contribute to ensuring the IFRC network is seen as the humanitarian partner of choice.

The Federation-wide approach in operations includes:

- Working to harmonize approaches through multiple levels of sectoral working and coordination groups, as well as facilitating discussions at leadership level.
- Representing the plans and actions of the Membership through a Federation-wide planning, monitoring and reporting approach.

The main objective of the New Way Of Working (New WoW) is to promote internal cooperation within the Network to allow it to go to scale. As the initiative is a change management process, the pilot period is two years. While it is currently being piloted in 14 countries, the ambition is global. (For more detail, see the Spotlight on New WoW)

### The principles of coordination



## PROGRESS IN NUMBERS

The summary below represents annual 2022 progress status. Information on the indicators covers work by the National Societies with support from the IFRC in 2022, unless stated otherwise. Data was collected from 111 National Societies. Entire network results are covered by annual FDRS reporting.

### National Societies supporting disaster response outside their own territory

Target by 2025	100
Actual 2022	62

### Reference centres actively involved in peer-to-peer support to the IFRC network

Target by 2025	100%
Actual 2022	100% of reference centres with which IFRC has an MoU <i>(5 out of total 60 reference centres)</i>

### Countries where new membership coordination modalities increase the quality of support to National Societies

Target by 2025	20 NS
Actual 2022	14 <i>(pilot countries of the New Way of Working initiative)</i>

### National Societies where a Federation-wide approach is used for longer-term planning, monitoring and reporting the impact of the IFRC network

Target by 2025	80 NS
Actual 2022	<b>85 external facing IFRC Network Country Plans</b> for 2023, covering 130 countries

### Percentage of large-scale emergencies that use a single Federation-wide planning and reporting framework

Target by 2025	70%
Actual 2022	75%

## Progress in 2022

### Unified planning

Following the decision to embark on a **unified approach for planning** in line with the Agenda for Renewal, 130 National Societies produced a unified country plan for 2023, with support from IFRC delegations. Federation-wide unified planning assumes that the international support to a National Society provided by members of the IFRC network and the IFRC is most effective when its planning, implementation and monitoring is fully coordinated and aligned with the priorities, needs and capacities of the host National Society, both for emergencies and longer-term support. The IFRC provided context and thematic analyses through consultants and IFRC reference centres and labs (for climate and migration) to support country teams with quality information and data. Seventy-four briefs were provided covering 49 countries through one or more pieces of analysis. A planning review week was organized during which 24 National Societies and the five IFRC regional offices presented their draft plans. The sessions were held virtually and well attended, including participants from the international departments of participating National Societies. A week-long writeshop followed to turn country unified plans into external facing IFRC Network Country or Multi-Country Plans. The writeshop saw the participation of over 25 people from the IFRC and National Societies. Twenty-five IFRC Network Country Plans for priority contexts were released during the global launch event gathering Permanent Missions in Geneva in November 2022, ahead of other international organizations' similar events. By year end, most of the 85 external facing IFRC Network Country Plans for 2023, covering 130 countries (42 plans for Africa, 16 for Asia Pacific, ten for MENA, nine for Europe and eight for Americas) were made accessible on an [ifrc.org](https://ifrc.org) dedicated page, the Appeals database, and GO platform country pages. Promotion of the plans continued after the global launch, and delegations were encouraged to support National Societies in organizing events at country level.

### Coordination in operations

As a key element of the Agenda for Renewal strategy, a renewed focus on membership coordination has been a priority of IFRC to ensure that as a network, the IFRC and its members work with efficiency and reduce duplication, leveraging the power of the network for the ultimate benefit of the communities our network serves. This has been witnessed throughout the year in both operations and thought leadership on key thematic areas within the scope of IFRC work. In operations, the IFRC has prioritized effective membership coordination for operations like in **Ukraine and impacted countries**, but also the ones in **Pakistan, Africa Food crisis, Malawi, Ethiopia, South Africa, Chad, Nigeria, Cuba, Uganda** and **Bangladesh**. At the strategic level, coordination has taken place through regular senior leadership discussions with National Societies, as well as **National Society Advisory Group**. Issues are discussed bi-weekly between the IFRC and a group of National Societies, regional consultations with National Society leadership, and co-creation of the response's strategic direction. At the operational level, the IFRC has been instrumental in creating and implementing the **Federation-wide approach to the operations**, ensuring the central role of the National Society in their own countries built around one domestic plan, including the associated Federation-wide planning and reporting frameworks.

The **Africa Hunger crisis** has also mobilized the collective resources of the IFRC network, sharing leadership among the IFRC and National Societies to come up with a collective approach to arguably one of the most pressing humanitarian catastrophes of today. This comprises both thematic support through various co-creation groups and geographical support. Thematic support has been provided by adapting or producing innovative tools and guidance of global applicability (such as the Climate Charter). Increasing attention was given during 2022 to

better connect the IFRC Reference Centres to foster collaboration and cooperation.

Simultaneously, the IFRC continues to advocate for the needs of the most vulnerable communities with governments and in international humanitarian forums. The IFRC has also maintained regular coordination with the UN System and other international humanitarian organizations, representing the voices of the “last mile”, advocating for continued investment in localization and de-politization of aid.

## New Way of Working

The work to operationalize the Agenda for Renewal continues, including through the joint membership initiative on the New Way of Working in country coordination, which is piloted in 2022–2023 in 14 countries. The initiative was presented to the entire Membership at the end of 2021, and a series of consultations took place with National Societies at the start of 2022, following which it was formally launched. The IFRC held a one-week onboarding week in March 2022 for the 14 IFRC Heads of Delegations of the pilot countries, to ensure that they were fully briefed on the initiative and clear on the expectations. A follow-up onboarding meeting was held as an extension of the IFRC Global Management Meeting in October 2022. The Global Management Meeting includes all IFRC country and regional leadership, and the meeting was extended by two days to focus on the priorities of the Agenda for Renewal, including the New WoW.

Efforts to support the Federation-wide planning and approach in operations also continued, such as in Ukraine and Pakistan. The scale and extent of the Ukraine crisis is unprecedented and has mobilized a significant response from across the IFRC network. Many National Societies have responded internationally to support sister National Societies, such as the Ukrainian Red Cross Society (URCS), either through the IFRC Emergency Appeal or through bilateral support, while many others are working in their own countries to support displaced people from Ukraine. To ensure effective Membership Coordination,

the IFRC has mobilized membership coordination support through the Regional Office for Europe to build appropriate channels for membership engagement and coordination at the regional level and across all country levels in Ukraine, neighbouring countries, and countries beyond those bordering Ukraine. In Pakistan, the focus at the outset was on ensuring that there was a National Society response plan that would inform the Federation-wide approach and ensuring that the Federation-wide response was led by the Pakistan Red Crescent Society (PRCS) and supported by the IFRC and partner National Societies under one plan. A Federation-wide plan was developed based on the response priorities of the PRCS and in consultation with all IFRC members contributing to the response. It contributed to better coordination, leveraged the capacity of all members of the IFRC network in the country and demonstrated the collective humanitarian impact of the Red Cross and Red Crescent membership responding to the floods.

## Reference centres, hubs and other initiatives

The IFRC also continued its coordination role towards IFRC and National Society reference centres, as well as hubs and other initiatives. In this role, the IFRC organized the 2022 annual meeting of the reference centres at its headquarters in Geneva, Switzerland, in May 2022. It also provided strategic advice to four National Societies considering or in the process of creating new centres, supported relevant proposals, and ensured the alignment of centres with *Strategy 2030* and current projects of the network. In 2022, the IFRC inaugurated the Humanitarian Observatory, a new IFRC Regional Reference Centres hosted by the Argentine Red Cross. The IFRC has also identified opportunities for reference centres to share their expertise, to participate in research initiative of common concern, and identified funding opportunities to support their work. Finally, the IFRC also started a process to potentially, following a needs assessment, include IFRC Reference Centres (global and regional) within Emergency Appeals when a large-scale emergency occurs and where



relevant, and has provided financial support to its Global IFRC Reference Centres. (See the Network-wide Perspective section for a complete overview of Red Cross and Red Crescent reference centres, hubs and initiatives).

## Integration agreements

In addition, the IFRC also continued to support its coordination efforts by encouraging National Societies operating internationally to work under integration agreement with the IFRC. In 2022, four additional partner National Societies signed a Global Framework Agreement for Integration Services, enhancing thus the capacity of the IFRC to appear as one coherent network throughout its operations. The IFRC also provided advice and training on integration, ensured that integrated National Societies had signed the latest and necessary agreements to do so, and continued its efforts to map agreements and integrated staff worldwide. The IFRC ensured that risks were appropriately managed and that services provided consistently match the high standard expected.

## Movement cooperation

In Movement cooperation, the **Strengthening Movement Cooperation and Coordination initiative (SMCC 2.0)** worked on the priority workstreams set out in the Council of Delegates resolution in 2019, through the different Movement Implementation Teams (MITs) with the involvement of IFRC, ICRC and National Societies.

A progress report was presented at the 2022 Council of Delegates in June. At the same meeting, the Movement Coordination for Collective Impact Agreement – known as Seville 2.0 – was also approved. This necessitated the revision of SMCC tools and the SMCC structure.

The collective Red Cross and Red Crescent response and impact in operations have been boosted by SMCC, with SMCC tools being used at various levels in several emergencies in 2022, including those in **Ukraine, Poland, Belarus, Russia, Moldova, Hungary, Pakistan, and the Horn of Africa.**

Ukraine, which has been an SMCC flagship context since 2016, continued to benefit from solid Movement coordination structures and dialogue. SMCC was applied as soon as the emergency began. A **mini-summit** was held, a **joint statement** was released, and the deployment of a **Movement coordination officer** was agreed – all while maintaining close communication among all partners at every level and reinforced by an agreement on allocation of convenor responsibilities for each affected country. A joint IFRC/ICRC **Movement logistics hub** was established to assist the Ukrainian Red Cross Society and the National Societies in bordering countries. Two **Movement Pictures** – a set of guiding principles, protocols, and templates that form a snapshot of the extent and depth of the collective response – were developed for the Ukraine response, and one Movement Picture was developed for the hunger crisis in the Horn of Africa. A **lessons-learning review** of the Movement Picture process was conducted and the SMCC tool was updated accordingly.

After Seville 2.0 was approved by the Council of Delegates in 2022, a process was started to update the **SMCC toolkit** to be aligned with Seville 2.0. A review of how the Movement Coordination Officer pool functioned was conducted, and work related to updating the Movement Coordination Agreement was initiated. The SMCC toolkit webpage was updated and improved.

The structure of the **Movement Implementation Teams** was revised at the end of 2022, reducing the number of such teams and updating plans of action for 2023-2024. A one-day face-to-face workshop was held to discuss the way forward.

Coordination with external actors is ensured through regular dialogues at country, regional and global levels, with Government authorities, the diplomatic community and the humanitarian eco-system as well as the private sector.

This is carried out to position the IFRC network and profile the difference Red Cross and Red Crescent volunteers and staff make at

community level. External coordination is also about reinforcing National Societies' auxiliary role in the humanitarian field to assist people when they most need relief or protection. These actions contribute to ensuring the IFRC network is seen as a partner of choice.

### Working with external actors

While the IFRC is the world's largest humanitarian organization, it is by no means the only one. Close and constant communication is needed to ensure that the work of each organization is complementary, to reduce any overlap, and increase efficiency and effectiveness.

The IFRC is committed to engaging with a variety of humanitarian actors and participating in well-known and respected coordination mechanisms, while maintaining its neutrality, impartiality, and independence. An overview of this work – and progress in 2022 – is presented below.

#### Inter-Agency Standing Committee

The [Inter-Agency Standing Committee](#) (IASC) is the humanitarian coordination forum of the UN system, bringing together 18 UN and non-UN organizations to ensure coherence of preparedness and response efforts, formulate policy, and agree on priorities for strengthened humanitarian action.

While the IFRC coordinates with UN partners and other agencies, it is not coordinated by such entities at any point. This is an important distinction, ensuring that the IFRC can engage without compromising the principles of impartiality, independence, and neutrality. These principles are cornerstones of the IFRC, and they enable the IFRC to be trusted by, and have access to, communities that other organizations may not be able to reach and assist.

The IFRC engages at all levels of the IASC in a consistent and informed manner and, where appropriate, promotes the inclusion of, and investment in, national and local actors. This engagement includes at Global level, the IASC principals; Deputies forum; Emergency Directors

group; and the Operations, Policy and Advocacy group, and participation in Humanitarian Country Teams at national level.

#### The Global Shelter Cluster

At the 2005 General Assembly, the IFRC agreed to take up an IASC leadership role in the provision of emergency shelter in natural disasters. To coordinate the Shelter Cluster at the country level, the IFRC deploys a Shelter Coordination Team. The shelter coordination team serves as a 'secretariat' of the Shelter Cluster. Its dedicated, full-time staff work exclusively on coordination services to shelter agencies. There is separation between the Shelter Cluster convener and IFRC's operational roles.

#### Climate Change subgroup

In September 2022, the Deputies established a new IASC Climate Change Working Group, in which the IFRC has played a co-lead role.

The group is to consider the potential role of the IASC in addressing the climate crisis, coordinate the development of common messaging for key climate and environment milestones, propose recommendations on strengthening partnerships and engagement with climate actors (including on shaping climate financing) and undertake any necessary tasks to enable implementation of the road map for action.

The group initially focused on preparation for the UNFCCC COP27, focusing on relevant negotiation themes – mitigation, adaptation, loss and damage, and climate finance. Moving forward, the group will develop an advocacy action plan as well as an IASC Climate Roadmap.

#### Accountability to affected populations

In 2022, IFRC and WFP, mandated by the IASC, put forward a recommendations paper on critical changes needed to ensure the humanitarian system is more accountable to people affected by crises.

As a result, the IASC Task Force on Accountability to Affected People was created, co-chaired by IFRC, WFP and the Core Humanitarian Standard

Alliance, which oversees the implementation of strategic actions for increased accountability within the humanitarian sector until 2024.

This includes the development of community feedback data standards to ensure community insights gathered by different organizations can be analyzed to inform responses.

### Humanitarian Country Teams

The primary purpose of Humanitarian Country Teams (HCTs) is to provide strategic direction for collective inter-agency humanitarian responses, to ensure that humanitarian action is well-coordinated, principled, timely, effective, and efficient.

The mechanism for the IFRC network's participation in HCTs depends on needs and context. National Societies may engage directly, engage alongside the IFRC, or the IFRC may represent them. The distinction of coordination with, not coordinated by, remains highly relevant at country level as at global, to protect the IFRC's fundamental principles.

### Grand Bargain

The IFRC network supports the continuation of the Grand Bargain as a unique and strategic multilateral mechanism in which donors and aid organizations work together to tackle system-wide financing challenges.

In 2022, the IFRC continued to champion localization within the network and the humanitarian sector at large. It continued to **co-convene the Localization Workstream** and was a caucus champion on the role of intermediaries and funding for localization.

The IFRC's progress towards Grand Bargain goals in 2022 included:

- Beginning development of a certification process for National Societies that puts emphasis on local actor ownership and bottom-up approaches.
- Greater focus placed on the development of National Society branches.

- Continued improvements to the functionality and governance of the Disaster Response Emergency Fund (DREF).
- Scaling up of the network's use of cash assistance, including in the Ukraine response, where new digital solutions were used to facilitate self-registration, validation, and payment.
- Direct support on community engagement and accountability to [77 National Societies/countries through dedicated initiatives](#). Nearly all emergency appeals included a community engagement/accountability component.
- Continued co-chairing of the [Collective Service for Risk Communication and Community Engagement](#) which is engaging more than 60 partners and supporting almost 30 countries globally.

### Steering Committee for Humanitarian Response

The Steering Committee for Humanitarian Response (SCHR) brings together nine of the world's leading humanitarian organizations to share analysis and learning, and promote greater accountability and impact of humanitarian actions.

The members of the SCHR are the IFRC, ICRC, Act Alliance, CARE, Caritas Internationalis, the Lutheran World Federation, Oxfam, Save the Children and World Vision. Between them, these organizations deliver roughly a quarter of all humanitarian assistance worldwide.

The SCHR secretariat is hosted by the IFRC and complements the IFRC's own humanitarian diplomacy by connecting it to the policy and advocacy work of the other member organizations.

As a small, high trust and high access group, SCHR enables the IFRC to consult confidentially with peer organizations and use the resulting enhanced understanding to actively support the change agendas of the Inter-Agency Standing Committee, the Grand Bargain, and other important inter-agency platforms.

IFRC has also closely supported the SCHR in its current role as the Inter-Agency Standing Committee Champion on the Prevention of Sexual Exploitation, Abuse and Sexual Harassment – this has supported IFRC's own SEAH prevention and response measures, including its implementation of the SCHR-led Misconduct Disclosure Scheme. This scheme has, since its start in 2019, enabled some 86,500 requests for misconduct data by more than 180 organizations, which helped to detect and prevent the selection of 230 applications with negative or absent misconduct data.

### Core Humanitarian Standard

The Core Humanitarian Standard (CHS) is a people-centered quality and accountability

## Action in the field

In 2022, National Societies in **Ghana, Eswatini, Congo, Philippines, Mozambique** and **Iran**, reinforced their authority and gained a greater recognition of their auxiliary role, not only at the domestic level, but as humanitarian actors among donors and international organizations, thanks to the IFRC strategic coordination. For instance, in **Ghana**, the IFRC led the Movement partnership in coordination with the Coca-Cola Foundation and other partners, and in liaison with the Ghana Red Cross Society for coordination responses. In **Nepal**, the IFRC Country Delegation supported the National Society to strengthen long-term coordination, collaboration, partnership, advocacy and networking on community-based disaster risk reduction and resilience. The IFRC and the National Society brought together Ministries, Authorities, UN organizations, Red Cross partners, academic institutions, private sectors and research institutes. In **Pakistan**, the National Society and the IFRC, created a coordination mechanism at national level in terms of public health interventions with the Government, UN agencies and other stakeholders, as a good example of alignment with external actors.

Effective operational coordination between different partners was especially evident during

standard for the humanitarian sector. The IFRC, as a member of the CHS Steering Committee, is contributing to the revision towards the Standard, with a revised Standard expected towards the end of the year 2023.

### Global task force on Cholera control

The IFRC's Country Cholera Support was borne out of the Global Task Force on Cholera Control and aims to eliminate cholera in 20 countries by 2030. It provides operational support and advocacy, coordination, and policy guidance to help cholera-affected countries develop, fund, and implement National Cholera Plans.

the COVID-19 large-scale operations, showing the Movement to be a global partner during the Pandemic. For instance, in **Mozambique**, the IFRC, together with the Italian and the Spanish Red Cross, supported the National Society with the COVID-19 vaccination programme, through ECHO Pilot Partnership Programme (PPP). In **Libya**, the IFRC engaged closely with the National Society to combat the effects of COVID-19 and to develop work modalities and structures with authorities. In **Bangladesh**, with the support of the IFRC and in-country partners engaged nationwide, the National Society volunteer network supported the Government's countrywide COVID-19 vaccination. In **Malaysia**, the IFRC provided technical and coordination support to the National Society in their role on the Malaysian government's national COVID-19 vaccination task force. Moreover, in **Thailand**, during the Pandemic, the National Society provided assistance for migrant workers in partnership with IFRC, ICRC, UNICEF and local NGO Migrant Working Group.

Aligned disaster risk reduction actions were beneficial in all regions. In **Mozambique**, the cluster delegation played an important role in aligning the regional ECHO Programme on Early Warning and Anticipatory Action (EWAA) in Southern

Africa (an interagency regional programme with WFP and FAO) to strengthen coordination and support the efforts of African governments in the access to multi-hazard early warning information. In **English- and Dutch-speaking countries in the Caribbean**, the IFRC Disaster Law Team continued to strengthen its partnership with its technical counterparts in CDEMA, to establish and launch the Regional IDRL Working Group.

Dialogue was generated between authorities and the **Colombian Red Cross Society** with the IFRC support for different operational fronts, resulting in the update of its national strategy for the care of the migrant population. In Venezuela there was an increased collaboration with the IFRC, where discussions on joint migration programming to support the Trinidad and Tobago Red Cross Society were held.

In **Malaysia**, the IFRC supported the National Society to monitor the people on the move (arriving by boats) at Malaysia shores, and to coordinate with the Movement partners. In **Chile**, the National Society, with the support and leadership of the IFRC, had multiple meetings with government agencies and other organizations to improve and speed up the integration process for the migrant population, especially those in irregular conditions. As a result of these coordinated efforts, many migrants are now aware and have more information regarding their right to health.

ECHO PPP was a milestone for National Societies in 2022. Progress was made in **Central America** with IFRC support mobilizing funds, as National Societies are progressing with a new financing architecture. As part of this harmonization effort, the **Dominican Red Cross** continued working to enhance the humanitarian corridor for **Hispaniola** and **Cuba** (financed by DG-ECHO and USAID/BHA).

In **Cambodia**, the IFRC delegation provided its technical and coordination support with the **Finnish Red Cross**, in relation to the ECHO PPP proposal. The proposal focused on preparing for epidemics and pandemics, disaster risk management, risk communication and community engagement and accountability.

Additional examples of operational coordination in crises are **Syria, Yemen** and **Afghanistan**, where, collectively, the Movement in the country (ICRC and other partners) established coordination and cooperation mechanisms anchored under the Movement Cooperation Agreement. The **Yemen Red Crescent Society** finalized its Strategic Plan 2023–2027 with the IFRC support, and in coordination with WHO and UNICEF to support community-based activities and emphasize the integration approach to reach the most vulnerable groups.

In **Syria**, the IFRC Country Delegation brought together the membership in direction and also action, including sharing lessons learned and best practices with other IFRC delegations in MENA. The shared leadership mechanism among IFRC members present in the country was promoted where applicable.

# SPOTLIGHT

## NEW WAY OF WORKING

The New Way of Working is an improved mechanism to work together in international cooperation at country level over multiple years to instil a thorough change management in membership coordination that boosts localization in line with the IFRC's Agenda for Renewal.

This includes prioritizing effective coordination, connections, and efficiencies for much greater gains, and optimizing the power of working as one IFRC by sharing resources, learning, and common standards to achieve greater impact.

The initiative is being piloted in 14 countries over a period of two years (2022-2023).

The New Way of Working puts a strong focus on the strategic and operational priorities of the National Society of the country experiencing a disaster or crisis, and achieving stronger, and more effective membership coordination in supporting its strategic plan.

It will also contribute to scaling up interventions, increasing quality, and generating greater donor trust contributing to wider benefits to the communities that the National Society serves.

Its objectives are to:

- Deliver improved ways of working together to strengthen the auxiliary role of the National Societies, support the achievement of their strategic outcomes and deliver greater impact for people and communities through an efficient operating model.
- Identify, propose and test new ways of working together as a distributed network towards a common plan, common programmatic approaches, and a collective accountability framework including risk management.

- Scale up impact for people and communities with quality, and relevant services and a more predictable funding forecast that positions the IFRC network to explore multi-year large funding envelopes.
- Build on existing Federation-wide tools and better leverage the IFRC network's expertise, technical capacities, and revenue generation capabilities in support of a common country cooperation strategy.

2022 began with an extensive five-round consultation process with more than 300 participants from the IFRC, National Societies and the ICRC.

At the same time, it was agreed while there was a need for overall guidance, the process should be country-led, and the team in-country should have the flexibility to adapt the process to what fits best to their context. The outcome of the consultation process was a guidance document that was translated into the official languages and shared with the National Societies that are part of the pilot.

In 2022, the pilot countries delivered a shared context, situational and needs analysis, as well as a common plan for the respective countries in line with IFRC's unified planning. In 2023, the priority will be to develop a common accountability framework and a harmonized resource mobilization strategy. Ultimately, at the end of 2023, the countries should have a common implementation model using shared leadership and country support mechanisms.





# NATIONAL SOCIETY DEVELOPMENT

## Context

In recent years – particularly since the 2016 Grand Bargain and the trials of COVID-19 – there has been a shift in focus towards localization and the importance of local actors in delivering humanitarian support.

However, the IFRC, which has more than a century of experience in supporting National Societies, has always understood that the future of humanitarian action is local.

National Societies work within communities large and small in 192 countries every day – supporting them to prepare for and withstand disasters and crises, and to recover with greater resilience and agency.

These services are provided by some 16.5 million Red Cross and Red Crescent volunteers across more than 197,000 local branches – an unparalleled permanent presence in communities, backed up by the global reach and solidarity of the IFRC.

Local action is the bedrock of the IFRC. However, the global and local reach of the network depends on each individual National Society working as an independent, self-sustained and well-functioning organization, one that is trusted by communities, governments, partners and donors.

Strong local actors can anticipate emerging and fast-changing needs, support community resilience, provide life-saving humanitarian action and contribute to the success of the Sustainable Development Goals, all while contributing to the maintenance of peace.

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

As such, National Society Development is one of the IFRC's core Enabling Functions.

## Our approach

The IFRC understands that locally led organizations are best placed to understand a context, its stressors and its opportunities, and be able to anticipate and respond to emerging and fast-changing local and global needs.

However, the scale, quality and effectiveness of Red Cross and Red Crescent work are dependent on the ability of National Societies and their branch networks to stay fit for purpose. To this end, the IFRC provides continuous support to help ensure they carry out their mandates in line with humanitarian principles and values, and carry out their rights and duties as members of the IFRC, including actions to strengthen integrity and compliance.

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

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

## Progress in 2022

Following an external view of the IFRC's Organizational Capacity Assessment and Certification (OCAC) process, the IFRC worked in 2022 to develop a new **IFRC Certification** that emphasizes trust and accountability. (See Spotlight on OCAC below for more details)

The IFRC produced a [Guidance for National Societies on Assessment and Development Process](#) this year to help National Societies navigate the increasing number of assessment and self-assessment tools made available to them.

Organizational development focuses on fundamental issues such as a National Society's identity, legal base, strategic directions, its relationship with its environment, auxiliary role etc.

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

In parallel to this direct support, the IFRC also plays a central role in supporting the coordination of National Society development support, maximizing partner contributions to avoid duplication and enhance impact.

The organization also works to ensure the engagement, wellbeing and safety of Red Cross and Red Crescent volunteers, inspire youth and bring their ideas and solutions to fruition, and encourage diversity in volunteer leadership across the network.

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

The guidance identifies three main categories of assessment and development processes: strategic; thematic, and specialized. The guidance is accompanied by an annexed explanatory sheet in for each assessment and development process to help National Societies to better ascertain if such an approach is useful, necessary and appropriate for them in a given phase of their own development journey.

## PROGRESS TOWARDS TARGETS

The summary below represents annual 2022 progress status. Information on the indicators covers work by the National Societies with support from the IFRC in 2022, unless stated otherwise. Data was collected from 111 National Societies. Entire network results are covered by annual FDRS reporting

### **National Societies that develop and/or implement a strategy for strengthening their auxiliary role**

Target by 2025	80
Actual 2022	45

### **National Societies with revised statutes according to Guidance for National Society Statutes**

Target by 2025	100% of NS
Actual 2022	55%

### **National Societies reached by external National Society Development (NSD) support**

Target by 2025	50% of 130 NS requiring international support
Actual 2022	47%

### **National Societies with One National Society Development country plan**

Target by 2025	60
Actual 2022	39

### **National Societies with youth engagement strategies**

Target by 2025	50%
Actual 2022	33% (64 NS)

### **Volunteers registered on the IFRC global virtual platform**

Target by 2025	100,000
Actual 2022	2,952

In June 2022, the IFRC launched a Community of Practice called the **Financial Development Competency Network**. This initiative brings together 624 financial managers from 111 National Societies in a space where they can support one another, share best practices, co-design new approaches, and find innovative solutions to common challenges.

The Communities of Practice approach directly contributes to the fourth transformation of the IFRC's *Strategy 2030 – Working Together as a Distributed Network*. It enables practitioners on a thematic issue to access resources and support from peer practitioners and experts in an easy and direct manner, on a user-friendly platform with a human-centred design. A governance system was also put in place in 2022 to ensure consistency and alignment of future Communities of Practice.

A pilot project of financial sustainability indicators with National Societies in the Asia Pacific and Africa regions was completed in 2022, and the [Financial Sustainability Monitoring Dashboard](#) (briefing, guidance and template documents) was made available to National Societies and National Society development practitioners. A new Financial Sustainability Framework was developed during the year.

Building on the **successful longitudinal (10+ year) study** on National Society Development, its contribution to the sector, and the discussion around capacity strengthening of the Grand Bargain, the IFRC continued to explore areas of work where further analysis, study and investigation is needed. The study measured the impact of purposeful investment on National Society development and showed that this results in a manyfold increase of people reached and service quality.

To inspire the next generations of National Society Development practitioners, a set of **National Society development learning approaches were developed**. One is partnering with the World Institute for Action Learning to develop and implement professional training that resonates with key skills outlined in the new

National Society development Competencies Framework. The first cohort of 25 members were selected and started the professional training this year, including the [Grenada Red Cross Society](#).

The IFRC maintained a strong focus on National Society branch development throughout 2022. A [study](#) was conducted by interviewing 60+ National Society/branch members together with colleagues from the IFRC and ICRC to articulate the diversity of the branches, the different branch models, branch similarities, basic key elements that need development, and samples of how development could happen.

In addition, in-depth case studies from the Georgia Red Cross and Mongolia Red Cross were developed to articulate best practices in branch development approaches. The main elements of the study were then transformed into a [branch development web-portal](#) to encourage continuous collection of best practices.

Building on these actions, a National Society branch development working group was formed in the latter months of the year to draft a branch development framework.

In June 2022, during the Statutory Meetings of the Red Cross and Red Crescent, revised policies on Volunteering and National Society Development were adopted and are now guiding the work of the IFRC and the wider network. A monitoring system to measure implementation by National Societies is being set up for each policy to allow a better understanding of the achievements and challenges in translating them into practice.

Support for National Society policy development was emphasized starting in the latter part of 2022. Based on the model of the [Environmental Policy Toolkit](#), the compilation of a policy starter kit began with a focus on integrity-related policies. The toolkit consists of guidance for an effective policy process for National Societies, as well as model policies in key areas of integrity and suggestions for policy implementation tools.

Since the adoption of the Guidance for National Society Statutes in 2018, a total of 25 National

Societies have revised their statutes and met all the standards of the guidance document as verified by the Joint ICRC/IFRC Commission for National Society Statutes, while another 71 National Societies are in the process of revising their statutes.

According to the information available to the joint IFRC/ICRC Statutes Commission, half of all National Societies (96) still need to initiate a review to meet the IFRC decision requesting that all National Societies do so by end of 2024.

The pool of specialists to support National Societies in the revision of their statutes was further strengthened during 2022. A number of resources have been developed and collected to support National Societies in their statute revision process, including National Society illustrations, guidance on the statutes revision process, and an e-learning course divided into an introductory module and practical examples, among others.

As part of the Ukraine operation, several positions related to **National Society development in emergencies** were identified and supported. This function was clearly identified as one of the main priorities for any emergency by the several real-time reviews of the operation in response to the Ukraine crisis.

Since the launch of the re-engineered **Capacity Building Fund** (CBF) between August 2021-December 2022, the fund disbursed 4.8 million Swiss francs to support addressing the needs of 93 National Societies (48 per cent of National Society members) through different types of funding assistance.

The allocations addressed in a balanced way the current focus areas supported by the fund, namely, integrity, transparency and accountability; financial sustainability; volunteering and youth development; and systems development and digital transformation.

This work has included allocating 59 individual National Society grants (3.5 million Swiss francs) and supporting a group of National Societies in developing basic digital maturity through a bulk

allocation of 1.5 million Swiss francs. Individual grants have had a maximum funding ceiling of 100,000 Swiss francs.

By December 2022, 23 National Societies had successfully completed their initiatives, and reported on their achievements.

Preliminary results and testimonials received from the National Societies in 2022 indicate a deep appreciation for how the re-engineered Capacity Building Fund has contributed to their development.

The **National Society Investment Alliance (NSIA)** launched its fourth round of applications in May 2022, with 24 applications received (nine accelerators and 16 bridges). In September 2022, the NSIA steering committee, the main governance structure of the mechanism, which includes IFRC and ICRC senior officials, approved a total of 20 projects (six accelerators and 14 bridges), worth 5.4 million Swiss francs.

This brought the total number of NSIA-funded projects (2019-2022) to 46, 15 of which are accelerators. The majority of National Societies (67 per cent) focused their interventions on resource mobilization, with a strong focus also on areas such as branch development or governance.

In 2022, the **Empress Shôken Fund** received 52 applications covering a diverse range of humanitarian projects run by National Societies in every region of the world.

The Joint Commission agreed to allocate more than 471,000 Swiss francs to 16 projects in Burkina Faso, Côte d'Ivoire, Croatia, Dominica, the Dominican Republic, Ecuador, Jordan, Libya, Mongolia, Niger, Portugal, Serbia, South Korea, Sri Lanka, Tanzania and Yemen. The 2022 projects covered themes including first aid and rescue, support for young people, disaster preparedness, health, social welfare and National Society development.

In early October, the 102nd call for applications was launched, which enabled the fund to secure 51 new applications to be processed in 2023.

In **volunteering**, the IFRC worked to strengthen the Volunteering Alliance and boost its membership. In 2022, the number of members in the alliance jumped from 75 to 120 members across the five regions, developing better strategies for the engagement and management of volunteers and identifying opportunities for collaboration. The work of the alliance has also benefitted from a redesigned website in 2022, offering a more user-friendly interface and a more comprehensive overview of the alliance's activities and resources.

The IFRC, in partnership with the Volunteering Alliance technical team on volunteer motivation, further rolled out the MOTI app with interested National Societies in 2022.

MOTI is a leadership and motivational learning system designed to improve volunteer engagement and wellbeing. Dedicated training sessions were provided to interested National Societies, and coaches from IFRC and other National Societies were trained across different regions to provide peer-to-peer support to test approaches in improving the engagement of Red Cross and Red Crescent volunteers based on their MOTI results.

The V-Community app for volunteers reached 4,000 users in 2022 and was adopted by the Mexican Red Cross to launch a national campaign for the World Day on Volunteering.

National Societies were also supported in strengthening **volunteer management** through improved data and digital systems that ensure volunteers are effectively onboarded, engaged, accredited, and insured.

A working group was established in 2022 to link volunteering teams, digital transformation teams, and National Societies to invest in volunteer management database systems capacities. This work is designed to improve the volunteering experience and ensure the safety and security of volunteers.

Specific support was provided to establish volunteer management database systems for National Societies active in the response to the crisis in Ukraine. This support boosted National Societies'

ability to manage volunteers and data in a secure and efficient manner.

The second edition of the Volunteer Learning Programme was co-designed and convened by the IFRC and Spanish Red Cross in 2022. The event attracted 70 National Societies and was designed to improve the leadership and managerial skills of National Society volunteering leads. The programme was focused on leadership, volunteer management, knowledge and insights about the participation and engagement of volunteers, and the strategic management of National Society volunteering development to increase social impact.

The Volunteer Learning Programme also addresses the changing needs of National Societies and their volunteers, and provides the necessary tools to address current and future challenges. As well as enhancing leadership skills across the network, the programme seeks to inspire leaders to be promoters of change and innovation in the management and inclusion of volunteers in projects and programmes.

In 2022, the IFRC supported the rollout of the Big 6 [Global Youth Mobilization](#) for the Generation Disrupted COVID-19 project through Limitless – the IFRC's youth innovation initiative – including incorporating the IFRC Youth Awards scheme. Following the successful implementation of the Big 6 Global Youth Mobilization and a co-designed lab, a second iteration of the initiative is planned.

The Limitless programme engaged 1,000 young people across 72 countries who received training, funding, coaching and mentoring to design and implement innovative approaches to addressing the impacts of COVID-19 in their communities. More than 300,000 community members were reached through these initiatives, and videos of their projects have been viewed more than 250,000 times.

The IFRC provided continuous support to the **Youth Commission** this year in the execution of its constitutional mandate and the implementation of its 2021-22 workplan and priorities.



The IFRC coordinated and advised the Youth Commission-led working group of National Societies creating a Mental Health Youth Manifesto, which was launched at the IFRC's General Assembly.

This initiative brings together the experiences and views of some 5,500 young people from 63 National Societies, and aims to ignite inter-generational dialogue to scale up youth-led and National Society-owned programmes to nurture the mental health and wellbeing of vulnerable groups, volunteers and staff.

While a majority of National Societies now have a proper **volunteer insurance** mechanism to ensure full coverage for any accidents or health issues (and provide support to their families in the event of a death in service), a number still need extra support to establish such a mechanism.

Eighty-two National Societies subscribed to the IFRC's volunteer insurance by the end of 2022,

with more than 114,000 volunteers being covered. In addition, 27 National Societies have a volunteer solidarity mechanism in place.

Work continued in 2022 to find the most effective way to tailor this support and encourage peer to peer support, with the aim of ensuring that all 192 National Societies have a proper, tailored, and effective system in place to insure and protect their volunteers.

To promote the standards on the safety and security of volunteers, the IFRC supported some National Societies to use the standards, to document and share their knowledge from their assessments, and develop a plan of action to improve priority areas. The IFRC also carried out a training of trainers on the implementation of the standards; so far, 40 National Societies have been trained on standards implementation. An introductory video to promote the standards was also developed.

## Action in the field

Fifty-nine projects around the world received support under the Capacity Building Fund (CFB) mechanism in 2022. In Central America, this includes five out of six of the National Societies. The **Guatemalan Red Cross**, through a Capacity Building Fund project, significantly advanced on expanding the services of its Clinic Centre. Other examples in the National Societies of the Caribbean are the **Saint Vincent and the Grenadines Red Cross**, which were awarded 50,000 Swiss francs by the Capacity Building Fund, supporting the installation of a 15,000-watt rooftop solar panel system, with expected carbon reduction. Other National Societies worked under the Capacity Building Fund funding system to develop community early warning and early action systems, as in **Guyana** and **Jamaica**. Thanks to this initiative, the **Jamaica Red Cross Society** expanded its ambulance coverage. In **Malaysia**, the IFRC supported the National Society on financial sustainability : a resource-mobilization road map, with a total

amount of 53,000 Swiss francs. Likewise, in **Ecuador**, the Capacity Building Fund sponsored the acquisition of five ultrasound scanners for the National Society medical centres. In **Colombia**, a Capacity Building Fund grant was approved for the implementation of the National Society's initiative to promote local sustainability and organizational modernization initiatives in some branches. Other countries participating under the Capacity Building Fund were **Ghana, Benin, DRC, Burundi** and **Rwanda**.

**Afghanistan** is one of the 14 countries where the *New Way of Working* was piloted. The National Society branches and volunteers were deeply involved in both operational plan development and humanitarian services delivery. Furthermore, the **Venezuela Red Cross Society** carried out the initial process of implementing the *New Way of Working*. This process is led by the Venezuela Red Cross with the support of the IFRC, and has the participation of the **German Red Cross**,

**Italian Red Cross, Netherlands Red Cross, and Swedish Red Cross.**

In Syria, the Syrian Arab Red Crescent made significant progress in National Society development. With technical support from the IFRC, its country and regional staff, developed the new draft *Strategy for 2023-2027*. The Strategy focused on sustainable development, adaptation of the response to recovery and resilience building, and was underpinned by integrated and balanced humanitarian assistance.

In **Central America**, efforts were made to support National Societies in their development to become the trusted partner of choice for local humanitarian action. All National Societies in the region formulated Strategic Plans and have clearly identified their development priorities. Furthermore, the IFRC promoted peer-to-peer learning opportunities among National Societies, strengthening capacity building and cooperation across the region. In the **Andean region**, the IFRC contributed to technical assessments, supported capacity building and provided additional assistance in the resource mobilization strategy in Colombia, Ecuador, **Bolivia** and **Peru**. In **Pakistan**, the IFRC delegation coordinated the Pakistan Red Crescent Society constitution revision. Other National Societies like **Albania, Serbia, Bulgaria, and North Macedonia** built strategic plans until 2030, inspired by the IFRC 2030 Strategy. In **Nepal**, the IFRC continued its work towards a Red Cross Law while a full participatory process for Statutes Revision was supported in 2022. The IFRC was also fully engaged with the **Libyan Red Crescent Society**, ensuring National Society development in key areas. The IFRC, in conjunction with Libyan

Red Crescent, led the migration strategy to be embedded as a crucial component of the IFRC's global cross-regional programme for people on the move.

Youth are an essential part of the Movement, and therefore many National Societies focus on building capacities for their young volunteers. In 2022, the **Tanzania Red Cross Society** delivered better services to the community by using the existing volunteer network across the country. The National Society is a good example of volunteer and Red Cross Youth capacity building, as it engaged youth in decision-making. Every branch has a youth wing, with elected youth leaders who are responsible for monitoring and managing youth developments within their branches. The **Turkish Red Crescent**, working with the IFRC, focused on a volunteering capacity building model. The model encourages and inspires sustainable volunteering programmes by exploring volunteering models in other National Societies. It also includes the promotion of Turkish Red Crescent's already existing digital platform, [gonulluol.org](http://gonulluol.org), a system in place to organize national volunteer management. Volunteers in **Syria** were critical in delivering humanitarian services, and in 2022 the National Society was guided by the IFRC to secure funding from the National Society Investment Alliance (NSIA) bridge fund, which includes branch and volunteer development. One of the actions of the programme was capacity building, with particular attention focused on the protection of its volunteers. Consequently, the IFRC took out insurance for more than 7,500 SARC volunteers for 2022, under IFRC's global accident insurance programme.

# SPOTLIGHT

## OCAC

The IFRC's commitment to National Society Development included the development, in 2011, of its Organizational Capacity Assessment and Certification process, known as OCAC. This process was designed to enable National Societies to assess their capacities, performance, and relevance to determine opportunities for self-development, and to ensure all National Societies commit to and comply with a set of organizational standards.

In 2013, following feedback from National Societies on the need for targeted support to develop their Branches, the IFRC introduced the Branch Organizational Capacity Assessment (BOCA), allowing capacities to be measured at local level where so much Red Cross and Red Crescent work is carried out.

By the end of 2022, some 130 National Societies – more than two-thirds – had undergone at least one OCAC assessment, with some undergoing multiple assessments to monitor their progress. This information was also used by donors and partners to support a National Society's development based on its identified priorities.

For example, in October 2022, the Honduras Red Cross achieved OCAC Certification after a ten-year journey of sustained National Society Development work enabled it to progress from meeting 38 per cent of OCAC attributes in 2013, to 63 per cent in 2016 and 99 per cent in 2019. The National Society was able to attract many more volunteers and expand its services, leading to greater recognition and trust from its government and donors.

The Mongolian Red Cross Society conducted its first OCAC assessment in 2014, and followed this

up with a National Society Plan that improved its work in policy development, monitoring systems and digitalization, with strong improvements noted in its next OCAC two years later. Branch Organizational Capacity Assessments were also carried out. The National Society received its OCAC certification in 2019 following an external peer review.

Some ten years after OCAC was launched, an independent evaluation of the service was carried out in tandem with National Society feedback, and two main issues were identified.

The independent evaluation recognized the importance of OCAC to National Societies' self-development and recommended that the standards and methodology be updated and systematically include a review of programmes and services. It also recommended that the certification process be rethought, and the sharing of OCAC results be less restricted.

To address these recommendations, the IFRC decided in 2022 to de-link the Organizational Capacity Assessment (OCA) from the Certification process; revise and update the OCA process and methodology process, and establish a new IFRC Certification process that would be issued by an independent certification body.

To ensure the process is effective, the new IFRC Certification standards will be measurable, verifiable, applicable, and thorough. They will cover six areas essential to National Society operations, including legal base and leadership; community engagement and accountability; safeguarding and duty of care; financial accountability; monitoring, evaluation and reporting, and environment.



# HUMANITARIAN DIPLOMACY

## Context

As the COVID-19 pandemic entered its third year (and control measures gradually lifted in most countries), the international community intensified its work on reforms of the global health architecture, confronting key questions of equity and effectiveness that were laid bare in COVID response efforts.

However, at country level, few states had begun to update their national pandemic prevention plans or legislation to implement lessons from the COVID experience.

Meanwhile, the climate crisis continued to drive disasters around the world, but momentum finally started to accelerate in global climate policy, including on steps needed to address the humanitarian impacts.

In February 2022, the Intergovernmental Panel on Climate Change launched the Working Group 2 report on climate change impacts, adaptation and vulnerability, formally recognizing the humanitarian impacts of climate change, and, in November, the 27th Conference of the Parties of the UN Climate Change Convention took a significant step with the decision to establish new financing arrangements for Loss and Damage.

The global gap between humanitarian need and available funding continued to grow, intensified by the crisis in Ukraine and neighbouring countries. That conflict became one of the world's worst humanitarian crises at national and regional levels (with more than six million people displaced), but also a global phenomenon that affected lives and livelihoods in distant countries. These reverberations were equally felt in the policy space, including through renewed challenges to humanitarian principles.

These crises also arrived on top of long-term development challenges, such as rising levels of sovereign debt among developing countries, contributing to lagging progress against Sustainable Development Goal targets (including in access to clean water, universal health care and education), combining to make the future less certain for many millions around the world, particularly young people.

This intersection of crisis and development rose higher in development policy debate as well, notably at the "Effective Development Co-operation Summit" in December.

## Our approach

Per its 2009 policy on Humanitarian Diplomacy, the IFRC deems that humanitarian diplomacy “is not a choice, but a responsibility”. For National Societies, it derives in part from their auxiliary role to the public authorities. For the IFRC, global representation and the lifting of local membership voices are a key aspect of its statutory mandate.

IFRC’s *Strategy 2030* also highlights the importance of humanitarian diplomacy in its Transformation 5: Influencing Humanitarian Action. The strategy states that: “Our transformative action will be to use our convening and diplomatic capacity to strengthen our collective voice on key humanitarian issues. We will also significantly invest in the development of evidence, data and research that can inform

thought leadership on the humanitarian and social issues that can influence opinion, policy, and practice”.

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

Throughout 2022, the IFRC continued its efforts to foster a culture of humanitarian diplomacy and establish it as an integral part of the daily activities of National Societies across the network.

## 2022 progress

The IFRC brought a distinctive message on the **climate crisis and disaster risk reduction** to the Global Platform on Disaster Risk Reduction (May), the Asia Pacific Ministerial Conference on DRR (September), and the UN Framework Convention on Climate Change COP (November) and continued to be a leading voice on climate advocacy.

In June 2022, the Council of Delegates passed a resolution endorsing the Climate and Environment Charter for Humanitarian Organizations and affirming the importance of supporting one another as we work to implement its commitments.

A Climate Science Humanitarian Dialogue was held in Geneva following launch of the 2022 IPCC report, raising the IFRC’s profile as a key actor on this issue. The IFRC also provided its views to UNFCCC meetings in Bonn in June addressing the Glasgow Dialogue on Loss and Damage on the roles – and limits – of humanitarian action, as well as on the Global Goal on Adaptation.

The IFRC co-led the IASC task force on climate change, which was elevated to report to the IASC Deputies. The group worked to develop a roadmap to scale up climate action at country level, as well as to ensure coordinated humanitarian engagement in the UNFCCC process.

At 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 Platform 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. IFRC is leading Pillar 4 of EW4A on implementation at community level and supporting in other aspects.

## PROGRESS TOWARDS TARGETS

The summary below represents annual 2022 progress status. Information on the indicators covers work by the National Societies with support from the IFRC in 2022, unless stated otherwise. Data was collected from 111 National Societies. Entire network results are covered by annual FDRS reporting.

### **National Societies that increase the number of government-led platforms in which they are actively participating**

Target by 2025	100
Actual 2022	20

### **National Societies participating in IFRC-led campaigns**

Target by 2025	50%
Actual 2022	79%



In the area of **disaster law**, the IFRC continued to support National Societies around the world to advise their authorities on effective disaster risk management laws. In 2022:

- 16 National Societies supported their public authorities in the drafting and/or development of new disaster-related instruments. Kyrgyzstan made amendments to the 2017 Law on International Emergency Assistance, with support from the National Society.
- 11 National Societies engaged in a formal dialogue with their authorities to strengthen their auxiliary role in new laws or instruments.
- 32 National Societies and government counterparts were trained in disaster law and legislative advocacy, and engaged with their public authorities in these areas. The IFRC also finalized the 'Fingerprint' board game on the auxiliary role of National Societies.
- 39 evidence-based reports were published to support National Societies in their national and regional legislative advocacy efforts.

The IFRC also completed its [Guidance on Law and Public Health Emergency Preparedness and Response](#), a comparative review of the main disaster laws in more than a hundred countries for the [World Disaster Laws](#) database, and published a [Policy Brief on Legal Frameworks for Effective and Integrated Disaster and Climate Risk Governance](#), and [The International Climate Change and Disaster Governance - A Guide for National Red Cross and Red Crescent Societies](#), all published on [IFRC Disaster Law Database](#). IFRC further supported the third edition of the [Yearbook on International Disaster Law](#).

In its humanitarian diplomacy work around **access to health for communities**, 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 all 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. These messages were further developed in the IFRC's *World Disasters Report 2022* (see Spotlight).

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.

At the UN in New York, the IFRC continued its advocacy on health, notably through the processes around the two High Level Meetings on Universal Health Coverage and Pandemic PPR. It is now a member of the UHC 2030 Steering Committee, and co-organizes, with the Permanent Mission of Thailand and the UN Foundation, a series of technical dialogues on new programmes and approaches to reach Universal Health Coverage goals.

The IFRC continued to co-convene the Grand Bargain **Localization** Workstream together with Denmark (formally replacing Switzerland in May 2022), and coordinated the various Workstream initiatives focusing on country level engagement, funding, partnership with intermediaries, and capacity strengthening.

Policy engagement outside of the Grand Bargain include inputs on the draft *ECHO Guidance on the Promotion of Equal Partnerships with Local Responders* in coordination with the Red Cross EU Office and the *USAID Policy for Localization of Humanitarian Assistance*. IFRC participated in the Humanitarian Network and Partnerships Weeks (May) and led the Localization and Coordination Areas of Common Concern.

In 2022, the Inter Agency Standing Committee (IASC) created a Task Force on Accountability to Affected People, which the IFRC is co-leading together with WFP and the Core Humanitarian Standard (CHS) Alliance. This task force will oversee the implementation of strategic actions for increased accountability within the humanitarian sector until 2024.

A National Society Development study entitled [Localization of Humanitarian Action in the Red Cross and Red Crescent](#) was conducted and the

report launched in April 2022. The study looked at the effectiveness and relevance of National Society Development for localization over a period of ten years in five National Societies (Mexico, Kenya, Indonesia, Türkiye and Lebanon). The findings of the study affirmed and demonstrated how long-term purposeful investment in National Society development increased humanitarian impact in challenging, diverse and complex environments.

## Action in the field

The IFRC played a crucial role in Humanitarian Diplomacy within the immense scale of the humanitarian needs in protracted or new crises, such as **Syria**, **Yemen** and **Ukraine**. In **Syria**, the IFRC delegation engaged a range of actors, including governments and intergovernmental organizations, other humanitarian organizations, and relevant stakeholders, to ensure that the needs of those affected by the emergency were well addressed and met.

The IFRC worked closely with the **Syrian Arab Red Crescent** (SARC) and Movement partners to secure support for and place emphasis on SARC's neutral, impartial, and independent position. In addition, the IFRC worked closely with the National Society to advocate for humanitarian access, across the country. Moreover, the IFRC monitored the situation and used its humanitarian diplomacy capacity to reduce the impact of sanctions for the operation. One of the key humanitarian diplomacy events was the SARC message sent to the United Nations Security Council.

In **Afghanistan**, the IFRC supported the Afghan Red Crescent Society by engaging authorities and other stakeholders in the critical situation of female workers, and interventions targeting women. Activities for women must be delivered by women in Afghanistan, according to the country's cultural practices. Afghan Red Crescent Society health staff and volunteers were allowed

to provide primary health and care services in the community in 2022.

The network's capacity to persuade and influence was reinforced globally in 2022 through relevant Training of Trainers for the Legislative Advocacy toolkit. Training sessions were held across the globe with Disaster Law Teams and National Societies in four regions: **Europe**, **Africa**, **Asia** and **the Americas**. Trainers were taught how to motivate others to seek positive change through humanitarian diplomacy, by harnessing the unique auxiliary role of National Societies. It is worth mentioning that the **Trinidad and Tobago Red Cross Society** and the **Saint Vincent and the Grenadines Red Cross** engaged in in-depth legislative advocacy training to learn how to develop and implement their own advocacy strategies to strengthen their auxiliary role. Likewise, studies about the National Society auxiliary role were prepared by the IFRC Disaster Law programme for the **Costa Rica**, **El Salvador**, **Guatemala** and **Honduras National Societies**. These studies were used to update advocacy strategies to improve the National Societies legislative advocacy efforts and the defense of their auxiliary role with the States. Similar actions were taken in **Uruguay** and **Argentina**. Also in the Southern Cone, the **Chilean Red Cross Society** legislative advocacy strategy and roadmap showcased actions on disaster risk management, and the recognition of the National Society in the National System

for Disaster Prevention and Response and the Disaster Risk Management Committee.

Much was done in terms of Humanitarian Diplomacy in **Türkiye**. The main activities included continued coordination and discussions between the IFRC leadership and representatives of embassies, UN agencies and the World Bank, the Islamic Development Bank, and the European Bank for Reconstruction and Development. These discussions contributed to the exchange of relevant information about the political context, respective programmes and the overall situation of refugees in Türkiye.

In the **Central Asia and Europe** delegation, the IFRC represented the membership through humanitarian diplomacy: to facilitate relations of National Societies with their home government and with the European Union (EU), and positioning the membership as preferred partner of choice in addressing the current humanitarian challenges in the region.

Communications are at the forefront of advocacy and humanitarian diplomacy. In the **Andean region**, the IFRC supported four National Societies to establish a public communications

strategy to inform about their role in each country, complementing humanitarian diplomacy actions with communications activities.

There are many examples of how National Societies gain recognition and space to give voice to people in need. In **Ghana**, the IFRC delegation grew in its role to support the National Society and lead coordination, representation, and bilateral/multilateral engagements with critical actors in the country. In **Mozambique**, the IFRC was actively engaged with the diplomatic missions in the country and abroad. As a result, some of these engagements have yielded funding opportunities. In **Pakistan**, the IFRC reached out to embassies, diplomatic missions, banks, and in-country donors to explore new opportunities, such as the Pakistan Humanitarian Forum, the National Humanitarian Network, the Islamic Development Bank, UN agencies or the Directorate-General for ECHO Islamabad, among others. In **Russia**, the IFRC advocated for the interest of people affected by displacement and set constructive dialogue with public authorities at local and federal levels, to identify durable solutions on people's legal status and integration.

# SPOTLIGHT

## WORLD DISASTERS REPORT 2022

By the end of 2022, the COVID-19 pandemic had taken a staggering toll on lives, health, and the social and economic wellbeing in every nation in the world. The crisis caused increased unemployment and poverty; increased food insecurity; a higher vulnerability to violence; a loss of education and reduced opportunities for youth, and added stress to public services, notably health and social protection services.

The IFRC's [World Disasters Report 2022](#) (WDR) showed that much of this could have been avoided. While COVID-19 was a new virus that presented new challenges, there were also countless common measures and approaches that could have mitigated the pandemic's impacts.

Notably, governments could have invested far more in emergency preparedness at local level, in public and community health systems and in domestic emergency and disaster laws – aspects of the crisis that have not been sufficiently addressed in major COVID reports and discussions.

The WDR aimed to address this gap, drawing on the experience of National Societies and the IFRC to call for greater investment in domestic and local preparedness systems: preparedness to prevent, detect early and respond quickly to future outbreaks and other shocks and stresses. It emphasized the critical aspects of equity, trust, and local action in any effort to address public health emergencies, and proposes tangible approaches and programmes that help how these principles can be translated on the ground.

These include community prevention and preparedness programmes that are sensitive to both health and other types of threats; stronger community health systems designed with communities and run by local actors; flexible, transparent and fair global solidarity mechanisms to increase access to pandemic response products and build domestic capacities to get them where they are most needed; stronger and more accessible social protection systems and updated, whole-of-society and whole-of-government legal frameworks that foster trust and combat inequity.



# ACCOUNTABILITY AND AGILITY

## Context

The IFRC network has gained the trust of communities and partners around the world.

Trust takes a long time to build, and it is easily lost. In order to maintain the level of trust needed to work within communities, the IFRC is fully committed to the highest levels of accountability.

In interactions with **communities**, the IFRC demonstrates integrity, transparency, humility, respect and honesty, and works to ensure all people who access IFRC services are safe and protected, in accordance with established policies and systems. The organization prioritizes local action and manages risk carefully, with robust anti-fraud and anti-corruption policies, and a strong internal audit and investigation system.

**Donors and supporters** trust the IFRC to use their resources wisely to help people around

## Our approach

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

the world thrive. The IFRC is committed to using their funds efficiently, delivering quality services, working with them transparently when things go wrong, and sharing the impacts of its work.

Accountability is also the bedrock of the IFRC's relationship with the 192 **National Societies** across the IFRC network.

The IFRC encourages a culture of accountability between and within National Societies, and to all Red Cross and Red Crescent staff and volunteers. It strives to build a diverse and inclusive workforce where each person and their experiences are equally valued, and their contributions are acknowledged and appreciated.

The **public** have high expectations of the Red Cross and Red Crescent, and the IFRC network seeks to meet or exceed them in all its work.

Trust enables life-saving access to communities and is vital for strong and respectful partnerships. The IFRC fully embraces a culture of ethical practice and places personal and institutional accountability at the heart of all activities.

This accountability goes hand in hand with a culture of agility. The events of recent years – like worsening impacts of climate change and the COVID-19 pandemic – have shown a pressing need for humanitarian organizations to move quickly and adapt their approaches.

To this end, the IFRC has embraced a culture of systematic risk management for more agile reactions to changing circumstances. Furthermore, the IFRC is deploying a new Enterprise Resource Planning (ERP) solution which will ensure strong checks and balances are in place to safeguard communities and donor resources.

## Progress in 2022

**Risk management** is becoming increasingly important for IFRC partners and donors. As a result, the organization worked in 2022 to improve processes for risk management and risk reporting.

An integrated risk management system was rolled out this year to embed risk-informed decision making in all IFRC offices worldwide.

The new system also boosted the IFRC's capacity to provide member National Societies with guidance to support their own integrity and risk management systems, helping the IFRC network to become a stronger partner.

### Risk management in Afghanistan

The IFRC Country Delegation in Afghanistan implemented the IFRC Risk Management Policy in their response to the protracted crisis.

By systematically identifying and assessing the many risks in this context, the Head of Delegation now had a tool to help prioritize which of the risks to focus on, with the objectives of the IFRC in mind.

One of the key risks identified was the financial risk of working in a country without any international banking channels available. This required the office to increase the risk appetite for programme delivery, and to embed control measures for operational teams to

successfully deliver much needed support to the community.

To address donor concerns regarding the adequacy of the controls and the risk mitigation measures, the Country Delegation developed a briefing document complemented by briefing sessions to provide assurance.

To continue promoting risk management, the Delegation has established a specific unit focusing on the areas of compliance, risk management, and safeguarding to bolster capacity for ensured adherence with the IFRC Risk Management Policy in a complex context.



In 2022, the IFRC worked to enhance its **accountability and integrity mechanisms** with a focus on building National Society integrity systems to address the growing risks of fraud, corruption and safeguarding/prevention of sexual exploitation, abuse, and harassment.

Fourteen National Societies boosted their fraud reporting capacity by deploying the Integrity Line whistleblowing system, and 18 National Societies received integrity-related training for more than 300 staff.

The IFRC's **internal audit and investigations** capacity continues to grow and be strengthened. At the start of 2022, the IFRC's Office of Internal Audit and Investigations (OIAI) undertook an external quality assessment to assess the team's compliance with International Audit Standards. OIAI was subsequently awarded the highest possible grade of "Generally Compliant" by independent reviewers KPMG.

To boost the value of field-based audits, all audit teams now provide fraud, audit and risk management training to IFRC and National Society staff as a standard part of all audit reviews.

The role of the OIAI is to support the IFRC in meeting its obligations for good governance, accountability, transparency, and probity to its stakeholders. Its mission is to protect and enhance the value that the IFRC brings to the world's most vulnerable people, by providing independent, objective, timely and insightful risk-based assurance, investigation, and advisory services.

The OIAI has had regular engagement with donors since 2018, when it held its first donor group briefing on fraud and misconduct. Four virtual meetings were held with donors, diplomatic missions and other partners in 2022, where the OIAI openly discussed allegations, investigations, and integrity action plans. These conversations are to engage our donors and partners in our work and demonstrate the IFRC's transparency and commitment to action.

The IFRC reporting concerns system Integrity Line went live in April 2021. The system was

designed to receive all types of complaints. The system encourages anyone who experienced, witnessed, or suspected misconduct or incidents to speak up, including employees, community members, partners, volunteers and vendors.

Also in 2022, the OIAI organized and hosted the sixth edition of a 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 more than 600 practitioners from around the globe.

Integrity, transparency and accountability are priority areas supported by the IFRC's Capacity Building Fund. In the 17 months since the fund was reengineered to provide more flexible support to National Societies, some 1 million Swiss francs of funding was allocated to 19 National Societies for initiatives to strengthen their integrity systems and processes.

The IFRC continued work to ensure that its accountability also allows the organization to act with agility when needed. The **ForeSEE project** was created after the organization's unprecedented COVID-19 response revealed some bottlenecks that affected the agility of its humanitarian work.

The project is designed to increase the efficiency and effectiveness of IFRC systems and processes. In 2022, a number of decisions and solutions were implemented to further streamline IFRC work and reduce unnecessary bureaucracy. In 2022, the ERP project focused on IFRC data and processes integration (Human Resources, Finance, Programmes and Operations, Procurement, Logistic, Donor management...). ERP is also an organizational change management tool in order to adapt the way the IFRC works, to become more agile, automated, effective, efficient, being a vehicle for transparency, trust, accountability and in alignment with the Agenda for Renewal. With all the efforts undertaken in 2022, including the ERP Governance reinforcement through the Sponsorship, the appointment of global champions and key implementers from Headquarters and the regions, with the development of an

ERP information management system and risk management support, among others, the IFRC is improving the quality of its humanitarian response.

In 2022, as part of the year-end accounts close process, the IFRC's audited financial statements were overhauled to present relevant financial information in a more meaningful and coherent way.

The IFRC continued its efforts to find new financial partners to further facilitate the transfer of funds to "Countries of concern" or "sanctioned countries". Depending on the context, all relevant approaches were used to ensure that funds reached partners or affected people in a timely manner.

In June 2022, the IFRC successfully facilitated the participation of 189 National Societies at the IFRC General Assembly and the Council of Delegates.

Following an extensive consultative process, the **Supply Chain Review** project defined its strategic objectives for supply chain support to IFRC programmes and National Societies. The strategic objectives are:

1. Engaging purchasing power and competencies Federation-wide all 192 National Societies, over and above only international operations.
2. New Fleet Business Model – supply and demand, fleet management, new sustainable solutions for the Federation-wide fleet of close to 200,000 units.
3. Innovative digital platform for all National Societies and the IFRC, including marketplace, e.stocks management platform, e.transport, and others. The new strategy has a strong focus on building National Society capacity and localization through innovative unique in the humanitarian sector digital platforms, greater coordination in procurement activities, and enhanced support to domestic programmes providing greater value for money. Important strategic directions include an increased

focus on sustainability and greening the supply chain, increasing support to cash and voucher programming, and enhancing fleet management. The ambition of the strategy is to have best in class, innovative and cost-efficient Federation-wide Supply Chain Management.

In February 2022, the IFRC launched a **network-wide unified planning** approach in line with the Agenda for Renewal, which made significant insights on priority requirements for country level **data collection**. Work was underway across 2022 to align IFRC and network-wide data collection processes, to encourage better use of data and more streamlined communication with National Societies. This included the development of a new validation matrix for the long-running Federation-wide Databank and Reporting System (FDRS) in support of the unified planning process.

In addition, Federation-wide monitoring systems were developed by FDRS for the Ukraine crisis response, and for the ECHO PPP initiative, and additional training was provided for National Society staff and volunteers in data collection and monitoring.

The **evaluation** of IFRC programmes and operations remained a critical aspect of transparency and evaluation across the organization. In the IFRC context, "evaluation" can also include baselines, case studies and research pieces, reviews, surveys etc.

In 2022, 24 reports were issued on [IFRC's Evaluation Databank](#). Four of these were carried out in Africa, five in the Americas, eight in the Asia Pacific region, one in Europe, two in Middle East North Africa region, and four at the Global level. More information on each of these reports is available [here](#).

2022 marked a historic milestone for IFRC: the closure of the COVID-19 Emergency Appeal. The biggest Emergency Appeal Federation Wide that the organization has had in the last years. The response to the COVID-19 Pandemic also allowed our organization to promote an

accountable culture, including the development of Risk Management, the improvement of IFRC Business Continuity Planning, use COVID-19 learning to create tools such as the Pandemics and Global Crises Playbook to improve leadership decision making, among others.

The IFRC's **Digital Transformation** continued apace in 2022. Additional National Societies underwent digital maturity assessments during this period, bringing the cumulative total to 45.

These assessments also guided a number of National Societies to apply for digital transformation support from the Capacity Building Fund, enabling them to adopt digital services, including solutions to digitally engage with people.

Multiple National Societies were supported to improve their IT infrastructure, setting up cloud-based Microsoft 365 systems, or with technology solutions to strengthen their humanitarian services such as the implementation of the RedRose cash management system for the Afghan Red Crescent Society.

The IFRC's Data Playbook was enthusiastically received by National Society staff and volunteers eager to improve their data and digital skills, as illustrated by more than 4,100 downloads from 141 countries since its launch early in 2022. The Playbook contains more than 120 activities to help National Societies on their data journeys and was created from the crowd-sourced contributions of 200 data and digital staff and volunteers from IFRC and National Societies.

The e-Learning course titled "Introduction to Data and Digital Literacy" was used by more than 6,000 individuals from 121 countries.

Furthermore, the IFRC implemented various measures against cyber threats and disseminated periodic information on information security to staff.

The global technology component for the **Digital Engagement Hub** was developed in 2022. The Hub is an IFRC initiative involving multiple National Societies and the Norwegian Refugee Council, which aims at drastically scaling

up digital communications between National Societies and the communities they work with.

By the end of 2022, implementation was ongoing in the Netherlands and Hungary, and elements fully operational for cash assistance delivery in the Ukraine response. Ten more National Societies had expressed an interest in the use of state-of-the-art digital communications technology.

The IFRC and Spanish Red Cross conducted a comprehensive analysis of common requirements for a volunteer data management system across 31 National Societies this year. The team also assessed 15 volunteer management systems in use by National Societies, for their potential scalability within the IFRC membership.

The Risk Module and Impact-based forecasting Portal were created to aid National Societies in preparing for and planning emergency operations. These tools were developed by the Netherlands Red Cross' 510 data and digital team and serve as an operational decision-making support system, providing early warning notifications for approaching disasters.

The Digital Transformation Impact Platform continued to develop to provide resources for the 80 least digitally mature and resourced National Societies in the network. Discussions took place with several private sector partners in addition to Twilio, which committed 1 million US dollars to the platform.

Through the ECHO Pilot Programmatic Partnership, digital maturity assessments were conducted for National Societies, and a technical advisory committee was established to introduce digital transformation as a global component in the PPP.

The Digital Transformation team considerably increased its involvement in the Enterprise Resource planning (ERP) deployment preparedness, interfaces, data migration, support and administration and moved IFRC offices to a cloud file system repository, enabling better data management and control.

Following an external review by Accenture and several IT audits, three core change areas were identified for the IFRC to make its digital transformation capacity and capability future-proof:

- Adopt a digital product (development) and service delivery model.
- Bring key missing capabilities into the current digital organization.
- Deliver greater value of the organization's data.

The Global Service Centre (GSC) and especially the IT and Human Resources units made invaluable contributions to the IFRC in the past year through its dedication to user support, their contribution to the ERP project, and the delivery of development projects. The GSC had also shown its readiness to support the rapid staff increases during the Ukraine crisis, and the effective management of cybersecurity. Their unwavering commitment to recruitment, technological excellence and seamless IT operations played a crucial role in enhancing IFRC's efficiency, responsiveness, and overall ability to fulfill its humanitarian mission.

The IFRC's Legal Department contributed to the strengthening of IFRC accountability agenda, ensuring compliance with applicable legal and regulatory frameworks and management of legal and compliance risks.

The IFRC also expanded its **Data Protection** Office and the tools, guidance and advisory services made available across the network. The Ukraine crisis response operation was the subject of special focus with the wider cash and voucher assistance work, which were advised by this office including with respect to data transfer agreements.

The IFRC's legal team also provided advice on complex and sensitive labour, disciplinary and ethics cases as well as investigative matters within a broad range of matters, requiring coordination with partners and donors, local lawyers, as well as national authorities in certain cases.

In April 2022, the IFRC launched the *Everyone Counts* report, providing once again an overview of the network's global footprint, as well as key analysis on volunteer capacity, duty of care, and gender diversity.

New measures and instruments were introduced in 2022 to maintain and enhance a **safe and inclusive** work environment at the IFRC.

At the beginning of the year, the new Parental Leave Policy was released and much work was done to prepare a new policy on Flexible Working Arrangements.

A Pay Equity Review was launched, and a Diversity, Equity and Inclusion strategy was completed.

The IFRC's commitment to nurturing diverse talent was strengthened in 2022 with a third round of the talent pipeline for potential Head of Delegation candidates. In this round there was a significant increase in the number of women who applied (40 per cent female, 60 per cent male), with half of the female candidates coming from the Global South. The Talent Engagement Team finalized the preparatory track for the Developing Heads of Emergency Operations (DHEOPs) programme and supported the DHEOPs certification process, which culminated in the admission of 11 new inductees.

Also, through the Talent Engagement unit, a function was established dedicated to managing Human Resources in emergencies, providing services to the Membership, and fostering engagement with National Societies.

The IFRC has continued to strengthen its **security** risk management structure and approach to ensure that it is 'fit for purpose' and meet both legal and moral 'Duty of Care' obligations to all personnel under its security management responsibility. Its security programme aims to increase the security awareness, skills and capabilities of IFRC and National Society managers, deployed personnel, staff and volunteers while concurrently improving their security management capacity. This will allow the IFRC and National Societies to better fulfil their humanitarian mandate by enabling them to operate

in a safe and secure manner, within any given security context. It will help mitigate the risks associated with the work of staff, the National Societies and volunteers.

Version 2.0 of the IFRC's successful security training Stay Safe was launched in early 2022. Some 30,000 Red Cross and Red Crescent personnel have completed one or several of the modules, and increasing numbers of National Societies, international organizations and NGO have made the training compulsory for their field staff.

The Stay Safe 2.0 is a "mobile first" training and accessible on all smartphones, tablets and PCs. Gender is mainstreamed throughout the course and a module on Protection Against Sexual Exploitation and Abuse is included. In addition to this online training, more than 300 Red Cross and Red Crescent personnel were trained in person during 2022.

The IFRC Stay Safe website – Online Guide to a Safer Mission: The safety & security "one-stop shop" was launched early 2022 and is being

populated with the tools and training that Movement staff and Volunteers need to Stay Safe and implement good security management in the field. The aim is to provide training, tutorials and guidance on essential topics such as critical incident management, duty of care and MSR compliance. It also provides security delegates and officers with more comprehensive (and practical) technical skills and tools for security risk assessment, contingency planning, and security briefings.

The IFRC developed a competency framework for surge security profiles and a surge security development plan to strengthen our surge security roster. A first of a series of training for surge security roster personnel was provided. Thirteen National Societies have expressed interest in supporting the creation of the security surge roster. So far 25 participants have been trained and this will be followed up by a mentoring programme and further individual training and support.

## Action in the field

In **Europe**, in spite of the Ukraine crisis, digital transformation advanced successfully in 2022. New applications, such as self-registration tools, and standard post distribution needs assessments, were distributed through digital databases, improving accuracy and efficiency, not only in regular activities but also in large scale emergencies. A good example is the introduction of AI with RedRose systems and various automated processes for cash distribution.

Likewise, organizational and financial risk management was a priority in 2022 for some National Societies, such as the **Mozambique Red Cross**, which started the revision of its Statutes, with the support of the IFRC. Subsequently, in **Nepal**, the IFRC Nepal Country Delegation backed the National Society's risk management culture. The aim was to improve accountability by ensuring that all administration and financial procedures are in place. One other sample was **Indonesia**, where Palam Merah Indonesia, with the IFRC,

partnered with the Global Teaming Initiative (GTI) of the American Red Cross. The aim was to achieve their fundraising target (IDR 120 billion) annually, by mapping potential donors. In **Malaysia**, the IFRC also supported the National Society to develop a resource mobilization policy. Activities in the *Red Ready* project focused on building the capacity of the Malaysia Red Cross, particularly in the areas of finance, logistics and procurement, human resources, resource mobilization and project management.

The IFRC supported the **Yemen Red Crescent Society** with full internet coverage in Sana'a and in 17 branches. This intervention represented a great help, both during and in the wake of the pandemic, to all branch staff and volunteers. Consequently, internet coverage facilitated information sharing and activities, when possible.

**Burundi, Rwanda** and the **Democratic Republic of Congo** obtained funds from the

IFRC to develop their digital transformation, integrated into the management of projects and programmes. For example, money transfers were digitized, and the **Burundi Red Cross** also used the NAVISION software in financial and accounting management. Moreover, the **Tanzania Red Cross Society** continued to strengthen the use of Navision ERP software for financial management and logistics issues.

In **Syria**, with the support of the IFRC, the National Society's digital transformation started with staff training, to develop the SARC Digital Transformation approach and to establish a pool of facilitators. Moreover, in **Türkiye** the IFRC country delegation supported the Turkish Red Crescent's community engagement activities, through the training of 3,129 participants in digital marketing. The activity allowed them to sell their products online, through a variety of digital platforms such as Etsy, Instagram, or Facebook.

In terms of data analytics, network leaders used and understood data in their work, drawing on evidence and research to guide humanitarian action. For instance, In **Chile**, supported by the IFRC, the National Society used digital tools to register all the assistance provided to the population. Also, the National Society used the KoBo software as an information management tool during 2022. In **India**, the National Society and the IFRC had the foundational IT digital systems to ensure accountability and have now the "data readiness" for engaging with their staff and volunteers, operational decision-making and business intelligence. Finally, **Congo Brazzaville** developed its expertise in data collection with the technical support of the IFRC cluster. The National Society staff and volunteers developed skills in digital data collection tools, data literacy, information use and data-driven decision making. As a result, they were able to integrate new technologies in their advocacy.



# SPOTLIGHT

## RISK MANAGEMENT

Risk management is becoming an increasingly important part of the humanitarian process - for the IFRC's members, partners and donors, and also for the IFRC itself.

In 2022, under the leadership of the Special Representative of the Secretary General, the IFRC worked with partners to align and improve our respective processes for risk management and risk reporting, with a view to integrating and strengthening these systems while still allowing opportunities to be explored and acted upon in an agile and risk-informed manner.

This work emerged as a **legacy from the IFRC's response to COVID-19**. The pandemic disrupted the international humanitarian sector and demanded entirely new approaches almost overnight, many with an increased level of risk.

The experience demonstrated the need for a fully integrated and comprehensive risk management system across the global IFRC, to embed a culture of risk-informed decision making, accountability and transparency in all offices worldwide.

A new solutions package for risk management was developed in the first half of 2022, including a Risk Management Policy, IFRC top strategic risks, a Country Risk Dashboard, delegation-level risk registers, and an annual report for Risk Management.

This was an important milestone to support management in taking a systematic and proactive approach to managing risks to the IFRC's priorities and objectives.

The implementation of the policy will provide the IFRC's Global Leadership Team with an overview

of the most important risks in their respective areas and will inform the annual plans of the organization in the future.

Towards the end of 2022, the IFRC launched its Circles of Collaboration on risk management. This is a forum hosted by the IFRC with the objective of bringing together National Societies from across the world to exchange risk management experiences and perspectives for the benefit of the network.

Guidance on how the delegations embed risk management in the unified planning process was also developed and circulated. Through its Circles of Collaboration, the IFRC maintains its support to the National Societies in developing risk management policies and frameworks at their level and provision of training. Also, we were focused on building and reinforcing a global IFRC Risk Management team in the regions and for key programmes and operations.

Risk management has also been further embedded in other IFRC strategic initiatives, including ForeSEE, the Supply Chain and Fleet Review, the evolution of the Disaster Response Emergency Fund, the implementation of the organization's Enterprise Resource Planning (ERP) initiative, and supported the COVID-19 Emergency Appeal until its closure.

The new approach to risk has boosted the IFRC's capacity to provide National Societies with guidance to support their own integrity and risk management systems, making the entire network a stronger partner of choice for governments, the private sector, and other potential collaborators.



# IFRC COUNTRY/CLUSTER DELEGATIONS

To provide the best and most tailored support to National Societies, the IFRC has over 50 delegations worldwide. Some of these delegations cover a single country, while others (country cluster delegations) group countries together. The IFRC's country and country cluster delegations allow the IFRC to provide individually tailored support to National Societies, for their programming and development.

The following pages will provide a brief overview of each of the IFRC's country and country cluster delegations with some basic information about the delegation and their progress in 2022.

Importantly, for 2023 planning, the IFRC began to implement **unified planning**, where the IFRC, the National Society and participating

National Societies that provide support in that country come together to jointly plan wherever possible, ensuring better coordination with the goal of more impactful services. The plans also bring together emergency and longer-term work. The vast majority of these plans have been carried out with a one country/one plan approach.

The 2023 IFRC network plans contain a robust situational analysis and more detailed information on the work to be undertaken in 2023. In 2023 the IFRC will launch unified reports for each of these contexts with a mid-year and an end of year report for each. These reports will contain much more in-depth information on the specific activities, progress, and impact in each country. View the 2023 plans [here](#).

The IFRC's GO Platform also provides a wealth of country-level information related to the disaster response and preparedness actions of the IFRC network. The GO platform can be found [here](#).

Note for participating National Societies: \* Indicates National Societies which have contributed only multilaterally through the IFRC in the past two years; \*\* indicates National Societies who have an integration agreement with the IFRC.



# AFRICA

## CLUSTER DELEGATION

# ABUJA

### National Societies supported

Benin, Ghana, Nigeria, and Togo

#### Red Cross of Benin

National Society staff \_\_\_\_\_ **50**  
 National Society volunteers \_\_\_\_\_ **12,600**  
 National Society branches \_\_\_\_\_ **79**  
[FDRS country page](#)

#### Ghana Red Cross Society

National Society staff \_\_\_\_\_ **54**  
 National Society volunteers \_\_\_\_\_ **77,625**  
 National Society branches \_\_\_\_\_ **10**  
[FDRS country page](#)

#### Nigerian Red Cross Society

National Society staff \_\_\_\_\_ **500**  
 National Society volunteers \_\_\_\_\_ **800,000**  
 National Society branches \_\_\_\_\_ **37**  
[FDRS country page](#)

#### Togolese Red Cross

National Society staff \_\_\_\_\_ **89**  
 National Society volunteers \_\_\_\_\_ **65,000**  
 National Society branches \_\_\_\_\_ **311**  
[FDRS country page](#)

#### 2022 funding

Operating budget \_\_\_\_\_ **CHF 9.5 million**  
 Expenditure \_\_\_\_\_ **CHF 7.8 million**

#### People reached by strategic priority

Climate and environment \_\_\_\_\_ **48,628**  
 Disasters and crises \_\_\_\_\_ **9,960**  
 Health and wellbeing \_\_\_\_\_ **9,038,613**  
 Migration and displacement \_\_\_\_\_ **10,770**  
 Values, power and inclusion \_\_\_\_\_ **267,005**

#### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRNG034](#) – Nigeria floods (Emergency Appeal, supported by DREF), [MGR60001](#) African Hunger Crisis (Nigeria), [EAP2022NG01](#) Nigeria floods (Early Action Protocol), [MDRBJ017](#) Benin floods (DREF), [MDRGH017](#) Ghana explosions (DREF), [MDRTG009](#) Togo Floods (DREF), [MDR60004](#) COVID-19 Outbreak in Africa (for Benin, Ghana, Nigeria and Togo)

### 2022 progress examples

Preparedness for Effective Response (PER) assessments conducted for Ghana Red Cross Society to identify response gaps and develop action plans with specific urban considerations

- 15,000 trees planted under the Tree planting and care initiative through a pilot project funded by the Italian Red Cross
- Nigerian Red Cross Society supported to develop Forecast based Financing programmes through the Shock Responsive and Social Protection Project to enhance response to anticipated shocks and hazards developing into disasters, and build community resilience
- 14 additional water supply systems completed in Ghana and now under the management of Ghana Red Cross, serving 37,200 people
- In Togo, the IFRC has been granted USD 1.752 million towards implementation of a WASH project in four regions of Togo. IFRC will co-finance with USD 594,000 through provision of WASH and CEA staff
- Ghana Red Cross received support through the IFRC's Capacity Building Fund for the revision of the Ghana Red Cross Act
- The National Society Investment Alliance (NSIA) funded an accelerator for all four National Societies supported by the delegation

### Participating National Societies

American Red Cross\*, Belgian Red Cross, British Red Cross\*\*, French Red Cross, German Red Cross, Islamic Republic of Iran, Italian Red Cross, Japanese Red Cross Society\*, Norwegian Red Cross, Red Crescent Society of the Islamic Republic of Iran, Saudi Red Crescent Authority, Swedish Red Cross\*, Swiss Red Cross, The Canadian Red Cross Society\*, The Netherlands Red Cross, Turkish Red Crescent Society

### Link to network plans 2023

[Benin](#) [Ghana](#) [Nigeria](#) [Togo](#)

## CLUSTER DELEGATION

# ADDIS ABABA

### National Societies supported

Djibouti, Ethiopia

#### Red Crescent Society of Djibouti

National Society staff \_\_\_\_\_ **31**  
 National Society volunteers \_\_\_\_\_ **119**  
 National Society branches \_\_\_\_\_ **5**  
[FDRS country page](#)

#### Ethiopian Red Cross Society

National Society staff \_\_\_\_\_ **2,155**  
 National Society volunteers \_\_\_\_\_ **108,410**  
 National Society branches \_\_\_\_\_ **48**  
[FDRS country page](#)

#### 2022 funding

Operating budget \_\_\_\_\_ **CHF 4.3 million**  
 Expenditure \_\_\_\_\_ **CHF 3.2 million**

#### People reached by strategic priority

Climate and environment \_\_\_\_\_ **84,800**  
 Disasters and crises \_\_\_\_\_ **410,604**  
 Health and wellbeing \_\_\_\_\_ **7,056,020**  
 Migration and displacement \_\_\_\_\_ **176,822**  
 Values, power and inclusion \_\_\_\_\_ **16,190**

### Emergency appeals, DREF and Anticipatory Action active in 2022

[sEAP2022DJ01](#) Djibouti floods (early action protocol), [MDRDJ005](#) Djibouti food insecurity (DREF), [EAP2021ET01](#) Ethiopia floods (early action protocol), [MDRET027](#) Ethiopia hunger crisis (emergency appeal), [MDRET029](#) Ethiopia Tigray crisis (DREF), [MDRET028](#) Ethiopia Cholera (DREF), [MDRET025](#) Ethiopia civil unrest (DREF)

#### 2022 Progress

- The Ethiopian Red Cross was the first to respond to the crisis in Tigray; and carried out the first initial assessment before the other humanitarian actors were able to have access. It has been privileged by its local network of volunteers accepted by communities and has not been limited in terms of access across the entirety of the Tigray region
- Djibouti Red Crescent was supported with a Simplified early action protocol with a timeframe of two years, and a DREF that reached 200 households through emergency shelter and household non-food item kits, and WASH interventions.

#### Participating National Societies

American Red Cross\*, Austrian Red Cross, British Red Cross, Canadian Red Cross, Danish Red Cross, Finnish Red Cross, German Red Cross, Italian Red Cross, Japanese Red Cross\*, Monaco Red Cross\*, Netherlands Red Cross, Norwegian Red Cross\*, Swedish Red Cross\*, Swiss Red Cross, Turkish Red Crescent\*

#### Link to network plans 2023

[Ethiopia](#)



## CLUSTER DELEGATION

# BANGUI

### National Societies supported

Central African Republic and Chad

### Central African Red Cross Society

National Society staff \_\_\_\_\_ **66**  
National Society volunteers \_\_\_\_\_ **12,000**  
National Society branches \_\_\_\_\_ **90**  
[FDRS country page](#)

### Red Cross of Chad

National Society staff \_\_\_\_\_ **204**  
National Society volunteers \_\_\_\_\_ **75,000**  
National Society branches \_\_\_\_\_ **23**  
[FDRS country page](#)

### 2022 funding

Operating budget \_\_\_\_\_ **CHF 8.8 million**  
Expenditure \_\_\_\_\_ **CHF 7.8 million**

### People reached by strategic priority

Disasters and crises \_\_\_\_\_ **15,690**  
Health and wellbeing \_\_\_\_\_ **485,721**

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRCF028](#) Central African Republic fires (DREF); [MDRCF027](#) Central African Republic floods (DREF); [MDRCF029](#) Central African Republic floods (DREF), [MDRTD020](#) Chad population movement (DREF); [MDRTD021](#) Chad floods (DREF); [MDR60004](#) COVID-19 Outbreak, Africa (emergency appeal – all)

COUNTRY DELEGATION  
**BOTSWANA**

<b>In support of Botswana Red Cross Society</b>	
National Society staff _____	<b>65</b>
National Society volunteers: _____	<b>10,000</b>
National Society branches: _____	<b>42</b>
FDRS country page	

<b>2022 funding</b>	
Operating budget _____	<b>CHF 205,474</b>
Expenditure _____	<b>CHF 107,000</b>

<b>People reached by strategic priority</b>	
Disasters and crises _____	<b>1,367</b>
Health and wellbeing _____	<b>218,131</b>
Migration and displacement _____	<b>3,270</b>
Values, power and inclusion _____	<b>835</b>

<b>Emergency appeals, DREF and Anticipatory Action active in 2022</b>
<a href="#">MDR60004</a> COVID-19 Outbreak – AFRICA

<b>2022 progress examples</b>
<ul style="list-style-type: none"> <li>• 7,214 people (750 households) affected by destruction from rains, that were food insecure due to COVID-19 and or otherwise considered vulnerable were assisted.</li> <li>• 600 families received in-kind food, and food and nutrition training.</li> <li>• Implementation of Regional Saving Lives and Livelihoods Project (Africa CDC and Mastercard Foundation) as the L2 Partner to coordinate risk communication and community engagement activities in Southern Africa.</li> <li>• In partnership with Ministry of Health, Botswana Red Cross Society successfully embarked on a Polio mop-up campaign with the aim to increase immunization coverage reaching 19,749 children with vaccinations.</li> <li>• Improved capacities of 106 government employees, who are members of different district disaster management committees through awareness and education on disaster law, and conducted consultation to review of the current Botswana Red Cross Act.</li> </ul>

<b>Participating National Societies</b>
The Netherlands Red Cross*

<b>Link to network plan 2023</b>
<a href="#">Botswana</a>

## COMOROS

### In support of Comoros Red Crescent

National Society staff _____	34
National Society volunteers _____	6,000
National Society branches _____	3
FDRS country page	

### 2022 funding

Operating budget _____	CHF 147,676
Expenditure _____	CHF 106,502

### People reached by strategic priority

Climate and environment _____	40,000
Disasters and crises _____	50,000
Health and wellbeing _____	35,000
Migration and displacement _____	6,000
Values, power and inclusion _____	35,000

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRKM009](#) Volcanic eruption (DREF)

### 2022 Progress examples

- 100 trees planted by volunteers to combat climate change.
- 100 volunteers trained on nature-based solutions.
- A disaster management centre is being set up at the Ngazidja regional committee, with financial and technical support from Kuwait Red Crescent.
- A “Flood risk” mapping (digital version) was developed with the support of PIROI/French Red Cross.
- 34,669 people reached with gender-based violence prevention messaging.
- Comoros Red Crescent responded to floods in April 2022, providing relief including cash and voucher assistance to 73 families, and WASH awareness raising activities reaching 696 people.

### Participating National Societies

French Red Cross

### Link to network plan 2023

[Comoros](#)

## CLUSTER DELEGATION

# DAKAR

### National Societies supported

Cape Verde, Gambia, Mauritania, and Senegal

#### Red Cross of Cape Verde

National Society staff \_\_\_\_\_ **125**  
 National Society volunteers \_\_\_\_\_ **6,500**  
 National Society branches \_\_\_\_\_ **19**  
[FDRS country page](#)

#### The Gambia Red Cross Society

National Society staff \_\_\_\_\_ **60**  
 National Society volunteers \_\_\_\_\_ **15,936**  
 National Society branches \_\_\_\_\_ **7**  
[FDRS country page](#)

#### Mauritanian Red Crescent

National Society staff \_\_\_\_\_ **20**  
 National Society volunteers \_\_\_\_\_ **4,935**  
 National Society branches \_\_\_\_\_ **56**  
[FDRS country page](#)

#### Senegalese Red Cross Society

National Society staff \_\_\_\_\_ **115**  
 National Society volunteers \_\_\_\_\_ **30,000**  
 National Society branches \_\_\_\_\_ **46**  
[FDRS country page](#)

#### 2022 funding

Operating budget \_\_\_\_\_ **CHF 4.2 million**  
 Expenditure \_\_\_\_\_ **CHF 3.3 million**

#### People reached by strategic priority

Disasters and crises \_\_\_\_\_ **11,766**  
 Health and wellbeing \_\_\_\_\_ **6,161,870**

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRCV003](#) Cape Verde drought (DREF), [MDRGM015](#) Gambia population movement (DREF), [MDRGM016](#) Gambia flash floods (DREF), [MDRMR013](#) Mauritania food insecurity (DREF), [MDRMR014](#) Mauritania floods (DREF), [MDRSN019](#) Senegal floods (DREF)

### Participating National Societies

Belgian Red Cross, British Red Cross\*\*, Canadian Red Cross, Danish Red Cross\*\*, French Red Cross, Italian Red Cross\*, Luxembourg Red Cross, Netherlands Red Cross, Norwegian Red Cross \*, Portuguese Red Cross, Qatar Red Crescent, Spanish Red Cross, Turkish Red Crescent

### Link to network plans 2023

[Cape Verde](#)  
[Gambia](#)  
[Senegal](#)

COUNTRY DELEGATION  
**KINGDOM OF ESWATINI**

<b>In support of Baphalali Eswatini Red Cross Society</b>	
National Society staff _____	<b>66</b>
National Society volunteers _____	<b>3,800</b>
National Society branches _____	<b>5</b>
<a href="#">FDRS country page</a>	

<b>2022 funding</b>	
Operating budget _____	<b>CHF 1.8 million</b>
Expenditure _____	<b>CHF 1.7 million</b>

<b>People reached by strategic priority</b>	
Climate and environment _____	<b>22,004</b>
Disasters and crises _____	<b>16,883</b>
Health and wellbeing _____	<b>6,862</b>
Migration and displacement _____	<b>150</b>
Values, power and inclusion _____	<b>5,116</b>

<b>Emergency appeals, DREF and Anticipatory Action active in 2022</b>
<a href="#">MDRSZ003</a> Storm surge (DREF); <a href="#">MDR60004</a> COVID-19 Outbreak, Africa (emergency appeal)

<b>2022 progress examples</b>
<ul style="list-style-type: none"> <li>• Staff and volunteers were trained on forecast-based financing.</li> <li>• Development of an Early Action Protocol has begun in consultation with key stakeholders such as the National Disaster Management Agency, Meteorology, communities and the IFRC climate centre</li> <li>• The Government of Eswatini engaged with the IFRC through the National Society to assist in the review of the 2006 Disaster Management Act. The legal team from IFRC guided the new Disaster Management bill 2022.</li> <li>• In collaboration with the Ministry of Agriculture, the Eswatini Red Cross has developed an early warning and early action plan to guide it in the development of an early warning system.</li> <li>• 42,000 community members were engaged on early warning and early action systems.</li> </ul>

<b>Participating National Societies</b>
American Red Cross*, Belgian Red Cross, British Red Cross*, Finnish Red Cross

<b>Link to network plan 2023</b>
<a href="#">Kingdom of Eswatini</a>

## CLUSTER DELEGATION

# FREETOWN

### National Societies supported.

Guinea, Guinea-Bissau, Liberia, Sierra Leone

### Red Cross Society of Guinea

National Society staff \_\_\_\_\_ **123**  
National Society volunteers \_\_\_\_\_ **20,401**  
National Society branches \_\_\_\_\_ **38**  
[FDRS country page](#)

### Red Cross Society of Guinea-Bissau

National Society staff \_\_\_\_\_ **16**  
National Society volunteers \_\_\_\_\_ **5,989**  
National Society branches \_\_\_\_\_ **57**  
[FDRS country page](#)

### Liberian Red Cross Society

National Society staff \_\_\_\_\_ **41**  
National Society volunteers \_\_\_\_\_ **3,707**  
National Society branches \_\_\_\_\_ **93**  
[FDRS country page](#)

### Sierra Leone Red Cross Society

National Society staff \_\_\_\_\_ **61**  
National Society volunteers \_\_\_\_\_ **16,530**  
National Society branches \_\_\_\_\_ **13**  
[FDRS country page](#)

### 2022 funding

Operating budget \_\_\_\_\_ **CHF 4.4 million**  
Expenditure \_\_\_\_\_ **CHF 3.4 million**

### People reached by strategic priority

Climate and environment \_\_\_\_\_ **32,050**  
Health and wellbeing \_\_\_\_\_ **1,554,593**

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRGN014](#) Guinea floods (DREF), [MDRGN013](#) Guinea floods (DREF), [MDRLR006](#) Liberia measles (DREF), [MDRSL012](#) Sierra Leone civil unrest (DREF), [MDRSL013](#) Sierra Leone floods (DREF), [MDRSL011](#) Sierra Leone oil tanker explosion (DREF); [MDR60004](#) COVID-19 Outbreak, Africa (emergency appeal – Guinea-Bissau, Liberia and Sierra Leone)

### Participating National Societies

Belgian Red Cross, British Red Cross, Finnish Red Cross, French Red Cross, Icelandic Red Cross, Italian Red Cross, Swedish Red Cross

### Link to network plans 2023

[Guinea](#)  
[Guinea Bissau](#)  
[Liberia](#)  
[Sierra Leone](#)



## CLUSTER DELEGATION

# HARARE

### National Societies supported

Malawi, Zambia, Zimbabwe

### Malawi Red Cross Society

National Society staff \_\_\_\_\_ **210**  
National Society volunteers \_\_\_\_\_ **76,000**  
National Society branches \_\_\_\_\_ **33**  
[FDRS country page](#)

### Zambia Red Cross Society

National Society staff \_\_\_\_\_ **66**  
National Society volunteers \_\_\_\_\_ **7,857**  
National Society branches \_\_\_\_\_ **528**  
[FDRS country page](#)

### Zimbabwe Red Cross Society

National Society staff \_\_\_\_\_ **150**  
National Society volunteers \_\_\_\_\_ **20,000**  
National Society branches \_\_\_\_\_ **168**  
[FDRS country page](#)

### 2022 funding

Operating budget \_\_\_\_\_ **CHF 7.9 million**  
Expenditure \_\_\_\_\_ **CHF 7.9 million**

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRMW015](#) Malawi cyclone (DREF); [MDRMW016](#) Malawi epidemic (DREF); [MDRMW017](#) Malawi cholera (DREF); [MDRZM014](#) Zambia food insecurity (DREF); [MDRZM015](#) Zambia flash floods (DREF); [MDRZM016](#) Zambia cholera (DREF); [EAP2020ZM01](#) Zambia (early action protocol); [MDRZW016](#) Zimbabwe food insecurity (DREF); [MDRZW017](#) Zimbabwe cyclone (DREF); [MDRZW018](#) Zimbabwe measles (DREF); [EAP2022ZW01](#) Zimbabwe (early action protocol); [MDR60004](#) COVID-19 Outbreak, Africa (emergency appeal – all)

### Participating National Societies

American Red Cross\*, Belgian Red Cross, British Red Cross, Danish Red Cross, Finnish Red Cross, Icelandic Red Cross, Italian Red Cross, Japanese Red Cross Society\*, Norwegian Red Cross\*, Red Cross of Monaco\*, Swedish Red Cross\*, Swiss Red Cross, The Canadian Red Cross Society\*, The Netherlands Red Cross

### Link to network plans 2023

[Malawi](#)  
[Zambia](#)  
[Zimbabwe](#)

## CLUSTER DELEGATION

# KHARTOUM

### National Societies supported

Sudan, Eritrea

### Sudanese Red Crescent

National Society staff \_\_\_\_\_ **1,100**

National Society volunteers \_\_\_\_\_ **40,000**

National Society branches \_\_\_\_\_ **18**

[FDRS country page](#)

### 2022 funding

Operating budget \_\_\_\_\_ **CHF 3.3 million**

Expenditure \_\_\_\_\_ **CHF 3.2 million**

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRSD031](#) Epidemic, Sudan (DREF); [MDRSD030](#) civil unrest, Sudan (DREF)

### Participating National Societies

Swedish Red Cross, Danish Red Cross\*, German Red Cross\*, Netherlands Red Cross\*, Spanish Red Cross\*, Turkish Red Crescent\*

### Link to network plans 2023

[Sudan](#)

## CLUSTER DELEGATION

# KINSHASA

### National Societies supported

Burundi, Democratic Republic of the Congo, Republic of the Congo, Rwanda

### Burundi Red Cross

National Society staff \_\_\_\_\_ **805**  
 National Society volunteers \_\_\_\_\_ **560,000**  
 National Society branches \_\_\_\_\_ **18**  
[FDRS country page](#)

### Red Cross of the Democratic Republic of the Congo

National Society staff \_\_\_\_\_ **68**  
 National Society volunteers \_\_\_\_\_ **209,000**  
 National Society branches \_\_\_\_\_ **26**  
[FDRS country page](#)

### Congolese Red Cross

National Society staff \_\_\_\_\_ **20**  
 National Society volunteers \_\_\_\_\_ **13,000**  
 National Society branches \_\_\_\_\_ **12**  
[FDRS country page](#)

### Rwandan Red Cross

National Society staff \_\_\_\_\_ **92**  
 National Society volunteers \_\_\_\_\_ **68,000**  
 National Society branches \_\_\_\_\_ **30**  
[FDRS country page](#)

### 2022 funding

Operating budget \_\_\_\_\_ **CHF 15.4 million**  
 Expenditure \_\_\_\_\_ **CHF 14.2 million**

### People reached by strategic priority

Climate and environment \_\_\_\_\_ **1,892,096**  
 Disasters and crises \_\_\_\_\_ **706,365**  
 Health and wellbeing \_\_\_\_\_ **6,145,934**  
 Migration and displacement \_\_\_\_\_ **136,868**  
 Values, power and inclusion \_\_\_\_\_ **472,657**

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRBI019](#) Burundi epidemic (DREF); [MDRZA012](#) Democratic Republic of the Congo is part of the Africa Hunger Crisis Emergency appeal/through [MDRCD037](#) DRC food insecurity (DREF); [MDRCD038](#) DRC 15<sup>th</sup> Ebola (DREF); [MDRCD035](#) DRC plague; [MDRCCG019](#) Congo population movement; [MDRCCG018](#) Congo floods (DREF), [MDRCD034](#), DRC 13<sup>th</sup> Ebola (DREF), [MDRNYIRA21](#), DRC & Rwanda (EA Mount Nyiragongo Eruption), [MDRCD036](#), DRC 14<sup>th</sup> Ebola (DREF), [MDRCD033](#), DRC Meningitis (DREF); [MDR60004](#) COVID-19 Outbreak, Africa (emergency appeal – all)

### 2022 progress examples

- 11 Emergency Operations were supported (Ebola (5), volcanic eruption, hunger crisis, flood, meningitis, plague, population movement).
- 6.1 million people reached with health promotion activities during home visits.
- 1.7 million people reached with context-specific WASH services.
- 699,566 people reached through actions to ensure disaster risk reduction and mitigation, community resilience, community preparedness for response and recovery including early action.
- 567,292 people were assisted to start or improve income-generating activities.
- 284,787 people reached with mental health and psychosocial support services.
- 1.9 million trees were planted to address climate change, contributing to the regional tree planting initiative.
- 53,847 people have reached by zero hunger initiatives.
- Congo Red Cross was supported to undertake an OCAC assessment.
- The DRC has implemented community surveillance and awareness-raising on cholera, based on the methodology of the Community Programme for Epidemic and Pandemic Preparedness, linking to the Global Taskforce on Cholera Control country support programme.

### Participating National Societies

American Red Cross\*, Austrian Red Cross, Belgian Red Cross, British Red Cross\*, Finnish Red Cross, French Red Cross, Japanese Red Cross Society, Luxembourg Red Cross, Norwegian Red Cross\*, Red Cross of Monaco\*, Red Cross Society of China\*, Spanish Red Cross, Swedish Red Cross, Swiss Red Cross\*, The Canadian Red Cross Society\*, The Netherlands Red Cross\*, Turkish Red Crescent Society

### Link to network plans 2023

[Burundi](#)  
[Democratic Republic of the Congo](#)  
[Republic of the Congo](#)  
[Rwanda](#)

## COUNTRY DELEGATION

# LESOTHO

### In support of Lesotho Red Cross Society

National Society staff _____	<b>72</b>
National Society volunteers _____	<b>2,500</b>
National Society branches _____	<b>88</b>
<a href="#">FDRS country page</a>	

### 2022 funding

Operating budget _____	<b>CHF 80,000</b>
Expenditure _____	<b>CHF 47,000</b>

### People reached by strategic priority

Climate and environment _____	<b>13,090</b>
Disasters and crises _____	<b>3,469</b>
Health and wellbeing _____	<b>146,272</b>
Values, power and inclusion _____	<b>1,576</b>

### Emergency appeals, DREF and Anticipatory Action active in 2022

[EAP2022LS01](#) Drought (Early action protocol); [MDRLS005](#) windstorms (DREF); [MDR60004](#) COVID-19 Outbreak, Africa (emergency appeal)

### 2022 progress examples

- 13,090 people were reached with training, awareness messaging and education on the evolving risks from the climate and environmental crises, exceeding the target of 10,000.
- In 2022, Lesotho Red Cross and the IFRC planted 900 fruit trees in 15 school extensions in schools supported by Australian Red Cross and 500 non-fruit trees.
- 1200 learners benefitted from a diversified diet from school gardens and 3,000 community members.
- Implementation of the Saving Lives and Livelihoods project began, which is supported by Africa CDC and implemented in partnership with the Ministry of Health.
- Through the IFRC tree planting initiative, the National Society was provided, by His Majesty King Letsie, 111 fruit trees for planting in the Botha-Bothe district, contributing to both climate change mitigation, and food and nutrition security.
- IFRC engagement with His Majesty King Letsie, as the Africa Nutrition Champion and Ambassador, has resulted in a new partnership with the National Society to support His Food Security Project at Tajane.

### Participating National Societies

Australian Red Cross, British Red Cross, German Red Cross, The Netherlands Red Cross\*

### Link to network plan 2023

[Lesotho](#)

## CLUSTER DELEGATION

# MAPUTO

### National Societies supported

Angola, Mozambique

#### Angola Red Cross

National Society staff \_\_\_\_\_ **120**  
 National Society volunteers \_\_\_\_\_ **9,000**  
 National Society branches \_\_\_\_\_ **18**  
[FDRS country page](#)

#### Mozambique Red Cross Society

National Society staff \_\_\_\_\_ **167**  
 National Society volunteers \_\_\_\_\_ **6,500**  
 National Society branches \_\_\_\_\_ **146**  
[FDRS country page](#)

#### 2022 funding

Operating budget \_\_\_\_\_ **CHF 5.3 million**  
 Expenditure \_\_\_\_\_ **CHF 3.7 million**

#### People reached by strategic priority

Climate and environment \_\_\_\_\_ **82,609**  
 Disasters and crises \_\_\_\_\_ **68,802**  
 Health and wellbeing \_\_\_\_\_ **110,921**  
 Values, power and inclusion \_\_\_\_\_ **13,500**

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRAO007](#) Angola food insecurity (emergency appeal supported by DREF); Mozambique cyclone (DREF); [MDRMZ016](#) Mozambique floods (emergency appeal); [MDRMZ018](#) Mozambique floods (DREF); [EAP2019MZ01](#) Mozambique (early action protocol); [EAP2020MZ02](#) Mozambique (early action protocol); [MDR60004](#) COVID-19 Outbreak, Africa (emergency appeal – all)

### Progress examples

- The Angola Emergency Appeal for food security has been merged in the Regional Hunger Crises Appeal, and a specific country plan was developed.
- Following Tropical Storm Ana (2022), the Emergency Appeal for tropical cyclone Eloise was revised to include all floods and cyclones in the 2021/22 season, supporting 226,500 people.
- Both National Societies have been involved in COVID-19 activities through the IFRC's global appeal focusing on risk communication and community engagement, reaching 358,300 people with vaccine uptake in Mozambique through the Covax facility, supported by Spanish and Italian Red Cross Societies.

### Participating National Societies

American Red Cross\*, Austrian Red Cross, Belgian Red Cross, British Red Cross\*, Burundi Red Cross\*, French Red Cross, German Red Cross, Italian Red Cross, Japanese Red Cross Society\*, Red Cross of Monaco\*, Red Cross Society of China\*, Spanish Red Cross, Swedish Red Cross, The Canadian Red Cross Society\*, The Netherlands Red Cross

### Link to network plans 2023

[Angola](#)  
[Mozambique](#)

## COUNTRY DELEGATION

# NAMIBIA

### In support of Namibia Red Cross

National Society staff _____	<b>34</b>
National Society volunteers _____	<b>500</b>
National Society branches _____	<b>9</b>
<a href="#">FDRS country page</a>	

### 2022 funding

Operating budget _____	<b>CHF 70,883</b>
Expenditure _____	<b>CHF 64,464</b>

### People reached by strategic priority

Climate and environment _____	<b>1,000</b>
Disasters and crises _____	<b>430</b>
Health and wellbeing _____	<b>312</b>
Values, power and inclusion _____	<b>51,372</b>

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDR60004](#) COVID-19 Outbreak, Africa (emergency appeal)

### 2022 progress examples

- 1,000 farmers were trained on good agricultural practices, with the goal of curbing climate change, and these farmers were further supported by cash and voucher assistance for the farming season.
- Namibia Red Cross supported the multi-sectoral Vulnerability Assessment Committee of the Government to collect in-depth data that informed the national Vulnerability Assessment Analysis process and produced an Intergovernmental Panel on Climate Change report which was submitted to the government with recommendations.
- Namibian Red Cross contributed to the new Namibian Ministry of Gender Equality, Poverty Eradication & Social Welfare Social Protection Policy (2021–2023) through the drafting of a position paper concerning the Namibia Social Protection Policy 2021–2030.
- Namibia Red Cross has been a key implementing partner to the Ministry of Health & Social Services on COVID-19 prevention and vaccination.
- Namibia Red Cross is a lead implementer in the Mastercard Foundation Africa CDC Saving Lives and livelihoods in six of the 14 political regions of Namibia.
- The National Society has successfully implemented an internal governance and accountability process that has overhauled and streamlined key organizational systems and processes.
- To build community resilience, Namibia Red Cross embarked on a food security campaign, supporting a vegetable garden in communities throughout the country, widely sharing its Gardening for Health toolkit to ensure that as many people as possible know the importance of vegetable gardens, and how to develop and maintain one for the benefit of the whole family and community.



## CLUSTER DELEGATION

# NIAMEY

### National Societies supported

Burkina Faso, Côte d'Ivoire, Mali, Niger

#### Burkinabe Red Cross Society

National Society staff \_\_\_\_\_ **325**  
 National Society volunteers \_\_\_\_\_ **45,700**  
 National Society branches \_\_\_\_\_ **45**  
[FDRS country page](#)

#### Red Cross Society of Côte d'Ivoire

National Society staff \_\_\_\_\_ **163**  
 National Society volunteers \_\_\_\_\_ **3,677**  
 National Society branches \_\_\_\_\_ **103**  
[FDRS country page](#)

#### Mali Red Cross

National Society staff \_\_\_\_\_ **272**  
 National Society volunteers \_\_\_\_\_ **8,998**  
 National Society branches \_\_\_\_\_ **154**  
[FDRS country page](#)

#### Red Cross Society of Niger

National Society staff \_\_\_\_\_ **404**  
 National Society volunteers \_\_\_\_\_ **10,000**  
 National Society branches \_\_\_\_\_ **8**  
[FDRS country page](#)

#### 2022 funding

Operating budget \_\_\_\_\_ **CHF 16.3 million**  
 Expenditure \_\_\_\_\_ **CHF 14.5 million**

#### People reached by strategic priority

Climate and environment \_\_\_\_\_ **5,734**  
 Disasters and crises \_\_\_\_\_ **1,224,545**  
 Health and wellbeing \_\_\_\_\_ **1,236,554**  
 Migration and displacement \_\_\_\_\_ **54,323**  
 Values, power and inclusion \_\_\_\_\_ **27,056**

#### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRBF017](#) Burkina Faso food insecurity; [MDRBF016](#) Burkina Faso population movement (DREF); [MDRCI015](#) Côte d'Ivoire floods (DREF); [EAP2020ML01](#) Mali floods (early action protocol); [MDRML016](#) Mali food insecurity (DREF); [MDRNE026](#) Niger food insecurity (emergency appeal); [EAP2020NE01](#) Niger floods (early action protocol); [EAP2021NE02](#) Niger drought (early action protocol); [MDR60004](#) COVID-19 Outbreak, Africa (emergency appeal – all)

### 2022 progress examples

- Community Base Surveillance – Very good results in Burkina with strong coordination with Ministry of Health, which translated in 2023 to pilot REACH in Burkina.
- Food Security in Niger – Reached 98 per cent of the beneficiaries in cash distribution.
- Strong support and coordination of the members with good result in ECHO PPP.
- Strong support in Saving Lives and Livelihoods programme– Ivory Coast is the lead consortium covering 13 countries.
- Preparedness with advancing early action protocols and forecast-based financing in the sub-region.

### Participating National Societies

Belgian Red Cross, British Red Cross, Canadian Red Cross, Danish Red Cross, Finnish Red Cross, French Red Cross, Italian Red Cross, Japanese Red Cross Society\*, Luxembourg Red Cross, Norwegian Red Cross, Qatar Red Crescent, Red Cross of Monaco, Spanish Red Cross, The Netherlands Red Cross

### Link to network plans 2023

[Burkina Faso](#)

[Mali](#)

[Niger](#)

## SEYCHELLES

### In support of Seychelles Red Cross Society

National Society staff _____	<b>8</b>
National Society volunteers _____	<b>100</b>
National Society branches _____	<b>3</b>
FDRS country page	

### 2022 funding

Operating budget _____	<b>CHF 522,664</b>
Expenditure _____	<b>CHF 521,745</b>

### People reached by strategic priority

Health and wellbeing _____	<b>380</b>
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### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDR60004](#) COVID-19 Outbreak, Africa (emergency appeal)

### 2022 Progress examples

- Through USAID COVID-19 funding, Seychelles Red Cross implemented a project focusing on vaccine activities, epidemic control, risk communication and community engagement, working with the Ministry of Health as the lead COVID-19 response agency and with the Ministry of Education to reach its objectives amongst school children and students and their families.
- The National Society also benefitted from Japanese Red Cross support to conduct National Society Development activities, which supported staff capacity, including in emergency needs assessment and planning, and cash and voucher assistance.
- The funds were also used to refurbish, maintain and equip the National Society ambulance in an effort to better deliver services to those in need.
- Following a tropical depression, where the central region of Mahé experienced flooding of one of its largest rivers located in the vicinity of a residential area, known as Corgate Estate, the National Society conducted a rapid assessment. As a result, it presented families in need with food packages that contained rice, sugar, oil, lentils, tea, powdered milk, oats, salt and other basics for a period of three days.
- Seychelles Red Cross conducted a comprehensive review of its disaster risk reduction strategies and as a result, follow-up actions targeted volunteer empowerment and training in disaster preparedness and would require the review of the National Society Disaster Policy and contingency plan.
- Seychelles Red Cross is in the process of reviewing its Red Cross Act to better reflect the expansion of its humanitarian mandate.

### Link to network plan 2023

[Seychelles](#)

## COUNTRY DELEGATION

# SOMALIA

### In support of The Somali Red Crescent Society

National Society staff _____	1,105
National Society volunteers _____	5,200
National Society branches _____	19
FDRS country page	

### 2022 funding

Operating budget _____	CHF 9.5 million
Expenditure _____	CHF 8.3 million

### People reached by strategic priority

Disasters and crises _____	490,000
Health and wellbeing _____	238,000
Values, power and inclusion _____	1,023

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MGR60001](#) Somalia is part of the Africa Hunger Crisis emergency appeal; [MDRSO014](#) storm surge (DREF); [MDRSO013](#) Fire (DREF); [MDR60004](#) COVID-19 Outbreak, Africa (emergency appeal)

### 2022 progress examples

- Through the Africa Hunger Crisis emergency appeal, in Somalia, 6,717 households reached through multi-purpose cash, 516,238 people through health and nutrition, and 469,338 people through WASH.
- 123,416 people reached with health promotion.
- COVID-19 vaccination roll-out introduced in all SRCS supported facilities with additional funding from ECHO.
- Ten additional mobile clinics established for COVID-19 vaccine roll-out among the nomadic population.
- 30,530 children were immunized with both pentavalent and measles vaccines
- Participated in Ministry of Health epidemic and pandemic preparedness and response taskforce meetings where new guidelines and policies were developed.

### Participating National Societies

American Red Cross, Bahrain Red Crescent Society\*, British Red Cross, The Canadian Red Cross, Red Cross Society of China\*, Danish Red Cross, Finnish Red Cross, German Red Cross, Icelandic Red Cross, Irish Red Cross Society\*, Italian Red Cross\*, Japanese Red Cross Society\*, Red Cross of Monaco\*, The Netherlands Red Cross\*, Norwegian Red Cross, Qatar Red Crescent Society, Swedish Red Cross, Turkish Red Crescent Society\*

### Link to network plans 2023

[Somalia](#)

## COUNTRY DELEGATION

# SOUTH AFRICA

### In support of South African Red Cross Society

National Society staff _____	271
National Society volunteers _____	5,098
National Society branches _____	42
FDRS country page	

### 2022 funding

Operating budget _____	CHF 1.9 million
Expenditure _____	CHF 1.4 million

### People reached by strategic priority

Climate and environment _____	358 023
Disasters and crises _____	1,079,701
Health and wellbeing _____	1,807,696
Migration and displacement _____	26,530
Values, power and inclusion _____	26,729

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRZA012](#) Floods and landslides (Emergency appeal and supported by DREF); [MDRZA013](#) Floods (DREF); [MDR60004](#) COVID-19 Outbreak, Africa (emergency appeal)

### 2022 progress examples

- Early warning messages on minimizing climate change impacts, through community radio and gatherings, reached over 10,000,000 people.
- Community engagement and accountability was integrated in all SARCS interventions through the use of participatory approaches.
- Three DREF operations carried out- thunderstorms in Eastern Cape, floods in KwaZulu Natal, and in Gauteng and North-west.
- 312,133 people reached with health promotion activities.
- 369,708 people with WASH activities.
- 30,204 people were reached with Restoring Family Links (RFL).
- A total of 1,173,420 people supported with household essential items, hygiene packs, food parcels, hot meals, multipurpose cash vouchers, mattresses, and blankets during emergencies.

### Participating National Societies

American Red Cross\*, Belgian Red Cross, British Red Cross, The Canadian Red Cross Society\*, German Red Cross\*, Japanese Red Cross Society\*, Red Cross of Monaco\*, The Netherlands Red Cross\*

### Link to network plan 2023

South Africa

## COUNTRY DELEGATION

# TANZANIA

### In support of Tanzania Red Cross National Society

National Society staff _____	535
National Society volunteers _____	55,000
National Society branches _____	700
FDRS country page	

### 2022 funding

Operating budget _____	CHF 1.3 million
Expenditure _____	CHF 1.1 million

### People reached by strategic priority

Climate and environment _____	53,386
Disasters and crises _____	212,498
Health and wellbeing _____	1,673,109
Migration and displacement _____	64,410
Values, power and inclusion _____	223,974

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRTZ032](#) Ebola (DREF), [MDRTZ031](#) cholera (DREF), [MDRTZ030](#) drought (DREF), [MDR60004](#) COVID-19 Outbreak, Africa (emergency appeal)

### 2022 progress examples

- 4,000 trees were planted on Red Cross Day as part of the Pan Africa Initiative: Tree Planting and Care initiative, where the goal is to plant one million trees.
- Food and cash were distributed to 1,268 most vulnerable households through a drought response project in Arusha and Manyara to contribute to the Zero hunger initiative.
- 6,086 people benefitted from this cash support in the drought response.
- Communities in three regions (Iringa, Songwe, and Arusha) were supported to develop and use early warning mechanisms, early warning protocols, revise contingency plans and set early warning systems that help to strengthen the community capacity towards disaster response.
- Risk maps were distributed to targeted areas.
- Through the Saving Lives and Livelihoods project health facility mobile, outreach services have been strengthened by integrating COVID-19 vaccine mobilization with other health services.

### Participating National Societies

American Red Cross\*, Belgian Red Cross, British Red Cross\*, Finnish Red Cross, Kenya Red Cross Society, Spanish Red Cross

### Link to network plan 2023

[Tanzania](#)

## CLUSTER DELEGATION YAOUNDÉ

### National Societies supported

Cameroon, Equatorial Guinea, Gabon, and São Tomé and Príncipe

#### Cameroon Red Cross Society

National Society staff \_\_\_\_\_ **42**  
 National Society volunteers \_\_\_\_\_ **65,000**  
 National Society branches \_\_\_\_\_ **10**  
[FDRS country page](#)

#### Red Cross of Equatorial Guinea

National Society staff \_\_\_\_\_ **26**  
 National Society volunteers \_\_\_\_\_ **500**  
 National Society branches \_\_\_\_\_ **8**  
[FDRS country page](#)

#### Gabonese Red Cross Society

National Society staff \_\_\_\_\_ **52**  
 National Society volunteers \_\_\_\_\_ **1,500**  
 National Society branches \_\_\_\_\_ **9**  
[FDRS country page](#)

#### São Tomé and Príncipe Red Cross

National Society staff \_\_\_\_\_ **32**  
 National Society volunteers \_\_\_\_\_ **320**  
 National Society branches \_\_\_\_\_ **5**  
[FDRS country page](#)

### 2022 funding

Operating budget \_\_\_\_\_ **CHF 8.1 million**  
 Expenditure \_\_\_\_\_ **CHF 6.9 million**

### People reached by strategic priority

Climate and environment \_\_\_\_\_ **7,353**  
 Disasters and crises \_\_\_\_\_ **14,554**  
 Health and wellbeing \_\_\_\_\_ **1,379,415**  
 Migration and displacement \_\_\_\_\_ **2,093**  
 Values, power and inclusion \_\_\_\_\_ **7,353**

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRCM030](#) Cameroon population movement (DREF); [MDRCM032](#) Cameroon cholera and monkeypox (DREF); [MDRST001](#) Sao Tome and Principe floods (DREF); [MDRST002](#) São Tomé and Príncipe dengue (DREF); [MDR60004](#) COVID-19 Outbreak, Africa (emergency appeal-Cameroon, Gabon, and Sao Tome and Principe)



### 2022 progress examples

- Cameroon Red Cross in its aim to be a major actor in blood donation in Cameroon organized a blood collection campaign in Yaoundé, with equipment donated by Italian Cooperation Agency. The first phase of this activity was a seven-day blood donation mass awareness campaign and door-to-door sensitization reaching 7,810 people. 582 potential donors turned up, of whom 106 met the requirements and were able to give blood.
- The Gabonese Red Cross, as per the management vision of volunteerism, undertook the enrolment of volunteers in the province of the estuary, thus raising 862 new volunteers, with funds from Japanese Government.
- Sao Tome Red Cross obtained its first DREF ever to fight against flood and was able to make a difference by assisting 7,353 people in WASH, Health, and PGI sectors across the country.

### Participating National Societies

British Red Cross\*, French Red Cross, Italian Red Cross, Japanese Red Cross Society\*, Spanish Red Cross, Swedish Red Cross\*

### Link to network plans 2023

[Cameroon](#)

[Equatorial Guinea](#)

[Gabon](#)

[São Tomé and Príncipe](#)



# AMERICAS

## CLUSTER DELEGATION

# ANDEAN

### National Societies supported

Bolivia, Colombia, Ecuador, Peru

#### Bolivian Red Cross

National Society staff \_\_\_\_\_ **17**  
 National Society volunteers \_\_\_\_\_ **699**  
 National Society branches \_\_\_\_\_ **30**  
[FDRS country page](#)

#### Colombian Red Cross

National Society staff \_\_\_\_\_ **3,000**  
 National Society volunteers \_\_\_\_\_ **21,800**  
 National Society branches \_\_\_\_\_ **32**  
[FDRS country page](#)

#### Ecuadorian Red Cross

National Society staff \_\_\_\_\_ **209**  
 National Society volunteers \_\_\_\_\_ **8,125**  
 National Society branches \_\_\_\_\_ **106**  
[FDRS country page](#)

#### Peruvian Red Cross

National Society staff \_\_\_\_\_ **152**  
 National Society volunteers \_\_\_\_\_ **2,641**  
 National Society branches \_\_\_\_\_ **20**  
[FDRS country page](#)

### 2022 funding

Operating budget \_\_\_\_\_ **CHF 7.1 million**  
 Expenditure \_\_\_\_\_ **CHF 5.9 million**

### People reached by strategic priority

Disasters and crises \_\_\_\_\_ **1,650**  
 Health and wellbeing \_\_\_\_\_ **24,913**  
 Migration and displacement \_\_\_\_\_ **59,805**  
 Values, power and inclusion \_\_\_\_\_ **4,831**

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRCO021](#) - [MDRCO022](#) Colombia floods (DREF); [MDRCO020](#) Colombia Election Preparedness (DREF); [EAP2020EC02](#) Ecuador Tropical Storms (Early Action Protocol); [MDREC020](#) Ecuador Civil Unrest (DREF); [MDREC019](#) Ecuador Earthquake (DREF); [MDREC018](#) Ecuador Floods (DREF); [MDR42006](#) COVID-19 Outbreak, Americas (emergency appeal – all)

### 2022 progress examples

- The IFRC worked with the logistics focal points, financial staff and others in each National Society to strengthen supply chains, logistics and procurement processes.
- 2,534 people reached with first aid, health services, psychosocial support, information materials in shelters in Bolivia.
- 30,202 people (migrants and host communities) received health care and protection and inclusion services in Colombia.
- 54 survivors of human trafficking reached through the Comprehensive Care Programme for Victims of Human Trafficking, funded by The Netherlands Red Cross, in Colombia.
- In Ecuador, 6,640 people were assisted through psychosocial support and counselling, delivery of personal protective equipment kits and small food packages to 3,000 people in transit.
- 500,000 people reached by communication campaigns to promote the COVID-19 vaccination in Ecuador.
- 24,803 people were provided health and protection services, psychological support and access to the WhatsApp line and the cash programme as part of the migration programme in Peru.

### Participating National Societies

Argentine Red Cross\*, Belgian Red Cross, British Red Cross\*, German Red Cross, Red Crescent Society of the Islamic Republic of Iran, Italian Red Cross, The Netherlands Red Cross\*, Spanish Red Cross, Swedish Red Cross\*, Swiss Red Cross, Turkish Red Crescent Society

### Link to network plans 2023

[Bolivia](#)

## CLUSTER DELEGATION

# CENTRAL AMERICA

### National Societies supported

Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama

#### Costa Rican Red Cross

National Society staff \_\_\_\_\_ **1,102**  
 National Society volunteers \_\_\_\_\_ **4,889**  
 National Society branches \_\_\_\_\_ **111**  
[FDRS country page](#)

#### Salvadorean Red Cross Society

National Society staff \_\_\_\_\_ **298**  
 National Society volunteers \_\_\_\_\_ **1,719**  
 National Society branches \_\_\_\_\_ **58**  
[FDRS country page](#)

#### Guatemalan Red Cross

National Society staff \_\_\_\_\_ **240**  
 National Society volunteers \_\_\_\_\_ **1,600**  
 National Society branches \_\_\_\_\_ **21**  
[FDRS country page](#)

#### Honduran Red Cross

National Society staff \_\_\_\_\_ **393**  
 National Society volunteers \_\_\_\_\_ **12,246**  
 National Society branches \_\_\_\_\_ **52**  
[FDRS country page](#)

#### Nicaraguan Red Cross

National Society staff \_\_\_\_\_ **345**  
 National Society volunteers \_\_\_\_\_ **2,000**  
 National Society branches \_\_\_\_\_ **28**  
[FDRS country page](#)

#### Red Cross Society of Panama

National Society staff \_\_\_\_\_ **116**  
 National Society volunteers \_\_\_\_\_ **1,716**  
 National Society branches \_\_\_\_\_ **23**  
[FDRS country page](#)

#### 2022 funding

Operating budget \_\_\_\_\_ **CHF 11.5 million**  
 Expenditure \_\_\_\_\_ **CHF 10.5 million**

#### People reached by strategic priority

Disasters and crises \_\_\_\_\_ **567**  
 Migration and displacement \_\_\_\_\_ **49,747**  
 Values, power and inclusion \_\_\_\_\_ **969**

#### Emergency appeals, DREF and Anticipatory Action active in 2022

Costa Rica: EAP2022CR01 volcanic ash (early action protocol), [MDRCR021](#) flood (DREF); El Salvador: [MDRSV015](#) cyclone (DREF); Guatemala: EAP2022GT01 tropical storm (early action protocol), [MDRGT019](#) cyclone (DREF); Honduras: EAP2022HN01 tropical storm (early action protocol), [MDRHN016](#) floods (DREF); Nicaragua: [MDRNIO12](#) cyclone (DREF); Panama: [MDRPA017](#) floods (DREF), [MDR43008](#) part of the Central America & Mexico - migration crisis (Emergency appeal), [MDRPA016](#) civil unrest (DREF); [MDR42006](#) COVID-19 Outbreak, Americas (emergency appeal, all)

## 2022 progress examples

- Guatemala, Honduras, El Salvador, Costa Rica and Panama are included in the Global Route-Based Migration Program.
- The National Societies of Guatemala, Honduras, El Salvador and Panama provided direct assistance to 49,747 migrants in transit, return and departure including health services, first aid, psychosocial support, WASH, awareness raising on COVID-19 prevention and information on vaccination.
- The Honduran Red Cross has a new Humanitarian Service Point (mobile) and the Guatemalan Red Cross equipped a Humanitarian Service Point (mobile), to provide assistance to migrants in transit, as part of the Monarch Butterfly Programme.
- Panama Red Cross increased its response capacity through the acquisition of a new mobile Humanitarian Service Point.
- Honduran Red Cross conducted a pilot training and field assessment on how to integrate environmental assessments into operations.
- Panama Red Cross is using the Nexus Environmental Assessment Tool (NEAT+), a project-level environmental screening tool for humanitarian contexts, to identify livelihoods microprojects to be implemented.
- Panama Red Cross' National Assembly approved the National Emergency, Crisis and Disaster Response Plan.
- Four National Societies developed a study case of their auxiliary role for advocacy efforts and update legal frameworks.
- Significant collaboration with CEPREDENAC to update Mec-Rec/SICA (regional mechanism for mutual aid between countries), advocating for facilities and recognition of the Auxiliary Role of National Societies, as well as legal facilities for the IFRC.
- Honduran Red Cross became the fifth National Society in the world to achieve the OCAC certification after ten years of conducting the assessment and institutional development process with IFRC support.
- The IFRC and the Central American National Societies have released three new Early Action Plans.
- 1,315 perception surveys carried out by Panama Red Cross, supported by the IFRC, on the services provided to migrants at the Migratory Reception Stations (in Darien – border with Colombia – and in Chiriquí – border with Costa Rica).
- The Honduran Red Cross, through the coordination of the IFRC and with the support of the PNSs, is implementing a New Way of Working pilot by developing a situational and joint analysis of the Honduran context and its needs, and a multi-year country plan.

## Participating National Societies

American Red Cross<sup>\*(\*\*)</sup>, British Red Cross<sup>\*</sup>, The Canadian Red Cross Society<sup>\*</sup>, German Red Cross<sup>\*</sup>, Iraqi Red Crescent Society<sup>\*</sup>, Italian Red Cross<sup>\*(\*\*)</sup>, Japanese Red Cross Society<sup>\*</sup>, The Netherlands Red Cross<sup>\*</sup>, Norwegian Red Cross<sup>\*\*</sup>, Spanish Red Cross, Swedish Red Cross<sup>\*</sup>, Swiss Red Cross<sup>\*</sup>

## Link to network plans 2023

[Central America](#)

CLUSTER DELEGATION

# ENGLISH- AND DUTCH-SPEAKING CARIBBEAN

## National Societies supported

Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago

### Antigua and Barbuda Red Cross

National Society staff \_\_\_\_\_ **9**  
 National Society volunteers \_\_\_\_\_ **25**  
 National Society branches \_\_\_\_\_ **1**  
[FDRS country page](#)

### The Bahamas Red Cross Society

National Society staff \_\_\_\_\_ **16**  
 National Society volunteers \_\_\_\_\_ **2,000**  
 National Society branches \_\_\_\_\_ **3**  
[FDRS country page](#)

### The Barbados Red Cross Society

National Society staff \_\_\_\_\_ **8**  
 National Society volunteers \_\_\_\_\_ **45**  
 National Society branches \_\_\_\_\_ **1**  
[FDRS country page](#)

### Belize Red Cross Society

National Society staff \_\_\_\_\_ **17**  
 National Society volunteers \_\_\_\_\_ **110**  
 National Society branches \_\_\_\_\_ **8**  
[FDRS country page](#)

### Dominica Red Cross Society

National Society staff \_\_\_\_\_ **9**  
 National Society volunteers \_\_\_\_\_ **301**  
 National Society branches \_\_\_\_\_ **10**  
[FDRS country page](#)

### Grenada Red Cross Society

National Society staff \_\_\_\_\_ **0**  
 National Society volunteers \_\_\_\_\_ **89**  
 National Society branches \_\_\_\_\_ **1**  
[FDRS country page](#)

### The Guyana Red Cross Society

National Society staff \_\_\_\_\_ **31**  
 National Society volunteers \_\_\_\_\_ **120**  
 National Society branches \_\_\_\_\_ **1**  
[FDRS country page](#)

### Jamaica Red Cross

National Society staff \_\_\_\_\_ **26**  
 National Society volunteers \_\_\_\_\_ **5,000**  
 National Society branches \_\_\_\_\_ **13**  
[FDRS country page](#)

### Saint Kitts and Nevis Red Cross Society

National Society staff \_\_\_\_\_ **7**  
 National Society volunteers \_\_\_\_\_ **240**  
 National Society branches \_\_\_\_\_ **2**  
[FDRS country page](#)

### Saint Lucia Red Cross

National Society staff \_\_\_\_\_ **3**  
 National Society volunteers \_\_\_\_\_ **301**  
 National Society branches \_\_\_\_\_ **1**  
[FDRS country page](#)

### Saint Vincent and the Grenadines Red Cross

National Society staff \_\_\_\_\_ **6**  
 National Society volunteers \_\_\_\_\_ **213**  
 National Society branches \_\_\_\_\_ **1**  
[FDRS country page](#)

### Suriname Red Cross

National Society staff \_\_\_\_\_ **12**  
 National Society volunteers \_\_\_\_\_ **50**  
 National Society branches \_\_\_\_\_ **0**  
[FDRS country page](#)



### The Trinidad and Tobago Red Cross Society

National Society staff _____	100
National Society volunteers _____	1,000
National Society branches _____	3
<a href="#">FDRS country page</a>	

### 2022 funding

Operating budget: \_\_\_\_\_ **CHF 3.6 million**  
Expenditure: \_\_\_\_\_ **CHF 3.5 million**

### People reached by strategic priority

Climate and environment _____	1,234
Disasters and crises _____	9,600
Health and wellbeing _____	91
Values, power and inclusion _____	175

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRBS003](#) Bahamas Hurricane Dorian (EA); [MDRBZ007](#) Belize Tropical Storm Lisa (DREF); [MDRLC005](#) Saint Lucia flash floods (DREF); [MDRVC005](#) Saint Vincent and the Grenadines and surrounding countries, La Soufrière volcanic eruption; [MDRTT002](#) Trinidad and Tobago floods (DREF); [MDR42006](#) COVID-19 Outbreak, Americas (emergency appeal – all)

### 2022 progress includes

- Ten of 13 Caribbean National Societies signed the Environmental Charter
- Jamaica and Grenada are working with nature-based solutions to reduce disaster risks, adapt to and mitigating climate change – planting of trees and mangroves
- Through the Alert Hub Initiative, a gap analysis of Common Alerting Protocols was completed in Barbados, Belize, Dominica, Grenada, Saint Kitts and Nevis, Saint Vincent and the Grenadines and Trinidad and Tobago, which included a country overview and priority hazards, the legal framework, and policies in country for CAP dissemination, alert generation and dissemination, challenges, and opportunities for public alerting
- Antigua, Barbuda, Saint Lucia, Barbados, Grenada, Dominica, and the Belize National Societies received stocks to ensure a minimum stock supply to service 100 families
- Enhanced Vulnerability Capacity Assessments and training sessions were conducted both in Saint Kitts and Nevis and Jamaica
- Logistics Capacity assessments were conducted in both Jamaica and Belize

### Participating National Societies

American Red Cross\*, Belize Red Cross Society\*, British Red Cross\*, Iraqi Red Crescent Society\*, Italian Red Cross, Japanese Red Cross Society\*, New Zealand Red Cross\*, Norwegian Red Cross\*, Red Cross Society of China\*, Red Cross of Monaco\*, Swedish Red Cross\*, The Canadian Red Cross Society, French Red Cross, Turkish Red Crescent Society, The Netherlands Red Cross

### Link to 2023 network plan

[English- and Dutch-speaking Caribbean](#)

## CLUSTER DELEGATION

# LATIN CARIBBEAN

### National Societies supported

Cuba, Dominican Republic and Haiti

#### Cuban Red Cross

National Society staff \_\_\_\_\_ **429**  
 National Society volunteers \_\_\_\_\_ **48,000**  
 National Society branches \_\_\_\_\_ **1,637**  
[FDRS country page](#)

#### Dominican Red Cross

National Society staff \_\_\_\_\_ **868**  
 National Society volunteers \_\_\_\_\_ **14,693**  
 National Society branches \_\_\_\_\_ **170**  
[FDRS country page](#)

#### Haiti Red Cross Society

National Society staff \_\_\_\_\_ **170**  
 National Society volunteers \_\_\_\_\_ **9,000**  
 National Society branches \_\_\_\_\_ **127**  
[FDRS country page](#)

#### People reached by strategic priority

Climate and environment \_\_\_\_\_ **98,449**  
 Disasters and crises \_\_\_\_\_ **11,019**  
 Health and wellbeing \_\_\_\_\_ **1,248**

#### 2022 funding

Operating budget \_\_\_\_\_ **CHF 10.3 million**  
 Expenditure \_\_\_\_\_ **CHF 6.2 million**

#### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRCU008](#) Cuba cyclone (emergency appeal); [MDRCU007](#) Cuba population movement (DREF); [MDRDO014](#) Dominican Republic hurricane Fiona (DREF); [MDR42006](#) COVID-19 Outbreak, Americas (emergency appeal- Dominican Republic and Haiti)

#### 2022 progress examples

- A simulation exercise was developed, with funding from ECHO, which enabled the activation of the humanitarian logistics corridor and an update of the Dominican Red Cross Response Plan for the 2022 hurricane season.
- Dominican Red Cross Humanitarian warehouse prepositioning stock increased to cover at least 2,000 families.
- The IFRC and Haitian Red Cross, through the Strengthening Disaster Preparedness for Effective Response project funded by USAID/BHA, developed four Contingency Plans, eight Community Emergency Plans and Conducted two community vulnerability and capacity assessments.
- Completed the installation and monitoring of 16 Early Warning Systems for a total of 26, in Haiti.
- During a two-year hurricane season preparedness project, a total of 98,449 people were reached by risk reduction and disaster management awareness campaigns

### Participating National Societies

American Red Cross\*, Austrian Red Cross\*, British Red Cross\*, Red Cross Society of China\*, The Canadian Red Cross Society, Danish Red Cross\*, Finnish Red Cross\*, French Red Cross, German Red Cross\*, Iraqi Red Crescent Society\*, Irish Red Cross Society\*, Italian Red Cross\*, Japanese Red Cross Society\*, The Republic of Korea National Red Cross\*, Red Cross of Monaco\*, The Netherlands Red Cross, Polish Red Cross\*, Spanish Red Cross, Swiss Red Cross, Swedish Red Cross\*

### Link to network plans 2023

[Latin Caribbean](#)

## CLUSTER DELEGATION

# SOUTHERN CONE

### National Societies supported

Argentina, Brazil, Chile, Paraguay, and Uruguay

#### Argentine Red Cross

National Society staff \_\_\_\_\_ **1,620**  
National Society volunteers \_\_\_\_\_ **5,000**  
National Society branches \_\_\_\_\_ **66**  
[FDRS country page](#)

#### Brazilian Red Cross

National Society staff \_\_\_\_\_ **1,850**  
National Society volunteers \_\_\_\_\_ **28,000**  
National Society branches \_\_\_\_\_ **74**  
[FDRS country page](#)

#### Chilean Red Cross

National Society staff \_\_\_\_\_ **30**  
National Society volunteers \_\_\_\_\_ **4,450**  
National Society branches \_\_\_\_\_ **143**  
[FDRS country page](#)

#### Paraguayan Red Cross

National Society staff \_\_\_\_\_ **31**  
National Society volunteers \_\_\_\_\_ **1,043**  
National Society branches \_\_\_\_\_ **18**  
[FDRS country page](#)

#### Uruguayan Red Cross

National Society staff \_\_\_\_\_ **52**  
National Society volunteers \_\_\_\_\_ **350**  
National Society branches \_\_\_\_\_ **20**  
[FDRS country page](#)

#### 2022 funding

Operating budget \_\_\_\_\_ **CHF 2.2 million**  
Expenditure \_\_\_\_\_ **CHF 2.0 million**

#### People reached by strategic priority

Health and wellbeing \_\_\_\_\_ **22,238**  
Migration \_\_\_\_\_ **1,296**

## Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRAR018](#) fire, Argentina (DREF); [MDRBR010](#) floods, Brazil (DREF); [MDR42006](#) COVID-19 Outbreak, Americas (emergency appeal – all)

## 2022 progress examples

- With technical support from the IFRC, the Uruguayan Red Cross is implementing a programme that links climate change with emergency response, to be carried out through the youth in branches, financed by the Italian Red Cross.
- Argentine Red Cross and Uruguayan Red Cross are working in bilateral collaboration to development community response team projects.
- Argentina, Brazil, Chile and Uruguay National Societies have included cash transfer programmes in response to different emergencies.
- Argentina included a multipurpose programme within the DREF for fires in the province of Corrientes for affected families with a support system for the purchase of basic necessities or construction materials.
- Brazil included cash transfer programmes within the DREF operation for floods and landslides and the COVID-19 appeal, both multipurpose through an agreement with the company Alelo, delivering cards to affected people.
- Chile carried out a multipurpose transfer and cash-for-use programme for health services to migrants and worked on livelihoods programmes with the same tool.
- The Uruguayan Red Cross worked through cash transfer programmes (multipurpose) with vulnerable people in a migratory context.
- An International disaster response law report for Argentina has been published, which recommends that Argentine national laws should be strengthened to provide a more robust framework for international disaster assistance and legal facilities for eligible international aid.
- Argentine Red Cross has carried out water purification and distribution activities in communities of indigenous peoples in the North (Salta, Chaco) and in neighbourhoods in the Province of Buenos Aires through an agreement with Aysa (Water and Sanitation Company of Argentina).
- In Chile, drinking water was distributed and education on the safe use and handling of water was provided through the HSPs to meet the growing needs of the migrant population, especially in border areas.

## Participating National Societies

American Red Cross\*, Argentine Red Cross\*, Australian Red Cross, Costa Rican Red Cross, Danish Red Cross\*, Ecuadorian Red Cross, German Red Cross, Italian Red Cross, Spanish Red Cross, Swiss Red Cross, Turkish Red Crescent Society, Ukrainian Red Cross Society

## Link to network plans 2023

[Southern Cone](#)

COUNTRY DELEGATION  
**VENEZUELA**

**In support of Venezuelan Red Cross**

National Society staff _____	<b>1,600</b>
National Society volunteers _____	<b>4,768</b>
National Society branches _____	<b>42</b>
<a href="#">FDRS country page</a>	

**2022 funding**

Operating budget _____	<b>CHF 7.3 million</b>
Expenditure _____	<b>CHF 6.2 million</b>

**People reached by strategic priority**

Disasters and crises _____	<b>12,166</b>
Health and wellbeing _____	<b>66,666</b>
Migration and displacement _____	<b>6,646</b>
Values, power and inclusion _____	<b>3,302</b>

**Emergency appeals, DREF and Anticipatory Action active in 2022**

[MDRVE007](#) Floods (DREF); [MDRVE006](#) Floods (DREF); [MDR42006](#) COVID-19 Outbreak, Americas (emergency appeal)

**2022 progress examples**

- 95,922 people reached with the provision of technical assistance from the IFRC, in alignment with the Venezuelan Strategic National Plan 2021-2026.
- The IFRC supported the revision of the National Contingency Plan for floods as part of a review of contingency plans.
- Following floods affecting more than 56,000 people, Venezuelan Red Cross, in coordination with the IFRC, activated two DREF operations in ten states to provide support in the areas of shelter, livelihoods, health, including mental health and psychosocial support, as well as WASH.
- 15,000 people in 12 communities reached through the project enhancing resilience to food crises in semi-arid rural and peri-urban areas.
- A micro project was implemented in the state of Portuguesa to strengthen the capacity of the community to maintain their livelihoods through the building of raised garden beds to protect their crops and seeds from flooding and soil contamination.
- Implementation of Mobile Health Units in border states enabled Venezuelan Red Cross to reach populations along the migratory route, and in isolated communities where access to primary health care is limited or non-existent..

**Participating National Societies**

British Red Cross\*, German Red Cross, Italian Red Cross, The Netherlands Red Cross, Swedish Red Cross

**Link to network plan 2023**

[Venezuela](#)



# ASIA PACIFIC

## COUNTRY DELEGATION

# AFGHANISTAN

### In support of Afghan Red Crescent

National Society staff _____	<b>2,500</b>
National Society volunteers _____	<b>26,400</b>
National Society branches _____	<b>34</b>
<a href="#">FDRS country page</a>	

### 2022 IFRC funding

Operating budget _____	<b>CHF 28 million</b>
Expenditure _____	<b>CHF 21 million</b>

### People reached by strategic priority

Climate and environment _____	<b>56,000</b>
Disasters and crises _____	<b>1.2 million</b>
Health and wellbeing _____	<b>1.2 million</b>

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRAF007](#) Afghanistan Humanitarian Crises Complex (emergency appeal); [MDRAF010](#) earthquake (emergency appeal); [MDRAF011](#) floods (DREF); [MDR50001](#) COVID-19 Outbreak, Asia-Pacific (emergency appeal)

### 2022 Progress examples

- 366,500 people reached through the community-based health programme and WASH with support of Finnish Red Cross and ECHO funding
- 923,000 people reached through primary health care services
- 400 volunteers trained in psychological first aid
- Trained volunteers reached 30,200 people affected by humanitarian crises with psychological first aid
- 400 volunteers trained in hygiene promotion and household water treatment
- 400 volunteers trained in epidemic control for volunteers
- 80,000 people reached through awareness-raising sessions/campaigns and household visits on hygiene promotion, and COVID-19 risk communication
- 163,700 people reached through distribution of family-hygiene kits
- 9,100 people reached with ceramic water filters

### Participating National Societies

Albanian Red Cross, Austrian Red Cross, Bahrain Red Crescent Society, British Red Cross, Red Cross Society of China, Danish Red Cross, Finnish Red Cross, German Red Cross, Irish Red Cross Society, Italian Red Cross, Japanese Red Cross Society, Kuwait Red Crescent Society, Republic of Korea National Red Cross, Red Cross of Monaco, The Netherlands Red Cross, Norwegian Red Cross, Philippine Red Cross, Qatar Red Crescent Society, Singapore Red Cross Society, Slovenian Red Cross, Swedish Red Cross, Turkish Red Crescent Society

### Link to network plans 2023

[Afghanistan](#)



## CLUSTER DELEGATION

# BANGKOK

### National Societies supported

Cambodia, Laos, Thailand and Vietnam

#### Cambodian Red Cross Society

National Society staff \_\_\_\_\_ **364**  
 National Society volunteers \_\_\_\_\_ **41,823**  
 National Society branches \_\_\_\_\_ **1,874**  
[FDRS country page](#)

#### Lao Red Cross

National Society staff \_\_\_\_\_ **589**  
 National Society volunteers \_\_\_\_\_ **885**  
 National Society branches \_\_\_\_\_ **18**  
[FDRS country page](#)

#### Thai Red Cross Society

National Society staff \_\_\_\_\_ **11,149**  
 National Society volunteers \_\_\_\_\_ **19,280**  
 National Society branches \_\_\_\_\_ **341**  
[FDRS country page](#)

#### Vietnam Red Cross Society

National Society staff \_\_\_\_\_ **16,806**  
 National Society volunteers \_\_\_\_\_ **384,940**  
 National Society branches \_\_\_\_\_ **17,127**  
[FDRS country page](#)

#### 2022 funding

Operating budget \_\_\_\_\_ **CHF 4.1 million**  
 Expenditure \_\_\_\_\_ **CHF 3.4 million**

#### People reached by strategic priority

Disasters and crises \_\_\_\_\_ **18,684**  
 Health and wellbeing \_\_\_\_\_ **736,684**  
 Values, power and inclusion \_\_\_\_\_ **1,725**

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRLA008](#) Lao floods (DREF); [MDRTH002](#) Thailand floods (DREF); [EAP2021VN01](#) Vietnam heatwave (early action protocol); [MDRVN021](#) Vietnam pluvial/flash flood (DREF); [MDR50001](#) COVID-19 Outbreak, Asia Pacific (emergency appeal – all)

### 2022 progress examples

- Cambodian Red Cross provided home isolation support to over 10,000 people who tested positive for COVID-19; over 1,000 people continue to get Telemedicine support regularly.
- From April 2021 to January 2023, Cambodian Red Cross provided vaccinations to 157,960 people which included 68,803 migrants.
- Lao Red Cross conducted public awareness raising campaigns at community levels on COVID-19 prevention reaching 40,040 people.
- In Thailand, training and a table-top simulation held on the “Phonphai” App which is an application to receive disaster alerts and send a request for help.
- In Thailand, first aid training provided under the Enhancing Disaster Risk Reduction Capacity in Thailand project for 98 community leaders
- In Thailand, five schools trained on disaster risk reduction and basic first aid, with five additional schools joining a full-scale evacuation drill together with the community
- IFRC provide DREF allocation 670,868 Swiss francs to TRCS in October 2022 to cover relief assistance of 20,000 kits that Thai Red Cross distributed to affected people during the monsoon flood in Thailand.

### Participating National Societies

American Red Cross\*(\*\*), The Canadian Red Cross, Finnish Red Cross, German Red Cross, Italian Red Cross, Korean Red Cross\*, Japanese Red Cross Society\*, Swiss Red Cross\*, The Thai Red Cross Society

### Link to network plans 2023

[Bangkok](#)

## COUNTRY DELEGATION

# BANGLADESH

### In support of Bangladesh Red Crescent Society

National Society staff _____	<b>2,934</b>
National Society volunteers _____	<b>122,617</b>
National Society branches _____	<b>68</b>
<a href="#">FDRS country page</a>	

### 2022 funding

Operating budget \_\_\_\_\_ **CHF 33.1 million**  
Expenditure \_\_\_\_\_ **CHF 30.8 million**

### People reached by strategic priority

Climate and environment \_\_\_\_\_ **11,513**  
Disasters and crises \_\_\_\_\_ **222,075**  
Health and wellbeing \_\_\_\_\_ **772,717**  
Values, power and inclusion \_\_\_\_\_ **637**

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRBD028](#) pluvial/flash flood (emergency appeal supported by DREF); [EAP2018BD01](#) cyclone (early action protocol); [EAP2019BD02](#) floods (early action protocol); [EAP2021BD03](#) floods (early action protocol); [EAP2021BD04](#) cyclone (early action protocol); [MDR50001](#) COVID-19 Outbreak, Asia Pacific (emergency appeal)

### 2022 progress examples

- Four contingency plans were developed for communities in Tangail, one of most flood prone districts in the country and safety and security equipment, rescue equipment, COVID-19 personal protection equipment were provided to communities and Bangladesh Red Crescent volunteers
- Technical support provided for developing national Forecast based Finance strategy on cyclone hazard
- Bangladesh Red Crescent reached 5.1 million people (indirect through public address system) on awareness raising on outbreak of Acute Watery Diarrhoea, including cholera in hotspots in Dhaka city
- 1.25 million people reached with first and second dose of Oral Cholera Vaccine campaign
- 8,014 people reached with Expanded Programme on Immunization through 56 Mother and Child Health centres run by Bangladesh Red Crescent

### Participating National Societies

American Red Cross\*\*, Australian Red Cross\* (\*\*), British Red Cross\*\*, The Canadian Red Cross Society, Red Cross Society of China\*, Danish Red Cross\*\*, German Red Cross\*\*, Japanese Red Cross Society\*\*, The Republic of Korea National Red Cross\*, Kuwait Red Crescent Society\*, Red Cross of Monaco\*, The Netherlands Red Cross\*, New Zealand Red Cross\*, Qatar Red Crescent Society, Swedish Red Cross\*\*, Swiss Red Cross, Turkish Red Crescent Society

### Link to network plans 2023

[Bangladesh](#)

## COUNTRY DELEGATION

# DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA

### In support of the Red Cross Society of the Democratic People's Republic of Korea

National Society staff _____	220
National Society volunteers _____	105,609
National Society branches _____	209
<a href="#">FDRS country page</a>	

### 2022 funding

Operating budget _____	CHF 522,745
Expenditure _____	CHF 478,734

### Emergency appeals, DREF and Anticipatory Action active in 2022

MDR50001 COVID-19 Outbreak, Asia Pacific (emergency appeal)

### 2022 progress examples

- The National Society has followed local procedures to prepare for import permission to receive emergency household items from IFRC.
- The National Society regularly conducted technical inspections of mobile water pumps stored in the disaster preparedness warehouse, to be able to respond promptly to drought damages if any.

### Participating National Societies

The Canadian Red Cross, Red Cross Society of China, Danish Red Cross, New Zealand Red Cross, Swedish Red Cross

### Link to network plan 2023

[Democratic People's Republic of Korea](#)

## CLUSTER DELEGATION

# EAST ASIA

### National Societies supported

China, Japan, Mongolia and Republic of Korea

### Red Cross Society of China

National Society staff \_\_\_\_\_ **20,000**

National Society volunteers \_\_\_\_\_ **2 million**

National Society branches \_\_\_\_\_ **123,000**

[FDRS country page](#)

### Japanese Red Cross Society

National Society staff \_\_\_\_\_ **68,000**

National Society volunteers \_\_\_\_\_ **1.1 million**

National Society branches \_\_\_\_\_ **42**

[FDRS country page](#)

### Mongolian Red Cross Society

National Society staff \_\_\_\_\_ **44,000**

National Society volunteers \_\_\_\_\_ **192**

National Society branches \_\_\_\_\_ **33**

[FDRS country page](#)

### The Republic of Korea National Red Cross

National Society staff \_\_\_\_\_ **3,844**

National Society volunteers \_\_\_\_\_ **89,000**

National Society branches \_\_\_\_\_ **90**

[FDRS country page](#)

### 2022 funding

Operating budget \_\_\_\_\_ **CHF 2.9 million**

Expenditure \_\_\_\_\_ **CHF 2.7 million**

### People reached by strategic priority

Climate and environment \_\_\_\_\_ **100**

Disasters and crises \_\_\_\_\_ **300**

Health and wellbeing \_\_\_\_\_ **3,012,147**

Values, power and inclusion \_\_\_\_\_ **6,360**

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRMN015](#) Mongolia floods (DREF); [MDRMN016](#) Mongolia flash floods (DREF); [MDRMN017](#) Mongolia cold wave (DREF); [MDR50001](#) COVID-19 Outbreak, Asia Pacific (emergency appeal- China, Mongolia, and East Asia region)

### 2022 progress examples

- Upon the request of the Ministry of Emergency Management of China, the IFRC delivered a session in the 1st Training Course on International Emergency Medical Rescue, for 50 trainees from the Emergency General Hospital, the National Fire and Rescue Bureau, the Forest Fire Bureau, the China Earthquake Emergency Search and Rescue Centre, and the National Safety Production Emergency Rescue Centre.
- The IFRC delivered a session on IFRC disaster response and preparedness tools & mechanisms in a training for disaster risk management professionals from Laos and Cambodia organized by the National Disaster Reduction Centre of China, Ministry of Emergency Management.
- The IFRC continued to support Mongolia Red Cross in implementing the Disaster Protection Law Dissemination project, through which staff and students from the school Disaster Protection Training and Methodological Center as well as the community were trained on the revised disaster law.
- IFRC revitalized the Preparedness for and Response to Large-scale Disaster in East Asia initiative launched in 2019, to improve coordination and cooperation in the light of a mega disaster.
- The “Global Health Practice: Strategic Consulting for International Organizations” course jointly offered by the IFRC and Tsinghua University Vanke School of Public Health included 23 students who took the course and worked on projects developed by international organizations such as Bill & Melinda Gates Foundation, UNICEF, Asian Infrastructure Investment Bank and the IFRC.
- Under Red Ready Year 4 and 5, the IFRC supported the Mongolian Red Cross Society to implement preparedness activities with a focus on fleet management, safety and security, and Planning, Monitoring, Evaluation, Reporting (PMER) capacity building, and resource mobilization in emergencies.
- A high-level Climate Conference “Protecting Health and Livelihoods in the Era of Climate Change through Civil Society Engagement”, was jointly held by the IFRC, Mongolia Red Cross and Ministry of Environment and Tourism of Mongolia. It has accelerated an agreement for national adaptation plans and a strong call was made to ensure that anticipatory action becomes an integral part of humanitarian and disaster management.

### Participating National Societies

Australian Red Cross, The Canadian Red Cross Society, Finnish Red Cross, Republic of Korea National Red Cross, Qatar Red Crescent, The Netherlands Red Cross

### Link to network plans 2023

[Mongolia](#)

# INDONESIA

## In support of Indonesian Red Cross Society

National Society staff _____	<b>6,658</b>
National Society volunteers _____	<b>317,000</b>
National Society branches _____	<b>528</b>
<a href="#">FDRS country page</a>	

## 2022 funding

Operating budget _____	<b>CHF 5.6 million</b>
Expenditure _____	<b>CHF 3.3 million</b>

## People reached by strategic priority

Climate and environment _____	<b>87</b>
Disasters and crises _____	<b>365,757</b>
Health and wellbeing _____	<b>47,275</b>

## Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRID025](#) earthquake (DREF); [MDRID024](#) foot and mouth disease (DREF); [MDRID022](#) floods (DREF); [MDRID023](#) volcano eruption (DREF); [MDR50001](#) COVID-19 Outbreak, Asia Pacific (emergency appeal)

## 2022 progress examples

- With support from the Anticipation Hub, the Indonesia Forecast Based Action team conducted a multi-stakeholder workshop on anticipatory action, bringing together National Society members and government agencies to accelerate opportunities for forecast-based action in Indonesia
- The National Society, supported by the IFRC and American Red Cross, is enhancing its capacity in delivering flood early warning services to communities through the strengthening of its early warning system for flood events
- Indonesian Red Cross, with livelihood training, supported by Spanish Red Cross, started a small livelihood activity for women affected by the earthquake, including a carp fish tarpaulin pool and food from the garden initiative
- 1,650 people affected by the volcanic eruption received cash-based assistance the DREF response, 5,700 vulnerable micro and small business owner households received cash and voucher assist under COVID-19 operation and SIAP SIAGA programme (Australian Indonesia Partnership for DRM)

## Participating National Societies

American Red Cross\*\*, Australian Red Cross, British Red Cross\*, Italian Red Cross\*, Japanese Red Cross Society\*\*, Liechtenstein Red Cross\*, Red Cross Society of China\*, Spanish Red Cross\*, Turkish Red Crescent Society

## Link to network plans 2023

[Indonesia](#)

COUNTRY DELEGATION  
**MALAYSIA**

<b>In support of Malaysian Red Crescent Society</b>	
National Society staff _____	<b>150</b>
National Society volunteers _____	<b>230,000</b>
National Society branches _____	<b>168</b>
<a href="#">FDRS country page</a>	

<b>2022 funding</b>	
Operating budget: _____	<b>CHF 857,336</b>
Expenditure: _____	<b>CHF 857,336</b>

<b>People reached by strategic priority</b>	
Disasters and crises: _____	<b>19,950</b>
Health and wellbeing: _____	<b>157,725</b>
Migration and displacement: _____	<b>13,493</b>
Values, power and inclusion: _____	<b>5,784</b>

**Emergency appeals, DREF and Anticipatory Action active in 2022**

[MDRMY008](#) flash floods (DREF); [MDRMY009](#) floods (DREF); [MDR50001](#) COVID-19 Outbreak, Asia Pacific (emergency appeal)

- 2022 progress examples**
- Malaysian Red Crescent signed the Climate Charter during the Statutory Meetings 2022
  - The IFRC provided technical support to Malaysian Red Crescent on their COVID-19 response, including vaccination, risk communication and community engagement, mental health and psychosocial support, and cash and voucher assistance
  - The IFRC provided technical and coordination support for the Malaysian Red Crescent in their overall COVID-19 activities.
  - 49,000 people vaccinated against COVID-19
  - The IFRC outlined a needs assessment on migration and displacement, which will be discussed in the National Committee on Migration and Displacement
  - The IFRC supported the development of child safeguarding guidance for staff and volunteers and provided orientation on that guidance
  - The IFRC supported MRCS to review and revise their several policies and SOP, which included DM policies & SOP, Procurement and Fleet Management Policies, Financial Policies, Human Resources Handbook

**Participating National Societies**

Australian Red Cross, Finnish Red Cross\*, Italian Red Cross, Swiss Red Cross\*, Turkish Red Crescent Society\*

**Link to network plans 2023**

[Malaysia](#)



## COUNTRY DELEGATION

# MYANMAR

### In support of the Myanmar Red Cross Society

National Society staff _____	679
National Society volunteers _____	40,000
National Society branches _____	330

### 2022 funding

Operating budget _____	CHF 1.1 million
Expenditure _____	CHF 1.0 million

### People reached by strategic priorities

Climate and environment _____	7,272
Health and wellbeing _____	2,679
Migration and displacement _____	7,581
Values, power and inclusion _____	577

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRMM016](#) complex emergency (emergency appeal); [MDRMM017](#) floods (DREF); [MDR50001](#) COVID-19 Outbreak, Asia Pacific (emergency appeal)

### 2022 progress examples

- The IFRC supported the Myanmar Red Cross to develop a multi-year logistic capacity development plan.
- The IFRC worked with Myanmar Red Cross on a community resilience and institutional capacity development programme in Rakhine State, transferring a cash grant to 22 women's groups as a revolving fund for institutional support, and a cash transfer to three village emergency funds for community level mitigation activities.
- Cash assistance was provided to 147 migrants who had been held in returnee quarantine centres in Tachileik township in Eastern Shan State, for use in transportation aid and food support. 2,740 migrants reached relief items and 145 with cash grants.
- Strengthening the MRCS staff and volunteers' capacity to be prepared in terms of emergency response, trainings such as basic disaster management training, CVA ToT conducted and 122 staff and volunteer from different states and regional participated.

### Participating National Societies

American Red Cross, Australian Red Cross, British Red Cross, The Canadian Red Cross Society, Red Cross Society of China, Danish Red Cross, Finnish Red Cross, German Red Cross, Italian Red Cross, Japanese Red Cross Society, The Republic of Korea National Red Cross, Red Cross of Monaco, The Netherlands Red Cross, New Zealand Red Cross, Norwegian Red Cross, Qatar Red Crescent Society, Singapore Red Cross Society, Swedish Red Cross, Swiss Red Cross, The Thai Red Cross Society, Turkish Red Crescent Society

### Link to network plan 2023

[Myanmar](#)

## COUNTRY DELEGATION

# NEPAL

### In support of Nepal Red Cross Society

National Society staff _____	<b>422</b>
National Society volunteers _____	<b>126,640</b>
National Society branches _____	<b>77</b>
<a href="#">FDRS country page</a>	

### 2022 funding

Operating budget _____	<b>CHF 4.7 million</b>
Expenditure _____	<b>CHF 4.5 million</b>

### People reached by strategic priority

Climate and environment _____	<b>205,403</b>
Disasters and crises _____	<b>51,466</b>
Health and wellbeing _____	<b>35,698</b>
Values, power and inclusion _____	<b>3,615</b>

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRNP012](#) Acute watery diarrhea (DREF); [MDRNP013](#) earthquake (DREF); [MDR50001](#) COVID-19 Outbreak, Asia Pacific (emergency appeal)

### 2022 progress examples

- Nepal Red Cross reached 3.2 million people with COVID programming since 2020, including 400,000 people supported to access the COVID-19 vaccination.
- The IFRC supported network-wide response (with American RC, British RC, Danish RC and Swiss RC) to floods and landslides, which reached 5,593 families with relief and cash.
- 33,635 people reached through acute watery diarrhea and dengue response.
- Following the November earthquake, Nepal Red Cross provided distribution of shelter relief items (tarpaulin, blanket, mattress), dignity kit, transitional shelter, WASH facilities and multi-purpose cash.
- Three at-risk communities supported to conduct risk reduction activities through the Community-Based Disaster Risk Reduction project resulting in mitigation actions for floods, landslides, drinking water scarcity, and disaster risk management strategies.
- Three drinking water facilities benefitted 2,109 individuals from 433 households.
- The IFRC continued to support the institutional preparedness efforts in the field of disaster management and WASH through procurement and pre-positioning of relief items.

### Participating National Societies

American Red Cross, Australian Red Cross\*, Austrian Red Cross\*, British Red Cross, Cambodian Red Cross Society\*, The Canadian Red Cross Society, Red Cross Society of China\*, Danish Red Cross, Finnish Red Cross, Japanese Red Cross Society, The Netherlands Red Cross\*, Swiss Red Cross

### Link to network plans 2023

[Nepal](#)

## COUNTRY DELEGATION

# PAKISTAN

### In support of Pakistan Red Crescent

National Society staff _____	664
National Society volunteers _____	2,921
National Society branches _____	60

[FDRS country page](#)

### 2022 funding

Operating budget _____	CHF 8.9 million
Expenditure _____	CHF 6.7 million

### People reached by strategic priority

Disasters and crises _____	436,531
Health and wellbeing _____	1,326,345
Migration and displacement _____	18,200
Values, power and inclusion _____	552,015

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRPK023](#) pluvial/flash flood (emergency appeal supported by DREF); [MDR50001](#) COVID-19 Outbreak, Asia Pacific (emergency appeal)

### 2022 progress examples

- Pakistan is one of the countries selected to receive USAID funding, under the Global Climate Resilience Programme to Scale Up Locally Led Adaptation.
- The IFRC supported Pakistan Red Crescent to finalize the procurement of a Financial Service Provider for its cash and voucher assistance programming.
- Pakistan Red Crescent provided direct immunization services in 28 Union Councils through CDC funding.
- Rehabilitation work of ten solar powered water pumps completed in Tharparkar district in collaboration with community maintenance committees.
- 11 water treatment plants deployed in Sindh, Balochistan and Khyber Pakhtunkhwa province producing over ten million litres of potable water benefiting 5,350 families (37,400 individuals) daily.
- Nine Mobile Health Units (MHUs) deployed in Sindh reaching 80,985 individuals through primary healthcare assistance in flood-affected communities.

### Participating National Societies

British Red Cross, German Red Cross, Italian Red Cross, Norwegian Red Cross, Red Cross Society of China, Turkish Red Crescent Society, The Canadian Red Cross

### Link to network plans 2023

[Pakistan](#)

COUNTRY DELEGATION  
**PHILIPPINES**

In support of Philippine Red Cross	
National Society staff _____	<b>2,221</b>
National Society volunteers _____	<b>300,888</b>
National Society branches _____	<b>104</b>
<a href="#">FDRS country page</a>	

2022 funding	
Operating budget _____	<b>CHF 10.2 million</b>
Expenditure _____	<b>CHF 9.6 million</b>

People reached by strategic priority	
Climate and environment _____	<b>47,658</b>
Disaster and crises _____	<b>49,959</b>
Health and wellbeing _____	<b>366,572</b>
Migration and displacement _____	<b>3,059</b>
Values, power and inclusion _____	<b>139,72</b>

**Emergency appeals, DREF and Anticipatory Action active in 2022**

[MDRPH045](#) cyclone Rai (emergency appeal), [MDRPH046](#) tropical storm Agaton (DREF), [MDRPH047](#) earthquake (DREF), [MDRPH048](#) super typhoon Karding (DREF), [MDRPH050](#) tropical storm Paeng; [MDRPH041](#) TY Vamco (emergency appeal), [MDRPH042](#) Goni (emergency appeal); [MDRPH049](#) TY Paeng (early action protocol); [MDR50001](#) COVID-19 Outbreak

- 2022 progress examples**
- 1.4 million COVID-19 vaccinations administered by Philippine Red Cross, in partnership with the Department of Health
  - 198,000 people reached with contextually appropriate WASH services and 105,000 with contextually appropriate health services
  - Under the Zurich Flood Resilience Alliance project, 15,353 people reached with ZFRA project in 13 communities to implement climate-smart interventions
  - 15,353 people reached with Greening Disaster Risk Resilience Project, an initiative led by the IFRC to increase the network’s use of nature-based solutions to reduce disaster risks and increase community resilience

**Participating National Societies**

American Red Cross, Australian Red Cross\*, British Red Cross\*, The Canadian Red Cross Society, Red Cross Society of China\*, Finnish Red Cross, French Red Cross\*, German Red Cross, Japanese Red Cross Society\*, Norwegian Red Cross\*, The Republic of Korea National Red Cross\*, Red Cross of Monaco\*, The Netherlands Red Cross, Spanish Red Cross, Swedish Red Cross\*

**Link to network plans 2023**

[Philippines](#)

## COUNTRY DELEGATION

# PAPUA NEW GUINEA

### In support of Papua New Guinea Red Cross Society

National Society staff _____	<b>32</b>
National Society volunteers _____	<b>750</b>
National Society branches _____	<b>12</b>
FDRS country page	

### 2022 funding

Operating budget _____	<b>CHF 639,079</b>
Expenditure _____	<b>CHF 523,056</b>

### People reached by strategic priority

Climate and environment _____	<b>6,235</b>
Health and wellbeing _____	<b>3,000,000</b>
Migration and displacement _____	<b>338</b>
Values, power and inclusion _____	<b>6,413</b>

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRPG011](#) civil unrest (DREF); [MDR50001](#) COVID-19 Outbreak, Asia Pacific (emergency appeal)

### 2022 progress examples

- Red Ready project was piloted in three branches which conducted Integrated Vulnerability Capacity Assessments to identify any climate and environmental risks and vulnerabilities to develop their own disaster risk reduction plans.
- National Capital District/Central youth and volunteers actively engaged in climate action, such as coral reef restoration and mangrove planting. 5,000 mangrove seedlings were planted and 1,235 people benefitted through awareness raising sessions on climate change and planting mangroves and coral reef restoration.
- Disaster Response Emergency Fund Operation (DREF) for Civil Unrest was launched in September for targeting 1,500 affected households.
- Through COVID-19 operation and Community engagement and accountability activities, the National Society reached close to 60,000 people (PPE equipment distribution, awareness sessions, community accountability and engagement baseline survey and integrated first aid training sessions)

### Participating National Societies

Australian Red Cross\*, New Zealand Red Cross

### Link to network plan 2023

[Papua New Guinea](#)

# SRI LANKA

In support of Sri Lanka Red Cross Society	
National Society staff _____	<b>100</b>
National Society volunteers _____	<b>12,500</b>
National Society branches _____	<b>25</b>
FDRS country page	

2022 funding	
Operating budget: _____	<b>CHF 3.1 million</b>
Expenditure: _____	<b>CHF 2.6 million</b>

People reached by strategic priority	
Climate and environment _____	<b>43,249</b>
Disasters and crises _____	<b>154,670</b>
Health and wellbeing _____	<b>218,770</b>
Migration and displacement _____	<b>3,190</b>
Values, power and inclusion _____	<b>1,767</b>

**Emergency appeals, DREF and Anticipatory Action active in 2022**

[MDRLK014](#) civil unrest (emergency appeal supported by DREF), [MDRLK015](#) floods (DREF), [MDRLK016](#) population movement (DREF)

- 2022 progress examples**
- Sri Lanka Red Cross working with the Climate Change Secretariat of the Government of Sri Lanka in the National Adaptation Plan Readiness Support Project, to identify and address the capacity to implement the National Adaptation Plan under the Global Green Growth Institute/ Green Climate Fund funds.
  - The IFRC is supporting Sri Lanka Red Cross to implement an Indian government supported housing project in plantation areas, with 1,462 units out of 1,610 completed.
  - During the civil unrest in 2022, Sri Lanka Red Cross deployed 982 First Aid trained volunteers, who reached 18,821 people.
  - As part of the civil unrest response, Sri Lanka Red Cross provided medical attention at Gall Face Green Colombo and set up Galle Face First Aid Centre, where 20,000 people have received services.
  - The National Society has an ongoing partnership with UNDP to engage in the implementation of community-based climate change adaptation activities in the Kurunegala district of Sri Lanka as a part of a Climate Resilient Integrated Water Management Project, with funding support from UNDP.
  - Following the development of a Disaster Response Mobile application by Sri Lanka Red Cross, in 2022, pilot study was conducted which gathered data from 677 households, leading to the application’s launch on Google Appstore.

**Link to network plans 2023**

[Sri Lanka](#)

## CLUSTER DELEGATION

# SUVA

### National Societies supported

Australia, Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia, New Zealand, Palau, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu

#### Australian Red Cross

National Society staff \_\_\_\_\_ **5,760**  
 National Society volunteers \_\_\_\_\_ **13,000**  
 National Society branches \_\_\_\_\_ **799**  
[FDRS country page](#)

#### Cook Islands Red Cross Society

National Society staff \_\_\_\_\_ **11**  
 National Society volunteers \_\_\_\_\_ **10**  
 National Society branches \_\_\_\_\_ **12**  
[FDRS country page](#)

#### Fiji Red Cross Society

National Society staff \_\_\_\_\_ **37**  
 National Society volunteers \_\_\_\_\_ **500**  
 National Society branches \_\_\_\_\_ **18**  
[FDRS country page](#)

#### Kiribati Red Cross Society

National Society staff \_\_\_\_\_ **18**  
 National Society volunteers \_\_\_\_\_ **230**  
 National Society branches \_\_\_\_\_ **1**  
[FDRS country page](#)

#### Marshall Islands Red Cross Society

National Society staff \_\_\_\_\_ **8**  
 National Society volunteers \_\_\_\_\_ **150**  
 National Society branches \_\_\_\_\_ **3**  
[FDRS country page](#)

#### Micronesia Red Cross

National Society staff \_\_\_\_\_ **13**  
 National Society volunteers \_\_\_\_\_ **540**  
 National Society branches \_\_\_\_\_ **4**  
[FDRS country page](#)

#### New Zealand Red Cross

National Society staff \_\_\_\_\_ **543**  
 National Society volunteers \_\_\_\_\_ **10,000**  
 National Society branches \_\_\_\_\_ **98**  
[FDRS country page](#)

#### Palau Red Cross Society

National Society staff \_\_\_\_\_ **11**  
 National Society volunteers \_\_\_\_\_ **340**  
 National Society branches \_\_\_\_\_ **2**  
[FDRS country page](#)

#### Samoa Red Cross Society

National Society staff \_\_\_\_\_ **5**  
 National Society volunteers \_\_\_\_\_ **100**  
 National Society branches \_\_\_\_\_ **2**  
[FDRS country page](#)

#### Solomon Islands Red Cross

National Society staff \_\_\_\_\_ **25**  
 National Society volunteers \_\_\_\_\_ **180**  
 National Society branches \_\_\_\_\_ **5**  
[FDRS country page](#)

#### Tonga Red Cross Society

National Society staff \_\_\_\_\_ **18**  
 National Society volunteers \_\_\_\_\_ **80**  
 National Society branches \_\_\_\_\_ **3**  
[FDRS country page](#)

#### Tuvalu Red Cross Society

National Society staff \_\_\_\_\_ **5**  
 National Society volunteers \_\_\_\_\_ **470**  
 National Society branches \_\_\_\_\_ **8**  
[FDRS country page](#)



### Vanuatu Red Cross Society

National Society staff _____	41
National Society volunteers _____	310
National Society branches _____	9
<a href="#">FDRS country page</a>	

### 2022 funding

Operating budget _____	CHF 6.5 million
Expenditure _____	CHF 6.1 million

### People reached by strategic priority

Disasters and crises _____	16,250
Values, power and inclusion _____	65

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRFJ006](#) Fiji cyclone Cody (DREF); [MDRFJ005](#) Fiji cyclone Yasa (DREF); [MDRMH002](#) Marshall Islands drought (DREF); [MDRPW001](#) Palau typhoon Surigae (DREF); [MDRTO002](#) Tonga volcanic eruption (emergency appeal supported by DREF); [MDRTV002](#) Tuvalu drought (DREF); [MDRVU009](#) Vanuatu volcanic eruption (DREF); [MDR50001](#) COVID-19 Outbreak, Asia Pacific (emergency appeal- all)

### 2022 progress examples

- First Aid support provided to Vanuatu, Tuvalu, Samoa, Marshall Islands, Fiji, Cook Island, Kiribati, and Solomon Islands.
- Community-Based Health and First Aid programme successfully implemented in Vanuatu with the training of 30 communities to improve community health, hygiene awareness, and first aid skills at community level.
- Five Pacific National Societies (Solomon Islands, Vanuatu, Tuvalu, Kiribati, and Papua New Guinea) were supported on their National Youth and Volunteering Action Plan. As a result, approximately 10,000 young volunteers increased their knowledge and skills, inspiring positive behaviour in disaster management, health, and climate action plans.
- Three Pacific National Societies were supported in their regular Red Cross School Programme, including the Red Cross Special Development Centre run by the Solomon Islands Red Cross. This benefitted 5,000 people.

### Participating National Societies

American Red Cross\*, Australian Red Cross, British Red Cross\*, Danish Red Cross, French Red Cross, Italian Red Cross, Japanese Red Cross Society, Latvian Red Cross\*, New Zealand Red Cross, Red Cross of Monaco\*, Red Cross Society of China\*, Singapore Red Cross Society\*, The Canadian Red Cross Society\*, The Republic of Korea National Red Cross, Tuvalu Red Cross Society

### Link to network plans 2023

[Pacific Islands](#)  
[Tonga](#)

## TIMOR-LESTE

### In support of Society Timor-Leste Red Cross Society

National Society staff _____	<b>139</b>
National Society volunteers _____	<b>794</b>
National Society branches _____	<b>13</b>
<a href="#">FDRS country page</a>	

### 2022 funding

Operating budget _____	<b>CHF 414,575</b>
Expenditure _____	<b>CHF 381,704</b>

### People reached by strategic priority

Disasters and crises _____	<b>30,789</b>
Health and wellbeing _____	<b>47,275</b>

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRTP005](#) Dengue outbreak (DREF); [MDR50001](#) COVID-19 Outbreak, Asia Pacific (emergency appeal)

### 2022 progress examples

- 95,888 people reached (male 48,615, female 47,273) with health and PGI-related activities as part of the response to dengue fever
- 145 community leaders (male 95, female 50) received epidemic control training to understand how to convey information regarding dengue control
- Throughout dengue response, CVTL provided 5,479 people with general treatment services by deploying doctors and nurses at the health centre in Dili
- Community Based Health and First Aid and Nutrition training activities in the community and schools disseminated knowledge on basic health and how to prevent dengue and diarrhoea. These two-prevention topics were the top priority of the community health intervention
- Construction of the spring catchment in the villages with pipe installation totalling 10,417 metres and the installation of eight water reservoirs and 12 public tap stands, serving 1,297 people
- Close coordination with village leaders has been an important part of the effort to improve water access for four target villages in Ainaro and Manufahi municipalities
- Timor-Leste Red Cross participated in the National Climate change working group

### Participating National Societies

American Red Cross\*, Australian Red Cross, Indonesian Red Cross Society, Italian Red Cross, The Republic of Korea National Red Cross, The Netherlands Red Cross, New Zealand Red Cross

### Link to network plans 2023

[Timor-Leste](#)



# EUROPE

## CLUSTER DELEGATION

# BALTIC COUNTRIES

### National societies supported

Estonia and Lithuania

#### Estonian Red Cross

National Society staff \_\_\_\_\_ **30**  
National Society volunteers \_\_\_\_\_ **456**  
National Society branches \_\_\_\_\_ **17**  
[FDRS country page](#)

#### Lithuanian Red Cross Society

National Society staff \_\_\_\_\_ **180**  
National Society volunteers \_\_\_\_\_ **15,611**  
National Society branches \_\_\_\_\_ **16**  
[FDRS country page](#)

#### 2022 funding

Operating budget \_\_\_\_\_ **CHF 1 million**  
Expenditure \_\_\_\_\_ **CHF 923,807**

#### People reached by strategic priority

Disasters and crises \_\_\_\_\_ **4,718**  
Health and wellbeing \_\_\_\_\_ **80,000**  
Migration and displacement \_\_\_\_\_ **603**

#### 2022 progress examples

- Humanitarian Service points were set up and assisted displaced people from Ukraine.
- Cash and voucher assistance programmes were launched as a new response modality.
- National societies scaled up personnel, including volunteers, and established new operational units, including a mental health and psychosocial support unit with the Lithuanian Red Cross.

#### Participating National Societies

Finnish Red Cross, German Red Cross

#### Link to network plans 2023

[Baltic countries](#)

## CLUSTER DELEGATION

# CENTRAL AND SOUTH-EASTERN EUROPE

### National Societies supported

Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Montenegro, North Macedonia, Romania, and Serbia

#### Albanian Red Cross

National Society staff \_\_\_\_\_ **58**  
 National Society volunteers \_\_\_\_\_ **2,295**  
 National Society branches \_\_\_\_\_ **39**  
[FDRS country page](#)

#### The Red Cross Society of Bosnia and Herzegovina

National Society staff \_\_\_\_\_ **329**  
 National Society volunteers \_\_\_\_\_ **10,000**  
 National Society branches \_\_\_\_\_ **165**  
[FDRS country page](#)

#### Bulgarian Red Cross

National Society staff \_\_\_\_\_ **498**  
 National Society volunteers \_\_\_\_\_ **17,000**  
 National Society branches \_\_\_\_\_ **35**  
[FDRS country page](#)

#### Croatian Red Cross

National Society staff \_\_\_\_\_ **1,739**  
 National Society volunteers \_\_\_\_\_ **8,944**  
 National Society branches \_\_\_\_\_ **131**  
[FDRS country page](#)

#### Red Cross of Montenegro

National Society staff \_\_\_\_\_ **75**  
 National Society volunteers \_\_\_\_\_ **1,163**  
 National Society branches \_\_\_\_\_ **23**  
[FDRS country page](#)

#### Red Cross of The Republic of North Macedonia

National Society staff \_\_\_\_\_ **200**  
 National Society volunteers \_\_\_\_\_ **2,400**  
 National Society branches \_\_\_\_\_ **34**  
[FDRS country page](#)

#### Romanian Red Cross

National Society staff \_\_\_\_\_ **51**  
 National Society volunteers \_\_\_\_\_ **5,175**  
 National Society branches \_\_\_\_\_ **47**  
[FDRS country page](#)

#### The Red Cross of Serbia

National Society staff \_\_\_\_\_ **843**  
 National Society volunteers \_\_\_\_\_ **51,000**  
 National Society branches \_\_\_\_\_ **185**  
[FDRS country page](#)

#### 2022 funding

Operating budget \_\_\_\_\_ **CHF 33.5 million**  
 Expenditure \_\_\_\_\_ **CHF 34.6 million**

#### People reached by strategic priority

Disasters and crises \_\_\_\_\_ **245**  
 Health and wellbeing \_\_\_\_\_ **67,791**

## Emergency appeals, DREF and Anticipatory Action active in 2022

MDRBA014 floods, Bosnia (DREF); MDRBG003 floods, Bulgaria; MDR65004 COVID-19 Outbreak, Europe (emergency appeal – Bulgaria, Montenegro, North Macedonia, and Serbia)

## 2022 progress examples

- A joint project between Bulgaria, Croatia, Montenegro, North Macedonia, and Serbia is enhancing cross-border emergency management and preparedness through shared management of emergency stock.
- As part of the Zurich Flood Resilience Alliance, the Red Cross societies of Albania and Montenegro work with communities in the Lake Skadar basin to build flood resilience by informing and empowering communities to develop and implement resilience building activities, such as adopting local flood protection plans.
- The IFRC worked with National Societies to support people on the move in Bosnia and Herzegovina, Croatia, Montenegro, North Macedonia, and Serbia as part of the Global Route-based Migration Programme, providing protection and assistance through humanitarian service points and increasing coordination.
- Red Cross of Montenegro continued to work with the municipality on the implementation of a green and grey infrastructure project, cleaning 2 km of canal running and removing debris and bushes to allow unobstructed flow of water and prevent flash floods.
- A full scale exercise was held in Montenegro to test the emergency management system receiving international assistance and working together towards an effective, time-sensitive, and efficient response to a large-scale earthquake and working towards the mitigation of its consequences.

## Participating National Societies

Austrian Red Cross\*, British Red Cross\*, Bulgarian Red Cross\*, Danish Red Cross\*, Italian Red Cross, Japanese Red Cross Society\*, Norwegian Red Cross\*, Qatar Red Crescent Society, Red Crescent Society of the United Arab Emirates, Swiss Red Cross, The Canadian Red Cross Society\*, The Netherlands Red Cross\*, Turkish Red Crescent Society

## Link to network plans 2023

Central and South-Eastern Europe

## CLUSTER DELEGATION

# CENTRAL ASIA

### National Societies supported

Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

#### The Red Crescent of Kazakhstan

National Society staff \_\_\_\_\_ **81**  
 National Society volunteers \_\_\_\_\_ **3,630**  
 National Society branches \_\_\_\_\_ **18**  
[FDRS country page](#)

#### Red Crescent Society of Kyrgyzstan

National Society staff \_\_\_\_\_ **214**  
 National Society volunteers \_\_\_\_\_ **3,282**  
 National Society branches \_\_\_\_\_ **46**  
[FDRS country page](#)

#### Red Crescent Society of Tajikistan

National Society staff \_\_\_\_\_ **155**  
 National Society volunteers \_\_\_\_\_ **12,000**  
 National Society branches \_\_\_\_\_ **69**  
[FDRS country page](#)

#### Red Crescent Society of Turkmenistan

National Society staff \_\_\_\_\_ **140**  
 National Society volunteers \_\_\_\_\_ **5,005**  
 National Society branches \_\_\_\_\_ **51**  
[FDRS country page](#)

#### Red Crescent Society of Uzbekistan

National Society staff \_\_\_\_\_ **650**  
 National Society volunteers \_\_\_\_\_ **45,000**  
 National Society branches \_\_\_\_\_ **210**  
[FDRS country page](#)

#### 2022 funding

Operating budget \_\_\_\_\_ **CHF 9.4 million**  
 Expenditure \_\_\_\_\_ **CHF 6.9 million**

#### People reached by strategic priority

Climate and environment \_\_\_\_\_ **23,109**  
 Disasters and crises \_\_\_\_\_ **17,156**  
 Health and wellbeing \_\_\_\_\_ **2,450,687**

#### Emergency appeals, DREF and Anticipatory Action active in 2022

[SEAP2022KZ01](#) cold wave, Kazakhstan (simplified early action protocol); [EAP2021KG01](#) heatwave, Kyrgyzstan (early action protocol); [MDRKG015](#) border conflict, Kyrgyzstan (DREF); [MDRTJ032](#) border conflict, Tajikistan (DREF); [EAP2021TJ01](#) heatwave, Tajikistan (early action protocol); [EAP2022TJ02](#) cold wave, Tajikistan (early action protocol); [MDRAFRPM21](#) (EA) on Regional Population Movement – Afghanistan; [MDRTJ030](#) Tajikistan floods (DREF); [MDR65004](#) COVID-19 Outbreak, Europe (emergency appeal, Kazakhstan, Kyrgyzstan and Tajikistan)



### 2022 progress examples

- In Kyrgyzstan, when the [early action protocol for heatwave](#) was activated, 496 unaccompanied children and children with disabilities, 258 elderly people and 7,320 children in targeted families were reached with daily food and hygiene items, air conditioners that were installed in social institutions for orphans, people with disabilities and elderly people, psychosocial support kits, conducting masterclasses on first aid, etc.
- Under the DG ECHO Pilot Programmatic Partnership (PPP) project in Kyrgyzstan and Tajikistan, the IFRC led a virtual workshop to introduce the principles of Green Response and green logistics and supply chain management, as well as supported two National Societies on cash preparedness, community engagement and accountability and protection, gender and inclusion trainings
- In Kyrgyzstan and Tajikistan, under the DG ECHO PPP project, National Societies are strengthening their capacity in information management, digital transformation, community engagement and accountability, and protection, gender and inclusion, as well as anticipatory action
- 1,230 Afghan refugees reached Tajikistan Red Crescent, in coordination with Afghan diaspora, Ministry of Interior and Committee of Emergency Situations received cash assistance
- 2,016 families impacted by the border conflict, received cash assistance in Kyrgyzstan
- In Kazakhstan, the National Society is the member of the Interagency Commission for the Prevention and Response to Emergency Situations at national and local levels
- More than 48,000 people have been trained in first aid by Central Asia National Societies
- All five National Societies were supported by IFRC technically and financially to strengthen their preparedness for earthquakes through community based disaster risk reduction activities and cash preparedness
- In Tajikistan, 433 volunteers of the Red Crescent Society of Tajikistan conducted information sessions promoting COVID-19 vaccination, reaching in total 1,052,070 people in Sughd and GBAO regions
- In Kyrgyzstan, the Red Crescent implemented a perception survey on vaccination and reached 34,030 people with information sessions
- The Red Crescent Society of Kazakhstan reached two million people with messages on voluntary blood donation and as a result, 14,000 people became donors of blood and blood components
- The Red Crescent Society of Tajikistan, in coordination with National and local TB services, reached 124,716 people by informational activities on TB prevention

### Participating National Societies

British Red Cross\*, The Canadian Red Cross Society\*, Finnish Red Cross, German Red Cross\*\*, Italian Red Cross\*, Japanese Red Cross Society\*, Red Cross Society of China, Red Cross of Monaco\*, Spanish Red Cross, Swedish Red Cross\*, Swiss Red Cross\*, Turkish Red Crescent, Red Crescent Society of the United Arab Emirates, Kuwait Red Crescent, Qatar Red Crescent

### Link to network plans 2023

[Central Asia](#)

## COUNTRY DELEGATION

# GREECE

### In support of Hellenic Red Cross

National Society staff _____	544
National Society volunteers _____	4,478
National Society branches _____	86
<a href="#">FDRS country page</a>	

### 2022 funding

Operating budget _____	CHF 4.3 million
Expenditure _____	CHF 3.9 million

### People reached by strategic priority

Health and wellbeing _____	15,847
Migration and displacement _____	54,692

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRGR004](#) wildfires (DREF); [MDR65003](#) Population Movement (emergency appeal); [MDR65004](#) COVID-19 Outbreak, Europe (emergency appeal)

### 2022 progress examples

- Finalization of a migration and displacement assessment with clear recommendations to inform the development of a Greece migration strategy
- Finalization of the Office of Internal Audit and Investigations internal audit report and management response with a clear risk mitigation plan in place
- Development of a strategic partnership with the Municipality of Athens on extreme heat related action, leading to the testing of new programmatic options and training with city officials on extreme heat
- Ongoing support to Hellenic Red Cross migration programme enabling the continuation of primary health care services, psychosocial support, as well as holistic integration services via Humanitarian Service Points (including its Mobile Health Teams, educational health station, multifunctional centres), as well as regular community engagement and accountability activities for affected people in migrants' sites and urban settings
- 99.5% satisfaction score by migrants on the quality-of-services and communications offered by the Hellenic Red Cross
- National Society Development activities delivered including Planning, Monitoring, Evaluation and Reporting (PMER) capacity building, a Branch Organizational Capacity Assessment (BOCA) Training of Trainers and the piloting of BOCA exercises in three branches, and the establishment of a new health case management system to improve data collection, information management and service delivery (with the support of 510)

### Participating National Societies

Austrian Red Cross\*, British Red Cross\*, The Canadian Red Cross Society\*, German Red Cross\*, Iraqi Red Crescent Society\*, Italian Red Cross\*, The Netherlands Red Cross/510\*, Swiss Red Cross\*

### Link to network plans 2023

[Greece](#)

COUNTRY DELEGATION

## REPUBLIC OF MOLDOVA

### In support of Red Cross Society of the Republic of Moldova

National Society staff _____	14
National Society volunteers _____	1,260
National Society branches _____	20
FDRS country page _____	

### 2022 funding

Operating budget _____	CHF 4.0 million
Expenditure _____	CHF 2.9 million

## CLUSTER DELEGATION

# RUSSIA AND BELARUS

### National Societies supported

Russian Federation and Belarus

### The Russian Red Cross Society

National Society staff \_\_\_\_\_ **500**  
National Society volunteers \_\_\_\_\_ **50,000**  
National Society branches \_\_\_\_\_ **84**  
[FDRS country page](#)

### Belarus Red Cross

National Society staff \_\_\_\_\_ **419**  
National Society volunteers \_\_\_\_\_ **16,000**  
National Society branches \_\_\_\_\_ **158**  
[FDRS country page](#)

### 2022 funding

Operating budget \_\_\_\_\_ **CHF 12.4 million**  
Expenditure \_\_\_\_\_ **CHF 7.2 million**

### People reached by strategic priority

Disasters and crises \_\_\_\_\_ **100**  
Health and wellbeing \_\_\_\_\_ **4,000**  
Migration and displacement \_\_\_\_\_ **2,337**

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDR65004](#) COVID-19 Outbreak, Europe (emergency appeal – all)

### 2022 progress examples

- Humanitarian assistance provided to those displaced from Ukraine, including cash and voucher assistance
- 2,137 displaced people assisted directly and 6,675 indirectly through access to essential health services to displaced people from Ukraine within an ECHO-funded project
- Support provided to the Russian Red Cross in producing social media assets to disseminate relevant information to affected communities on first aid, psychosocial support, receiving cash and vouchers assistance
- A Disaster Management Delegate arrived in Moscow in 2022 and the Preparedness for Effective Response approach was introduced to Russian Red Cross which has led to the identification of needs for capacity strengthening

### Participating National Societies

Austrian Red Cross, Belgian Red Cross\*, British Red Cross\*, Red Cross Society of China, Danish Red Cross\*, Finnish Red Cross\*, German Red Cross, Italian Red Cross\*, Japanese Red Cross Society\*, The Netherlands Red Cross\*, New Zealand Red Cross\*, Norwegian Red Cross, The Russian Red Cross Society, Singapore Red Cross Society\*, Spanish Red Cross, Swedish Red Cross\*, Swiss Red Cross, Turkish Red Crescent Society

### Link to network plans 2023

[Russia Belarus Cluster Delegation](#)

## CLUSTER DELEGATION

# SOUTH CAUCASUS

### National societies supported

Armenia, Azerbaijan, and Georgia

#### Armenian Red Cross

National Society staff \_\_\_\_\_ **300**  
 National Society volunteers \_\_\_\_\_ **6,858**  
 National Society branches \_\_\_\_\_ **137**  
[FDRS country page](#)

#### Azerbaijan Red Crescent Society

National Society staff \_\_\_\_\_ **176**  
 National Society volunteers \_\_\_\_\_ **6,000**  
 National Society branches \_\_\_\_\_ **85**  
[FDRS country page](#)

#### Georgia Red Cross Society

National Society staff \_\_\_\_\_ **179**  
 National Society volunteers \_\_\_\_\_ **15,000**  
 National Society branches \_\_\_\_\_ **40**  
[FDRS country page](#)

#### 2022 funding

Operating Budget \_\_\_\_\_ **CHF 12.4 million**  
 Expenditure \_\_\_\_\_ **CHF 12.0 million**

#### People reached by strategic priority

Climate and environment \_\_\_\_\_ **30,000**  
 Disasters and crises \_\_\_\_\_ **544,000**  
 Health and wellbeing \_\_\_\_\_ **8.5 million**  
 Migration and displacement \_\_\_\_\_ **14,000**  
 Values, power and inclusion \_\_\_\_\_ **50,000**

#### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRAM008](#) Armenia winterization/population movement (DREF); [MDRAM009](#) Armenia massive explosion in Yerevan (DREF); [MDRAM010](#) Armenia population movement (DREF); [MDRGE016](#) Georgia heavy rains and strong winds (DREF); [MDRGE015](#) Georgia floods (DREF); [MGR65002](#) Georgia is also part of the Ukraine and impacted countries crisis emergency appeal; [MDR65004](#) COVID-19 Outbreak, Europe (emergency appeal – all)

### 2022 progress examples

- Revised movement contingency plans in three countries will further enhance preparedness to respond effectively in the event of emergencies and disasters
- 159,599 people reached directly in three countries (through community-level awareness-raising) on health issues during emergencies, COVID-19, psychological first aid, WASH, and first aid and mass casualty management
- Capacity development (cash and voucher assistance, branch development, youth development, disaster management, digitalization, community engagement and accountability, information management and resource mobilization) in Armenia
- Tavush Resilience Centre supported the National Security Strategy of the Republic of Armenia “Resilient Armenia in a Changing World” towards improved evidence based programming; upscaled cash and voucher assistance preparedness (reliable cooperation with the authorities and financial service providers (FSPs)); setting-up of centralized feedback mechanism for cash distribution resulting in 7 million Swiss francs in cash transfer operations delivered in 2022
- 1,500 people in 378 households received cash and voucher assistance as part of a cash distribution pilot in Azerbaijan
- 20 branches in Azerbaijan Red Crescent underwent a pilot multi-module branch development exercise covering disaster management, communications, fundraising, youth, cash and voucher assistance, and volunteer management
- 250 students and the staff of Alazapin and Alasha schools in Azerbaijan benefitted from improved access to water supply network and other WASH facilities in the remote villages in Lankaran and Astara Regions.
- 100 tons of humanitarian aid sent to Ukraine from Georgia Red Cross (food and hygiene items, as well as some equipment and food for pets)
- A platform for knowledge sharing in Georgia facilitated 15 regional, cluster and country-level workshops and training sessions hosted with more than 400 participants

### Participating National Societies

American Red Cross\*, Austrian Red Cross\*\*, British Red Cross\*, Canadian Red Cross Society\*, Finnish Red Cross \*, Italian Red Cross, Netherlands Red Cross (510), Norwegian Red Cross, Red Cross of Monaco, Swiss Red Cross, Turkish Red Crescent

### Link to network plans 2023

[Armenia](#)

[Azerbaijan](#)

[Georgia](#)

## COUNTRY DELEGATION

# TÜRKIYE

### In support of Turkish Red Crescent Society

National Society staff _____	<b>11,000</b>
National Society volunteers _____	<b>200,000</b>
National Society branches _____	<b>264</b>
<a href="#">FDRS country page</a>	

### 2022 funding

Operating budget _____	<b>CHF 36.1 million</b>
(excl. ESSN)	
Expenditure _____	<b>CHF 34.2 million</b>
(excl. ESSN)	

### People reached by strategic priority

Disasters and crises _____	<b>1.6 million</b>
Health and wellbeing _____	<b>19,695</b>
Migration and displacement _____	<b>265,622</b>
Values, power and inclusion _____	<b>2,023</b>

### 2022 progress examples

- The ESSN cash assistance programme reached over 1.4 million refugees under temporary or international protection in Türkiye.
- In 2022, a top-up was given to all beneficiaries to mitigate the impact of the economic crisis. Further info on [ESSN programme](#).
- IFRC Migration Project, funded through the savings from the closed International Appeal, continued supporting refugee and host communities through the [18 community centres run by Turkish Red Crescent](#), providing guidance to employment, vocational training, entrepreneurship support, home-based production support, Turkish language training, soft skills development training, and support for work permits.
- An internal livelihood referral mechanism was established between ESSN and TRCS community-based migration programme (CBMP) to support individuals who want to access sustainable livelihood opportunities through capacity building, employment and work permit consultations.
- Since Türkiye also received Ukrainians fleeing the conflict, the IFRC supported TRCS financially to provide cash assistance, mental health and psychosocial support (MHPSS) and hygiene kits support to vulnerable Ukrainians hosted in Türkiye.
- Supported by Norwegian RC, Turkish Red Crescent's mother and child community-based health project staff reached 10,571 people with awareness raising sessions on basic first aid, reproductive health, maternal health etc.
- A robust handover process was initiated to ensure a smooth transition of ESSN programme from the IFRC to the Ministry of Family in 2023, including strong capacity building initiatives.

### Participating National Societies

American Red Cross, British Red Cross, German Red Cross, Netherlands Red Cross, Norwegian Red Cross\*\*, Spanish Red Cross

### Link to network plans 2023

[Türkiye](#)





# MIDDLE EAST AND NORTH AFRICA

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## COUNTRY DELEGATION

# ISLAMIC REPUBLIC OF IRAN

### In support of the Red Crescent Society of the Islamic Republic of Iran

National Society staff _____	8,500
National Society volunteers _____	1,350,000
National Society branches _____	532
<a href="#">FDRS country page</a>	

### 2022 funding

Operating budget _____	CHF 7.1 million
Expenditure _____	CHF 6.4 million

### People reached by strategic priority

Climate and environment _____	16,000
Disasters and crises _____	665,346
Health and wellbeing _____	11,951,154
Values, power and inclusion _____	465

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRIR009](#) drought (emergency appeal), [MDRIR012](#) Azerbaijan earthquake (DREF), [MDRIR011](#) flood (DREF), [MDRIR010](#) Hormozgan earthquake (DREF), [MDRIR008](#) floods (DREF), [MDRIR007](#) Hormozgan earthquake (DREF), [MDRAFRPM21](#) (Afghan population Movement Appeal/ EPOA Iran)

### 2022 progress examples

- Iran Red Crescent developed culturally appropriate information, education, and communication materials to promote positive behaviour on climate change by <http://www.khadem.ir>
- Health caravans were equipped to reduce the effects of climate change while providing emergency medical and health services
- Development of community level climate adaptation plan of action focused on volunteer-based initiatives and entrepreneurship by equipping them with basic response tools
- Conducted awareness sessions for the communities in targeted areas to promote their knowledge on disaster risk reduction, health promotion, disaster preparedness and response through Helal houses (community Red Crescent Houses)
- Implemented, with Youth Organization, National DADRAS (first aid provision on bicycles by students) Programme organizing specialized teams of SAHAR (PSS support girls) and SAHAB (PSS support for boys) (preparedness measures)

### Participating National Societies

British Red Cross\*, The Canadian Red Cross Society\*, German Red Cross, Italian Red Cross\*, Japanese Red Cross Society\*, Red Cross of Monaco\*, The Netherlands Red Cross\*, Swedish Red Cross\*

### Link to network plans 2023

[Islamic Republic of Iran](#)

## COUNTRY DELEGATION

# IRAQ

### In support of Iraqi Red Crescent Society

National Society staff _____	2,400
National Society volunteers _____	11,853
National Society branches _____	18
<a href="#">FDRS country page</a>	

### 2022 funding

Operating budget _____	CHF 3.1 million
Expenditure _____	CHF 2.6 million

### People reached by strategic priority

Climate and environment _____	15,480
Disasters and crises _____	9,084
Health and wellbeing _____	46,221

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRIQ015](#) cholera epidemic (DREF); [MDRIQ014](#) flash floods (DREF); [MDRIQ013](#) drought (DREF); [MDR80002](#) COVID-19 Outbreak, MENA (emergency appeal)

### 2022 progress examples

- Iraqi Red Crescent Society in collaboration with the Iraqi Ministry of Labour and Social Affairs organized technical vocational skills training for 30 women in the governorates of Baghdad, Diwaniya, Mosul, Thi Qar and Babel
- 2,000 families received a one-time food parcel in an attempt to close the basic nutrition gap caused by COVID-19 pandemic financial impacts, with the support of the Ministry of Planning and public authorities
- In response to droughts, 5,775 households provided with food parcels, 1,500 households received a one-time 100 USD cash assistance, three mobile health clinics were deployed, 7,181 people received psychosocial support and 13,448 people were provided with safe water
- In response to floods, 3,540 blankets, 1,250 hygiene kits, and 2,500 food parcels were distributed and 208 home visits conducted for psychosocial support
- In response to the cholera outbreak, two mobile medical units deployed, 700 health awareness sessions conducted and 2,000 hygiene kits including oral rehydration tablets distributed
- To respond to the rising healthcare needs, an extension ward with a 16-bed capacity was added to the Iraq Red Crescent hospital, and a further multi-storey hospital extension is being built on the grounds of the hospital complex in Al Mansour, Baghdad, with an area of 600m<sup>2</sup>

### Participating National Societies

British Red Cross\*, Danish Red Cross, German Red Cross, Japanese Red Cross Society\*, Norwegian Red Cross, Swedish Red Cross

### Link to network plans 2023

[Iraq](#)

## COUNTRY DELEGATION

# JORDAN

### In support of Jordan National Red Crescent Society

National Society staff _____	210
National Society volunteers _____	4,000
National Society branches _____	10
<a href="#">FDRS country page</a>	

### 2022 funding

Operating budget _____	CHF 470,000
Expenditure _____	CHF 405,000

### People reached by strategic priority

Health _____	24,800
Livelihood voucher _____	635
COVID response _____	341,385

### 2022 progress examples

- 236 volunteers received training or refresher training as part of the COVID-19 response, out of which 49 new volunteers were trained on risk communication and community engagement
- 89,564 people reached with risk communication and community engagement activities in 11 governorates
- 1,075 affected people benefitted from mental health and psychosocial support activities and, in addition, 10,180 people were reached through outreach activities
- Implementation of the Islamic Development Bank funded project in collaboration with AUB to build on the lessons learnt during COVID-19 to adopt a “Health for All” approach through digital tools
- Fraud and corruption awareness training provided for Jordan Red Crescent headquarter staff, head of branches, staff and volunteers
- An integrity line was established and functioning with the support of IFRC
- Strategic planning process finalized to develop a five-year strategy
- Strengthened the volunteer management cycle and promoted volunteerism through the Shôken-funded project, “Volunteers Stand for Humanity”
- Drafted National Society policies for community engagement and accountability and migration

### Participating National Societies

Iraqi Red Crescent Society, Kuwait Red Crescent Society, The Netherlands Red Cross, Qatar Red Crescent Society, Red Crescent Society of the United Arab Emirates

### Link to network plans 2023

[Jordan](#)

## COUNTRY DELEGATION

# LEBANON

### In support of Lebanese Red Cross

National Society staff _____	399
National Society volunteers _____	13,000
National Society branches _____	32
<a href="#">FDRS country page</a>	

### 2022 funding

Operating budget _____	CHF 6.8 million
Expenditure _____	CHF 6.2 million

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MGRLB001](#) complex emergency (emergency appeal); [MDRLB011](#) civil unrest (DREF); [MDRLB012](#) cholera (DREF); [MDR80002](#) COVID-19 Outbreak, MENA (emergency appeal)

### Participating National Societies

Austrian Red Cross, British Red Cross\*\*, The Canadian Red Cross Society\*\*, Danish Red Cross\*\*, Finnish Red Cross, French Red Cross, German Red Cross\*\*, Italian Red Cross, Japanese Red Cross Society\*\*, Kuwait Red Crescent Society, The Netherlands Red Cross, Norwegian Red Cross\*\*, Qatar Red Crescent Society\*\*, Spanish Red Cross, Swedish Red Cross\*\*, Swiss Red Cross

### Link to network plan 2023

[Lebanon](#)

## COUNTRY DELEGATION

# LIBYA

### In support of Libyan Red Crescent

National Society staff _____	<b>1,000</b>
National Society volunteers _____	<b>3,000</b>
National Society branches _____	<b>38</b>
<a href="#">FDRS country page</a>	

### 2022 funding

Operating budget _____	<b>CHF 1.7 million</b>
Expenditure _____	<b>CHF 1.3 million</b>

### People reached by strategic priority

Health and wellbeing _____	<b>20,780</b>
Migration and displacement _____	<b>3,985</b>
Values, power and inclusion _____	<b>3,151</b>

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDR80002](#) COVID-19 Outbreak, MENA (emergency appeal)

### 2022 progress examples

- The IFRC reopened its office in Benghazi inside the Libyan Red Crescent headquarters, which allows a regular presence of IFRC staff in Libya and enables closer and sustained work with the National Society
- The IFRC supported Libyan Red Crescent to develop and adopt volunteering policy and code of conduct, National Society strategy 2019-2025 and framework, and migration strategy
- 1,693 people received medical services through six medical convoys deployed in 2022, part of the community-based health and first aid initiative
- 3,000 Family Hygiene kits were prepared and distributed to vulnerable communities under community-based health and first aid
- 4,200 individual hygiene kits procured for stock of emergency response
- Emergency response activities in Kufrah detention centre reached 382 migrants (173 minor males, five children under five years old, and three pregnant women)
- The IFRC supported Libyan Red Crescent disaster management capacity by equipping the strategic warehouses with 7,200 hygiene kits, 5,000 blankets and 100 first aid kits to be used in case of any emergency
- The IFRC supported Libyan Red Crescent to scale up its capacity in First Aid by providing training with the supervision of the Global First Aid Reference Centre, and procurement of first aid training equipment (CPR manikins)

### Participating National Societies

British Red Cross, German Red Cross, Italian Red Cross, Norwegian Red Cross

### Link to network plans 2023

[Libya](#)

CLUSTER DELEGATION  
**NORTH AFRICA**

<b>National Societies supported</b>
Morocco and Tunisia

<b>Moroccan Red Crescent</b>	
National Society staff _____	<b>895</b>
National Society volunteers _____	<b>8000</b>
National Society branches _____	<b>71</b>
<a href="#">FDRS country page</a>	

<b>Tunisian Red Crescent</b>	
National Society staff _____	<b>7</b>
National Society volunteers _____	<b>10,000</b>
National Society branches _____	<b>270</b>
<a href="#">FDRS country page</a>	

<b>2022 funding</b>	
Operating budget _____	<b>CHF 1.4 million</b>
Expenditure _____	<b>CHF 604,564</b>

<b>Emergency appeals, DREF and Anticipatory Action active in 2022</b>
<a href="#">MDRTN011</a> Tunisia floods (DREF); <a href="#">MDR80002</a> COVID-19 Outbreak, MENA (emergency appeal – all)

<b>2022 progress examples</b>
<ul style="list-style-type: none"> <li>• Both National Societies supported local health structures and authorities in line with governmental/national strategies for COVID-19 vaccination, reaching the 70% indicators.</li> <li>• Moroccan Red Crescent included pandemic preparedness in their FBF/ Anticipatory Programming, which is part of a medium to long term approach supported by German Red Cross.</li> <li>• Both National Societies are participating in the REACH programme (African Union /CDC/ Mastercard), multi-year Community Health programme</li> <li>• In Tunisia, ongoing discussion on establishment of six Humanitarian Service Points in five regions, as part of the Global Route Migration programme.</li> <li>• Tunisia Red Crescent provided support to Syria Operation.</li> </ul>

<b>Participating National Societies</b>
Italian Red Cross, German Red Cross



## COUNTRY DELEGATION

# PALESTINE

### In support of the Palestine Red Crescent Society

National Society staff _____	3,987
National Society volunteers _____	6,095
National Society branches _____	39
<a href="#">FDRS country page</a>	

### 2022 funding

Operating budget _____	CHF 1.5 million
Expenditure _____	CHF 2.9 million

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDRPS012](#) civil unrest (DREF), [MDRPS013](#) cold wave (DREF)

### Participating National Societies

Danish Red Cross, French Red Cross, Italian Red Cross, Japanese Red Cross

COUNTRY DELEGATION  
**SYRIAN ARAB REPUBLIC**

<b>In support of Syrian Arab Red Crescent</b>	
National Society staff _____	<b>5,749</b>
National Society volunteers _____	<b>8,031</b>
National Society branches _____	<b>14</b>
FDRS country page	

<b>2022 funding</b>	
Operating budget _____	<b>CHF 5.0 million</b>
Expenditure _____	<b>CHF 5.7 million</b>

<b>People reached</b>	
Total _____	<b>1,360,000</b>

**Emergency appeals, DREF and Anticipatory Action active in 2022**  
[MDRSY008](#) cholera outbreak (DREF); [MDRSY007](#) population movement (DREF); [MDRSY006](#) drought (DREF); [MDR80002](#) COVID-19 Outbreak, MENA (emergency appeal)

- 2022 progress examples**
- 17,993 vulnerable people reached with pre-positioned food and non-food items, and interventions that strengthen their food security supported by the IFRC.
  - 31,736 people reached with follow-up of 2021 livelihoods support which resulted in an increase food production in target communities or an increased income.
  - 1,374 households continued to receive support in agricultural interventions, and employment and income-generating opportunities.
  - 115,637 people reached through Syrian Red Crescent health facilities, supported by the IFRC, including emergency health points, first aid, primary health clinics, mobile health teams, physical rehabilitation centres and physiotherapy mobile teams.
  - The IFRC supported the procurement of medical equipment with support from the Italian Red Cross for cardiology at the Al-Zahera hospital in Damascus.
  - 16,773 people with disabilities and 663 family members and care providers attended awareness sessions to promote the rights of persons with disabilities and reduce the stigma towards people with disabilities by families.

**Participating National Societies**  
 Australian Red Cross, British Red Cross, The Canadian Red Cross Society, Red Cross Society of China\*, Danish Red Cross, Finnish Red Cross, French Red Cross\*, German Red Cross, Irish Red Cross Society\*, Italian Red Cross, Japanese Red Cross Society, The Netherlands Red Cross\*, Norwegian Red Cross, Swedish Red Cross, Swiss Red Cross

**Link to network plans 2023**  
[Syrian Arab Republic](#)

## COUNTRY DELEGATION

# YEMEN

### In support of Yemen Red Crescent Society

National Society staff _____	454
National Society volunteers _____	5,355
National Society branches _____	22
<a href="#">FDRS country page</a>	

### 2022 funding

Operating budget _____	CHF 4.3 million
Expenditure _____	CHF 4.0 million

### People reached by strategic priority

Disasters and crises _____	79,523
Health and wellbeing _____	122,679

### Emergency appeals, DREF and Anticipatory Action active in 2022

[MDR80002](#) COVID-19/PYE030; [MDRYE011](#) Sanaa floods (DREF); [MDR80002](#) COVID-19 Outbreak, MENA (emergency appeal)

### 2022 progress examples

- Environment and climate-related considerations were incorporated into programmatic activities to mitigate environmental degradation and/or improve the environment, such as water systems rehabilitated under WASH and DRR projects transformed from diesel to renewable solar energy
- The IFRC and Yemen Red Crescent rehabilitated and upgraded four water supply schemes and WASH facilities in schools in Al Mahrah, Amran, Dhamar and Shabwah governorates, benefitting a total of 35,800 school children and staff
- The IFRC and Yemen Red Crescent piloted an early warning system in one district in Amran governorate, in close collaboration with local communities and authorities, reaching 3,500 people
- Yemen Red Crescent distributed 609 food parcels to displaced people in Hajjah governorate
- The IFRC and Yemen Red Crescent developed and incorporated an epidemic preparedness and response implementation strategy, a main part of the overall National Society health strategy for the year
- In support of COVID-19 response, The IFRC provided 1,085 people in Monabeh district, Saada governorate, with non-food items
- 460 non-food item kits were replenished and prepositioned, previously distributed in flood-affected areas benefitting 3,220 people

### Participating National Societies

British Red Cross, The Canadian Red Cross Society, Danish Red Cross, Finnish Red Cross, German Red Cross, Italian Red Cross, Japanese Red Cross Society, The Netherlands Red Cross\*, Norwegian Red Cross, Qatar Red Crescent Society, Swedish Red Cross

### Link to network plans 2023

[Yemen](#)

# CONCLUSION

The IFRC network continued to respond to the world's most pressing humanitarian challenges in 2022.

As crises continue to increase in number, and with more protracted crises, needs are outpacing the ability of the humanitarian sector to respond. The effects of the crisis in Ukraine and impacted countries are being felt across the world, and the network is providing immediate and forward-looking support to those in need in one its biggest responses in history, with 42 National Societies responding domestically. The response has also enabled the network to advance its goal to provide more cash assistance to give vulnerable people the most control in their own assistance and ensuring their needs are met, with 101 Swiss francs in cash and voucher assistance provided to 1 million people through the response.

The IFRC is ensuring its ability to provide assistance at scale for the biggest challenges of today, including climate change, through its new Global Climate Resilience Platform which will fund the scaling up of local and community-based climate action in many of the 100 countries most vulnerable to climate.

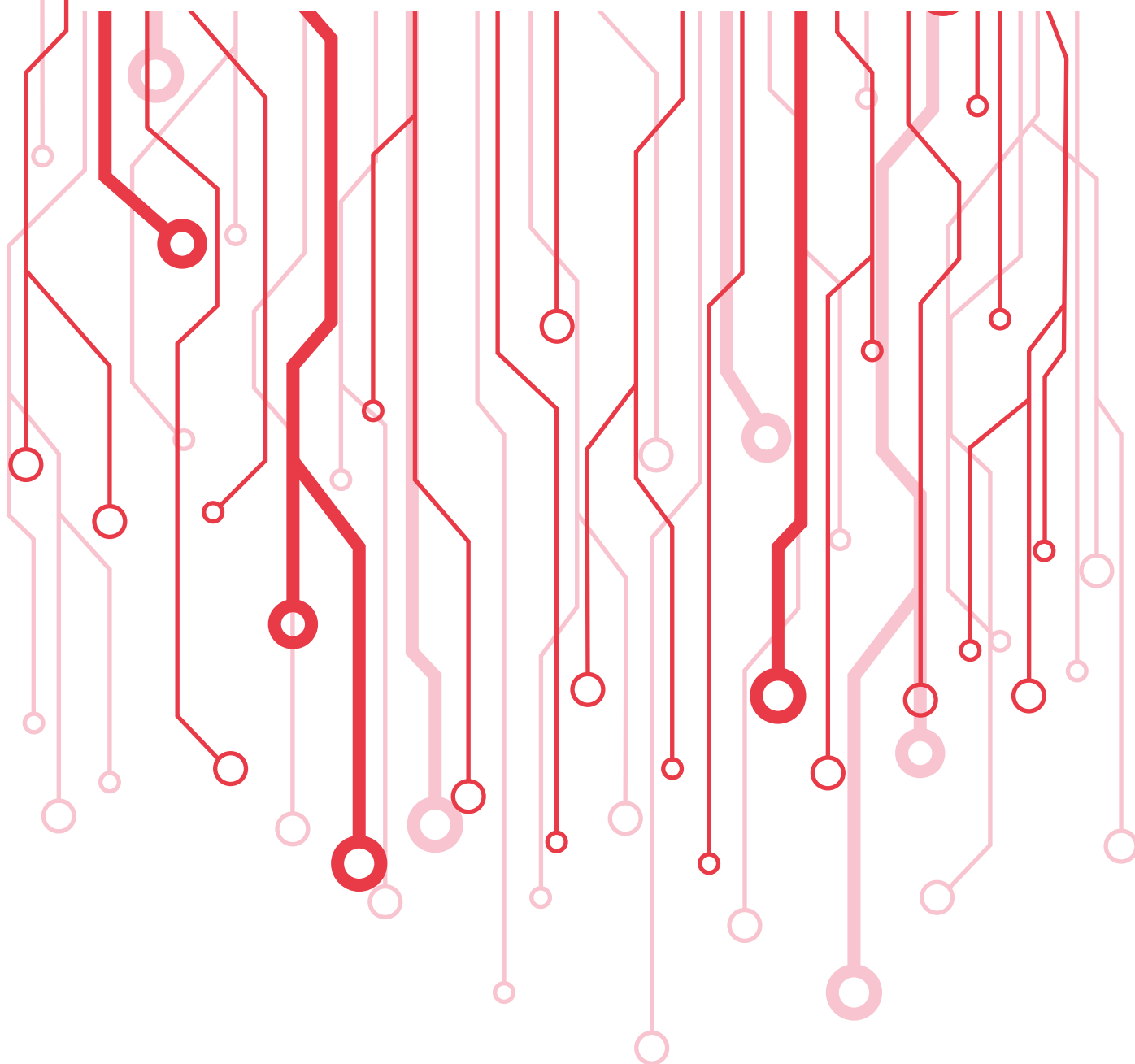
COVID-19 may no longer be a pandemic, but its effects will continue to be felt for years to come. The IFRC network's global COVID-19 appeal ended in 2022, but assistance to the millions still suffering both direct and secondary impacts of the pandemic will continue to be provided as part of the network's longer-term support of vulnerable communities. At the same time, the network has invested in community-level epidemic and pandemic detection to ensure that it can respond quickly to health crises in the future.

The IFRC network remains committed to serving the most vulnerable communities and is working together to increase efficiency and effectiveness, including working to ensure that the right assistance is in the right place at the right time. New initiatives like the New Ways of Working and unified planning are helping the network to increase coordination and efficiency.

While it is true that needs far outstretch the ability to respond to them, the IFRC is more committed than ever to working to the network's fullest potential, through innovative solutions and by harnessing the competencies and knowledge of the network so that those who need help will receive it – today and tomorrow.



# NETWORK **PERSPECTIVE**



# A NOTE ABOUT THE NETWORK-WIDE PERSPECTIVE

National Societies do amazing work each year, both domestically and internationally. They count on the IFRC and other National Societies when they need extra support for their programming or development, or to learn from the experience of others in the network.

This section highlights their work, their achievements and the way they work together.

Much of the information in the beginning of this section comes from IFRC's *Everyone Counts* report. Data on pages 4-12 comes from the Federation-Wide Databank and Reporting System, with current data from 2021, except for volunteers which is 2022 data.

In the National Societies working internationally section, the information comes from voluntary data provided by 19 National Societies and focuses on the support they provided in 2022 to 131 countries around the world.

The final sections of the network-wide perspective focus on the work and 2022 progress

of Red Cross Red Crescent Reference Centres and finally, examples of National Society work that have been voluntarily provided by National Societies around the world.

## Data scope and limitations

National Societies have diverse data collection systems that may not align with the standardized indicators and not every National Society provides data on every indicator. This may lead to inconsistencies and potential for under or over-estimation. Data is self-reported by each National Society, which is responsible for accuracy and updating. The IFRC tries to triangulate the data provided by the National Societies with previous data and other data in the public domain. In the reported data, a majority of the totals may be attributed to large/key National Societies involved in a response, which can significantly influence the overall analysis. Reported figures are sometimes subject to retrospective corrections by National Societies and could hence slightly differ from previous reports.

## Everyone Counts Report 2023 Special COVID-19 Edition



The report summarizes the collective efforts and learnings of over 180 National Societies during the pandemic. It highlights the strengths of the IFRC network in innovation, adaptability, community trust, and global resilience. The report emphasizes the importance of solidarity, collaboration, and mobilizing local communities to face unprecedented challenges.



# ACTIVITIES

**650.2 million**

People reached DIRECTLY  
by disaster response and  
early recovery services

**131.5 million**

People reached DIRECTLY by  
long-term services and  
development programmes



**HEALTH**  
**230.8M**





**12.4 million**  
People trained in first aid

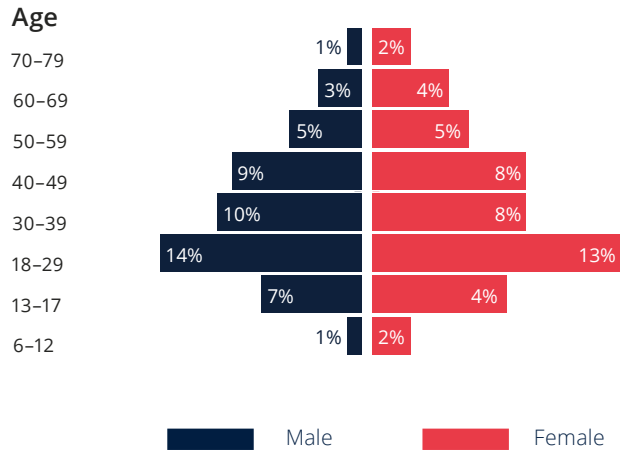


**22.8 million**  
People donating blood



# VOLUNTEERS

## Volunteers by age and sex



# 16.5M

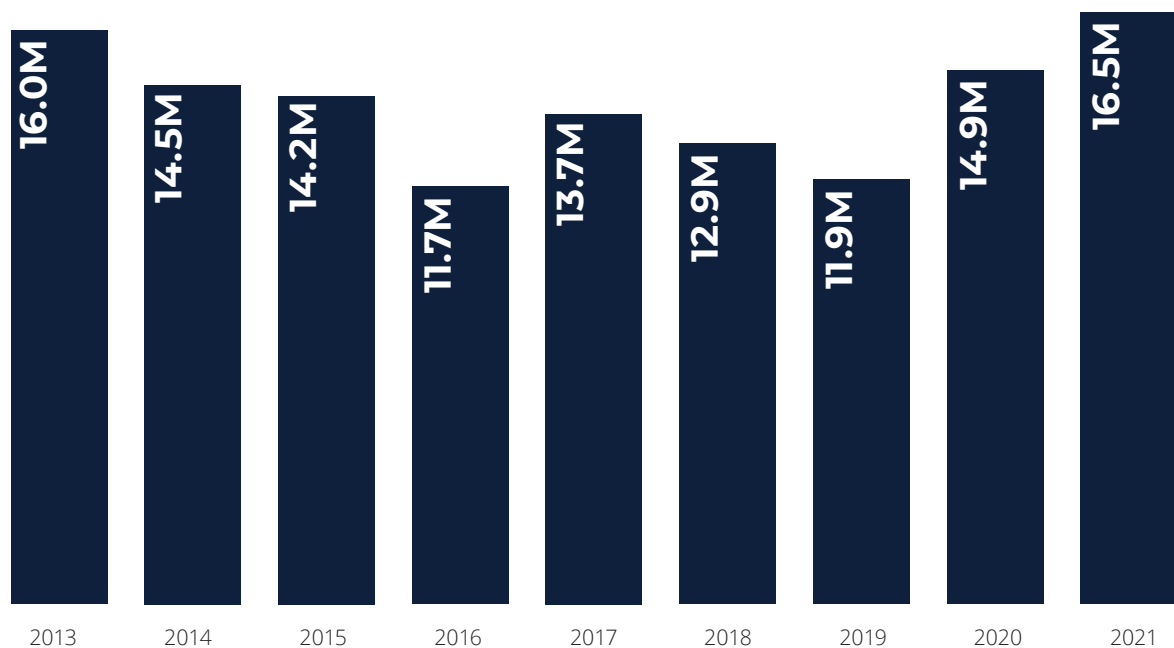
people have given their time voluntarily for at least four hours during 2021. About 19 National Societies have more than 100k volunteers and collectively represent 87% of the total number of volunteers (over 16.5 million).

National Societies reporting: **168**

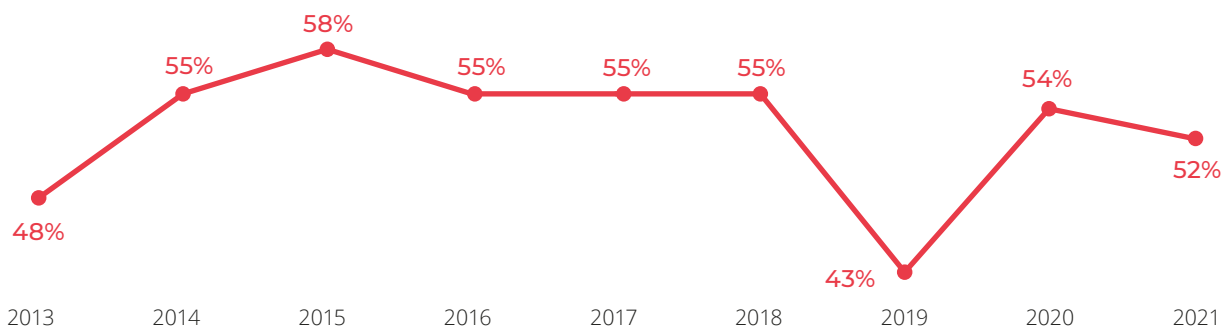
Disaggregated by sex: **105**

Disaggregated by age: **82**

## Number of volunteers by year



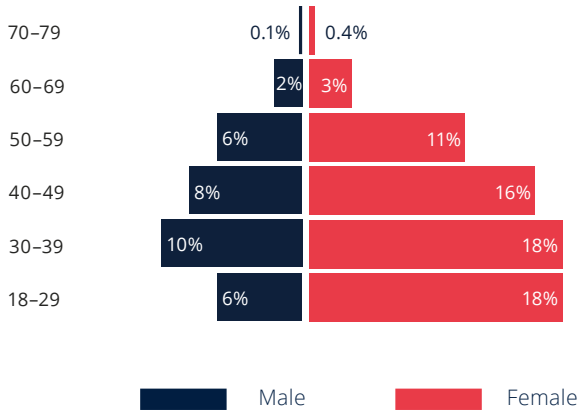
## Percentage of female volunteers



# STAFF

## Staff by age and sex

### Age



# 501.6K

people who were contracted by National Societies for at least three months in 2021 and were remunerated. Forty reported engaging more than 1,000 paid staff, representing 96% of the total.

National Societies reporting: **164**

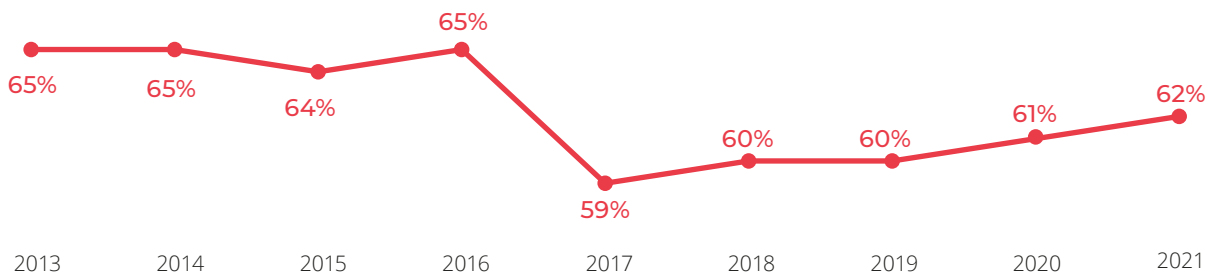
Disaggregated by sex: **125**

Disaggregated by age: **95**

## Number of staff by year



## Percentage of female staff

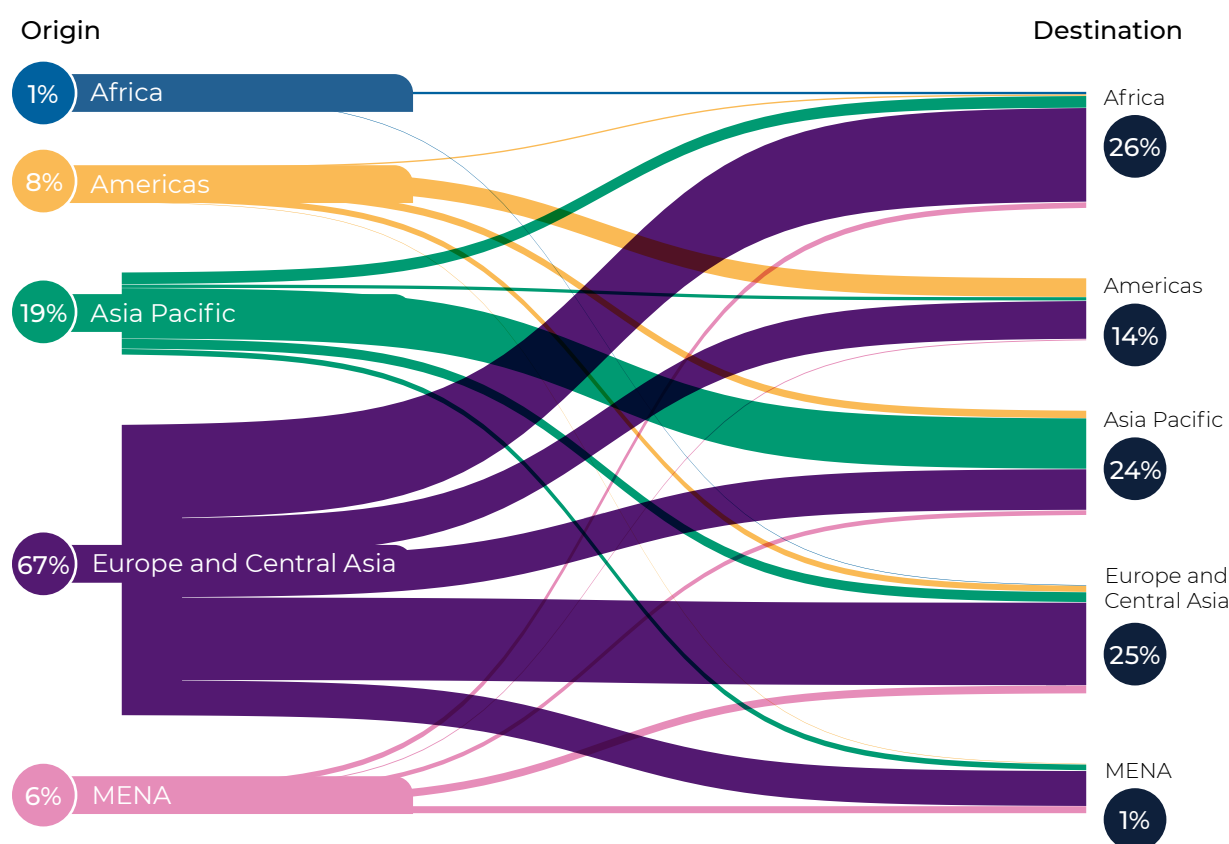


# NETWORK

National Societies reporting supports links among them, i.e. who provided support and who received support, helping us map collaborations within the IFRC network, whether financial, human, or technical.

The chart below shows the aggregation of this information by regions. The left side of the graph contains the “origin” of the support and the right side its “destination”. For example, most of the support originated by Europe in 2021 (177 links) was directed to the region itself, however, the majority of the support received by Africa (201 links) came from Europe. The table at the bottom of the page provides additional details.

## Support links between National Societies



## Number of support links between National Societies

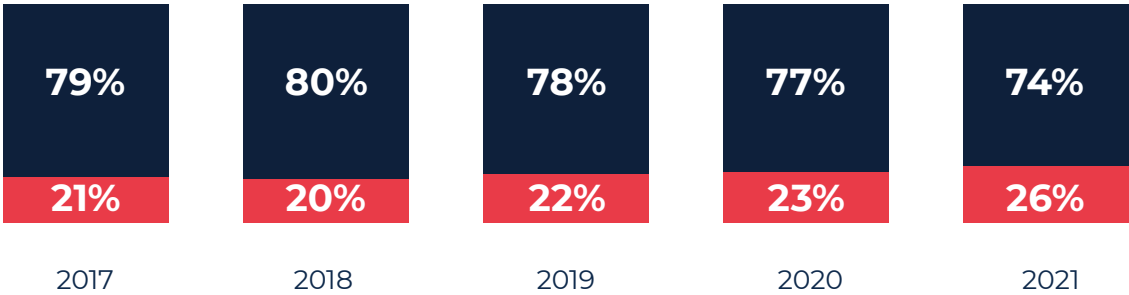
		Destination				
		Europe and Central Asia	Africa	MENA	Americas	Asia Pacific
Origin	Europe and Central Asia	177	201	75	81	87
	Africa	1	5	0	0	0
	MENA	17	3	1	2	10
	Americas	13	3	1	40	16
	Asia Pacific	21	25	12	7	108

# GOVERNANCE

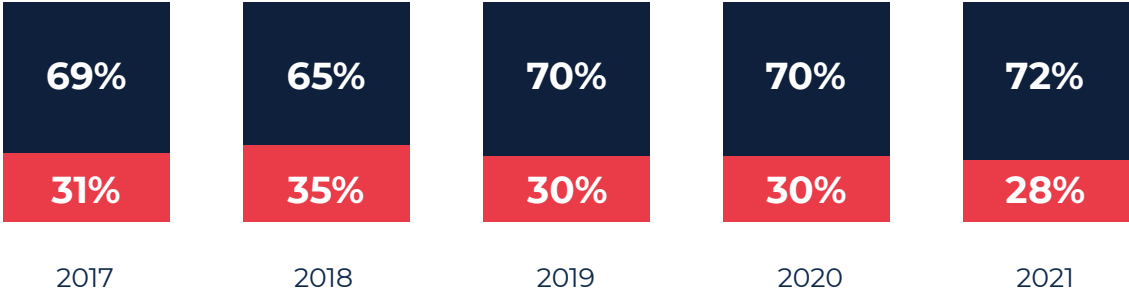
The FDRS collects data about National Societies' leadership structure. This data is disaggregated by sex, allowing us to provide an overview of the proportions of males and females among the leadership of National Societies.

Male Female

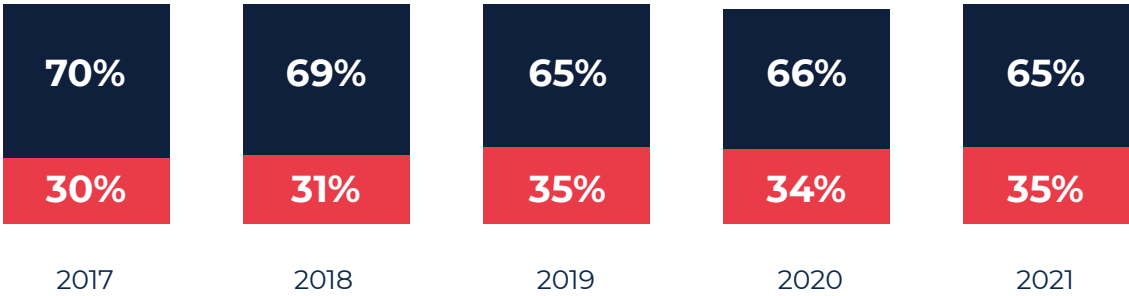
## President



## Secretary General



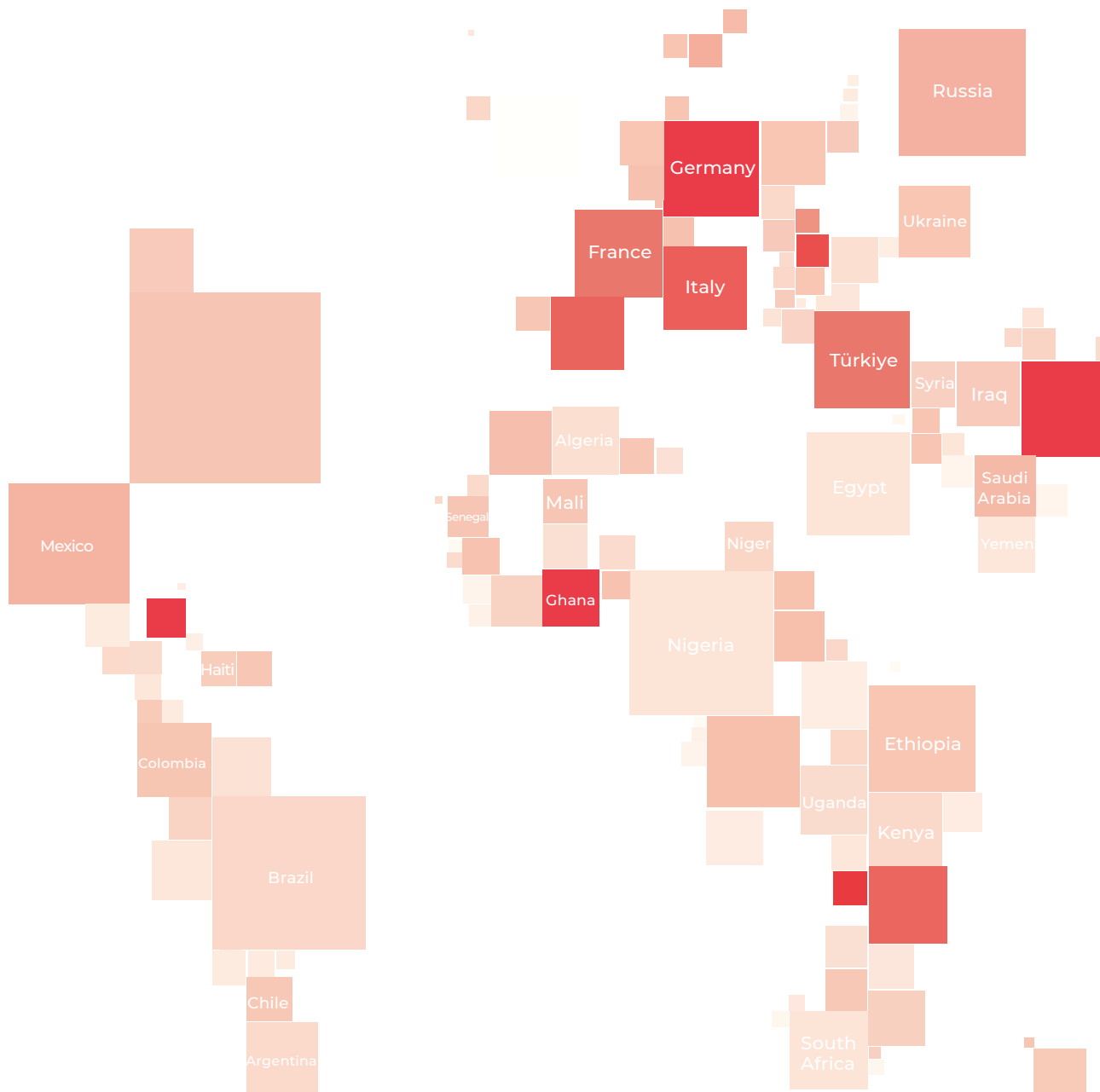
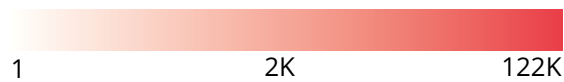
## Governing board



# LOCAL UNITS

# 190.3K

This visual is a choropleth cartogram and each square's size is proportional to the country's population. The colours represent the number of local units per National Society. Only 16 National Societies have more than 1,000 local units – representing 89% of the total.





8.0K

Africa



4.0K

Americas



154.6K

Asia Pacific



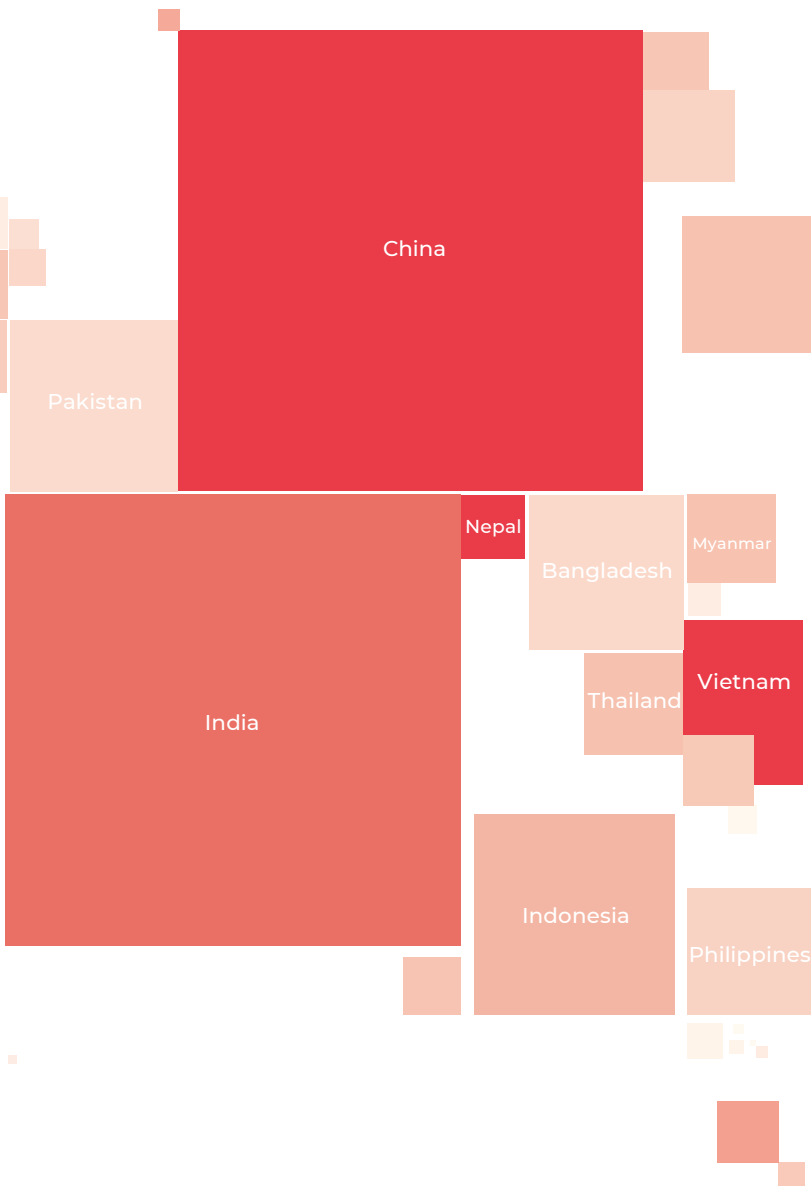
15.5K

Europe and  
Central Asia



8.2K

Middle East and  
North Africa







# EXPENDITURE

## Documents

The FDRS also collects key documents from National Societies (annual reports, strategic plans and audited financial statements) on an annual basis. The availability of these may depend on internal processes of National Societies, which might not coincide with the FDRS data collection cycle and thus can be reported in following years. In 2020, the FDRS received:

**117** annual reports

**124** strategic plans

**103** financial statements  
(of which **74** were audited)

**36.4B**  
CHF

**40.3B**  
CHF

# INCOME

The *Everyone Counts* report contains data collected from our network of 192 National Societies, an annual process undertaken since 2012. Over the past nine years, this has enabled us to establish a unique database on the IFRC's humanitarian capacity, resources and activities worldwide.

View the *Everyone Counts Report* [here](#).

# NATIONAL SOCIETIES WORKING INTERNATIONALLY

National Societies support one another in a number of ways. This can include financial resources or goods, as well as personnel, expertise and technical guidance. Some National Societies provide this support remotely, while some have offices in other countries where their support is needed on a regular and enduring basis. The information below has been provided on a voluntary basis by some National Societies in the IFRC network. While it is not exhaustive, it does show the breadth of this support. It is a sample of what you can find on the IFRC's Federation-Wide Databank and Reporting System (FDRS). For more information, please visit this interactive platform where the information provided below can be viewed in a variety of ways, including by country.

**51.94M**

**People reached**

**CHF 411.6M**

**Total expenditure**

**19**

**National Societies reporting**

**131**

**Countries of implementation**

## Implementing countries information

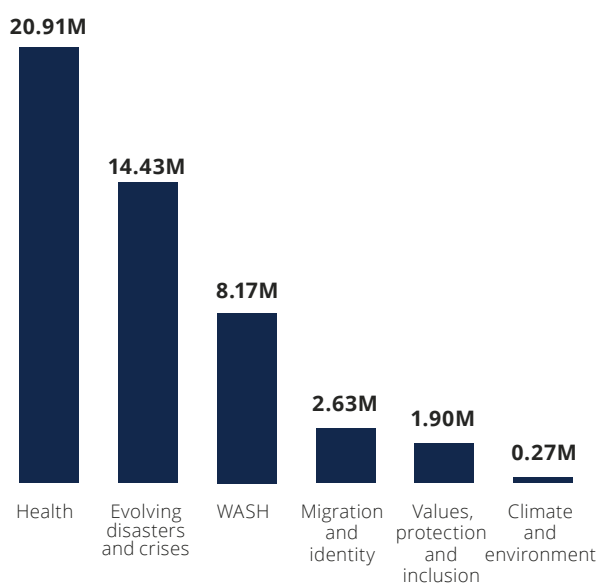
There are more than 131 implementing countries. The below is only a small sample of the interactive data available on the IFRC's FDRS website available here <https://data.ifrc.org/fdrs/>.

	<b>Niger</b>	<b>Syrian Arab Republic</b>	<b>Ukraine</b>
Climate and environmental crises	0.07M	-	-
Evolving crises and disasters activities	3.57M	5.40M	38.17M
Health	2.60M	8.25M	10.45M
Migration and identity	1.02M	37.75M	0.18M
Values, power and inclusion	0.97M	-	-
WASH	0.28M	8.93M	5.61M

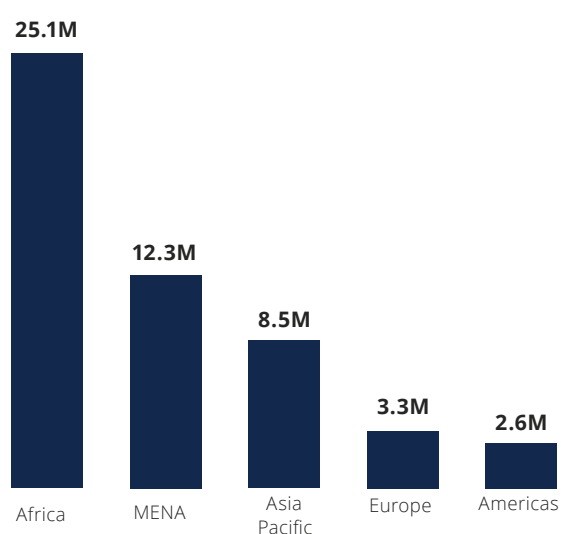
## National Societies providing support

National Society	Number of countries with PNS staff presence out of total supported countries	Expenditure (CHF millions)	People reached (millions)
French Red Cross	20/22	80.4	10.1
German Red Cross	29/45	73.5	3.2
Turkish Red Crescent Society	17/56	61.3	10.7
Norwegian Red Cross	15/18	46.8	10.2
Spanish Red Cross	24/31	26.5	6.7
British Red Cross	9/22	21.4	3.6
Belgian Red Cross	11/12	20.3	3.9
Austrian Red Cross	9/18	20.2	-
Swedish Red Cross	12/16	19.0	0.7
American Red Cross	7/23	11.8	-
Finnish Red Cross	12/18	9.3	0.7
The Canadian Red Cross Society	6/14	7.7	1.1
The Republic of Korea National Red Cross	3/9	4.6	0.1
Italian Red Cross	8/31	2.4	0.3
Irish Red Cross Society	0/6	2.2	0.001
Australian Red Cross	0/9	2.2	-
Japanese Red Cross Society	6/7	1.8	0.2
The Netherlands Red Cross	10/10	-	0.4
Red Cross of Monaco	1/4	0.1	0.001

### People reached by thematic area



### People reached by region



# RED CROSS RED CRESCENT REFERENCE CENTRES

## Global Reference Centres

### Red Cross Red Crescent Climate Centre

*Hosted by the Netherlands Red Cross*

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

Marking our 20th anniversary in 2022, we continued to support the Red Cross and Red Crescent in reducing climate risks in line with commitments in the Movement ambitions and the climate charter.

The centre provided operational advice to all seven early action protocols activated worldwide during the year, addressing a variety of climate-related hazards.

Our work at the nexus of climate and health rapidly expanded: we prioritized health in anticipatory action through two feasibility studies in Yemen and Cox's Bazar, and we updated and expanded the health module in the Climate Training Kit.

We contributed to academic papers on early action, weather forecasts in conflict contexts, anticipatory action, and impact-based forecasting, as well as ten attribution studies.

We developed several new tools as part of our ongoing support to the German Red Cross, including a checklist for the integration of forecast-based action and social protection.

Our social media audience continued to grow apace in 2022, and we are now adding 25 Twitter followers a week on average; we published just over 120 online news stories, covering all aspects of the humanitarian impacts of climate change.

### Global Disaster Preparedness Centre

*Hosted by the American Red Cross*

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

Preparecenter.org continues to expand the knowledge base and tools available to disaster preparedness practitioners. During 2022, 700 new resources were accessed more than 180,000 times. Additionally, 11 new toolkits and microsites on disaster preparedness-related topics were developed in partnership with the IFRC and National Societies. On average, 22,000 people accessed the site each month.

The Universal First Aid App was further developed for sustainability and scaling. Additional features and functionality were developed to improve the app in response to user and National Society feedback; the underlying technology was modernized, leveraging the cloud and future-proofing the code base to facilitate its continuous improvement, and an enhanced user interface and comprehensive redesign were implemented, along with improved support for first aid blended learning.

Following these enhancements, the ownership of the app has been successfully transitioned to the Global First Aid Reference Centre and the IFRC to facilitate future utilization and growth.

Early warning and early action were enhanced through technical support and engagement as part of the IFRC Alert Hub initiative and United Nations Early Warning for All initiative. A key contribution has been the WhatNow platform, which facilitates the use of the IFRC's Public Awareness and Public Education messages within hazard alerts to encourage anticipatory action by at-risk communities.

## Global First Aid Reference Centre

Hosted by the French Red Cross

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

- **2022 expenditure: EUR 691,000**

In 2022, the Global First Aid Reference Centre celebrated its ten-year anniversary, advocating First Aid for all, and highlighting the leading role of the Movement in first aid.

Working with the IFRC, the IFRC First Aid Policy and Vision 2030 were adopted in June 2022 by the IFRC General Assembly. Six technical groups were launched, composed of National Society, IFRC and ICRC experts, to produce technical resources to support National Societies to implement the six Priorities of the Vision: first aid education; standards and qualifications; research, evidence, and evaluation; first aid in schools; commercial first aid, and pre-hospital emergency care and operations.

The Centre delivered more than 100 instances of technical support to National Societies in project design and evaluation (13 per cent), conference and meetings (18 per cent), technical resource creation (15 per cent), training (36 per cent), direct expertise support (17 per cent), and advocacy (1 per cent).

Communication campaigns were created to support National Societies for World First Aid Day (14 million people reached, 65,000 volunteers/staff and 90 National Societies involved) and for World Restart a Heart Day (1.3 million people reached) in collaboration with the International Liaison Committee on Resuscitation.

For more information please visit:

[twitter.com/GFARC\\_IFRC](https://twitter.com/GFARC_IFRC)

[Facebook.com/GlobalFirstAidReferenceCentre](https://Facebook.com/GlobalFirstAidReferenceCentre)

[linkedin.com/company/ifrc-global-first-aid-reference-centre/](https://linkedin.com/company/ifrc-global-first-aid-reference-centre/)

[Youtube.com/channel/](https://Youtube.com/channel/)

[UCXvKVyDA68DQzDDBatLmfvg](https://UCXvKVyDA68DQzDDBatLmfvg)

## Livelihoods Resource Centre

Hosted by the Spanish Red Cross

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

- **2022 expenditure: EUR 500,000**

The Mission of the Livelihoods Resource Centre is to promote livelihoods programming through the collection and dissemination of resources and good practices, technical support, and training to strengthen the capacities of National Societies and other interested organizations.

The Centre provided remote and field technical support to livelihoods and food security programmes implemented by National Societies and the IFRC (57 requests from all regions). Main topics requested: guidance on how to target, sharing of tools and field support, proposal review, monitoring and evaluation of saving groups/mother clubs, micro-entrepreneurship), etc.

Toolkits and guidelines were created on livelihoods in migration and displacement contexts, design and management of micro entrepreneurship projects, and a toolkit for Saving groups/Mother's Club integrated approach. Case studies were created related to projects in COVID-19 and non-COVID contexts. Guidelines and a case study were also created on resilience to malnutrition in the Democratic Republic of Congo.

Capacity strengthening initiatives on livelihoods, cash and markets included 26 training events (18 online and eight in-person), to participants from more than 25 National Societies, the IFRC and ICRC and the creation of a training package on the design and management of micro enterprise programmes for individuals.

## Psychosocial Centre

Hosted by the Danish Red Cross

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

- **2022 expenditure: CHF 2.1 million**

The IFRC Psychosocial Centre contributes knowledge and provides services to Red Cross and Red Crescent practitioners worldwide. It assists in facilitating mental health and psychosocial support, promotes psychosocial wellbeing for affected groups, staff and volunteers, and increases awareness of psychological reactions in times of crisis or social disruption.

The Centre received 1,961 requests for assistance from 129 countries (1,059 requests from within the Red Cross and Red Crescent, and 902 requests from external organizations).

Fifty-four training courses were conducted, and 83 webinars, seminars, presentations, talks and workshops were held.

The centre created or contributed to 33 publications, guidelines, reports, tools, policy briefs and scientific papers, produced 49 videos and eight podcasts, and wrote 59 articles for [pscentre.org](https://pscentre.org).

The centre was also represented in 33 forums as either presenter, speaker, host, coordinator or participant. It had 157,680 online visits and 5,889 resource downloads from its website. Nearly 16,000 people followed the centre on social media and 2,365 subscribed to its newsletter *PS News*. Videos produced by the centre were viewed nearly 40,000 times on its website and social media.

## Shelter Research Unit

Hosted by the Luxembourg Red Cross

- **2022 expenditure: EUR 536,000**

In 2022, the Shelter Research Unit provided support to shelter operations in the Africa region through a coordinator based in Niamey, Niger. The support aimed to improve shelter capacities in the region with dedicated training and capacity building in Burundi, Burkina Faso, Niger, Mali and Chad.

Reducing the environmental footprint of shelter operations was progressed through the development of a dedicated tool to evaluate the environmental impact the emergency shelters. Evaluation of emergency shelter in four countries of the Sahel region (Mali, Burkina Faso, Niger and Chad) was carried out.

In addition, dedicated technical advice was provided in Mali, Burkina Faso, Chad, Niger, Democratic Republic of Congo, Burundi and Madagascar.

## IFRC Regional Reference Centres

### Interamerican Centre for Volunteering Development

Hosted by the IFRC

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

- **2022 expenditure: CHF 130,000**

The Interamerican Centre for Volunteering Development's network of experts was strengthened in 2022 with continued efforts to identify volunteers and staff to take part in the roster. These experts, whether from National Societies, the IFRC or external organizations, can offer specific support to National Societies according to their areas of expertise.

The ICVD conducted annual studies of volunteering management and youth development in National Societies. These studies provided an overview with updated information for a strategic plan of action at local and regional levels.

Induction sessions were held for new volunteers of all National Societies.

Technical support was provided to National Societies in Venezuela, Costa Rica, Guatemala, Honduras, Grenada, Dominican Republic, Chile, Nicaragua, Colombia, Argentina, Trinidad and Tobago, Bolivia, Belize, and Panama. This included capacity building on the Volunteering Development Platform, policy development, assessment tool of volunteer satisfaction and workshops on the Volunteering Development Framework.

A volunteering in emergencies session was held during a Pre-Hurricane Conference. The session focused on the sudden nature and complexity of emergencies that require National Societies to have robust volunteer management systems in place before emergencies so that humanitarian services can be delivered when required.

For more information, please visit:  
[ICVD Presentation](#)

### Reference Centre for Institutional Disaster Preparedness

Hosted by the IFRC

[crepd.cruzroja.org](http://crepd.cruzroja.org)

- **2022 expenditure: CHF 450,000**

The Reference Centre for Institutional Disaster Preparedness focuses on knowledge management and National Society capacity development in the areas of education, research, lessons learned, development of educational structures, online education, platform management, inclusive learning, and disaster risk reduction.

Its scope is aligned to the IFRC's *Strategy 2030* and its strategic priorities of climate and environment, disasters and crises, migration and identity, and values, power and inclusion, within the quality system of ISO 9001 certification. These are addressed through training, development of tools, technical assistance, and virtual education.

In 2022, the centre worked with 22 National Societies, trained more than 8,000 people in person, virtually or through the Red Cross Campus, and developed seven new training solutions and studies related to *Strategy 2030*. The Innovation Network of the Americas was launched and the Learn to Change Programme was promoted. This initiative now has 30 National Society facilitators, with 22 new facilitators now certified. Webinars were supported that reached more than 1,200 people.

Globally, the centre is part of the Preparedness for Effective Response (PER) advisory and working groups supporting the maintenance of the PER results repository, and the PER component on the IFRC's GO platform, the review of global products such as response and contingency plans, National Disaster Response Team training, among others.

For more information, please visit:  
[campuscruzroja.org](http://campuscruzroja.org)  
[informcampus](#)  
[facebook.com/crepd](https://facebook.com/crepd)  
[twitter.com/crepdsv](https://twitter.com/crepdsv)



## Asia Pacific Disaster Resilience Centre

*Hosted by the Republic of Korea National Red Cross*

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

- **2022 expenditure: CHF 101,000**

In December 2022, the Asia Pacific Disaster Resilience Centre organized a regional training session on the road map to community resilience via Enhanced Vulnerability and Capacity Assessment in Seoul, South Korea. It served as an opportunity for 30 participants from 18 different National Societies to strengthen their practical capabilities for a resilient community.

In 2022, the centre developed new virtual reality content on the pandemic, a digital version of the board game-Surviving on the Earth, and an English version of Problem Solving Expedition, which supported interactive training with 732 people. The training focused on the importance of informing risk and building resilient communities and preparing how to respond in a disaster.

To raise public awareness and to advocate for community resilience, the centre collaborated with several partners. For example, with the Korean Society of Hazard Mitigation (Kosham), the centre held a Call for Papers on disaster risk reduction and resilience. As a result, six graduate school students were chosen as winners. The first prize went to "Analysis of Measurement of Regional Resilience and Influencing Factors in Spread Stage of COVID-19 Using Unemployment Benefit Payment" (Pusan National University; Dong, Ah Hyeon).

In addition, the organization of the 3rd Disaster Resilience Animation and Cartoon Contest with Bucheon International Animation Festival (BIAF) helped to channel young people's creativity and attention to climate change, disaster risk reduction and pandemics.

For more information, please visit:

[instagram.com/korean\\_apdrc](https://www.instagram.com/korean_apdrc)

[youtube.com/channel/](https://www.youtube.com/channel/)

[facebook.com/apdrc](https://www.facebook.com/apdrc)

## Caribbean Disaster Risk Management Reference Centre

*Hosted by the IFRC*

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

In 2022, the Caribbean Disaster Risk Management Reference Centre (CADRIM) supported 13 Dutch- and English-Speaking Caribbean National Societies and IFRC units globally in a number of areas.

In capacity building and training, CADRIM coordinated and supported the development of an online Legislative Advocacy Toolkit course that was delivered consecutively in all five regions. The centre also created a global training plan for the Enterprise Resource Planning (ERP) project and supported the design of Partnership Resources and Development training material to IFRC staff with the navigation of the ERP dashboard.

CADRIM also developed and coordinated the delivery of a Community Early Warning Systems facilitators training attended by nine Caribbean National Societies, and created Preparedness for Effective Response (PER) sensitization awareness videos to support the ongoing efforts in the Caribbean.

Case studies were produced on community disaster response team structure and mobilization during 2020 emergencies in the Caribbean, and the impact of COVID-19 on volunteerism, drawing on the experiences of Saint Vincent and the Grenadines and Suriname Red Cross.

In the area of information management, CADRIM conducted a survey to assess the impact of - the community disaster response team approach in Belize Red Cross; on climate change knowledge, attitudes and practices assessment for Jamaica; and the design of finance dashboards for Caribbean National Societies.

For more information, please visit:

[facebook.com/CADRIM.Americas](https://www.facebook.com/CADRIM.Americas)

[instagram.com/cadrim\\_americas](https://www.instagram.com/cadrim_americas)

[twitter.com/CADRIM\\_Americas](https://www.twitter.com/CADRIM_Americas)

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

Hosted by the Red Cross Society of China Hong Kong Branch

Psychological support service

- **2022 expenditure: CHF 75,000**

In 2022, the IFRC Asia Pacific mental health and psychosocial support (MHPSS) training and learning collaborative proactively provided technical support through emergency response, capacity building, and knowledge management and information sharing to scale up MHPSS services in the region. Through this tripartite set-up, the Collaborative received technical guidance from the IFRC Reference Centre for Psychosocial Support, working closely with the IFRC in responding to regional emergencies, and supported by the Hong Kong Red Cross Branch in organizing regional capacity-building activities.

The Collaborative supported seven MHPSS training events – including psychological first aid and psychological first aid for vaccine hesitancy and pandemic fatigue – for 16 National Societies and IFRC delegations. The Collaborative also supported 18 webinars on MHPSS, reaching more than 500,000 people.

The IFRC Asia Pacific MHPSS Network was launched in April 2022 to create a platform for the region's National Societies to promote awareness, effectively deliver MHPSS activities across programmes, enhance the impact of regional work, and support the implementation of global strategies. The MHPSS network currently includes 17 National Societies and four IFRC Delegation members. The Collaborative has also supported the East Asia MHPSS Technical Working Group Meetings since July 2022.

For more information, please visit:  
[youtube.com/watch?v=BaeufD5DVx0&t=116s](https://youtube.com/watch?v=BaeufD5DVx0&t=116s)

## Humanitarian Observatory

Hosted by the Argentine Red Cross

[cruzroja.org.ar/observatorio-humanitario](https://cruzroja.org.ar/observatorio-humanitario)

- **2022 expenditure: CHF 111,000**

The Humanitarian Observatory undertakes research to support humanitarian aid. In 2022, it published research on older adults in Argentina, quality of life in Argentina, livelihoods in Argentina, and family structure and post-pandemic mental health.

It also conducted a survey on the migratory route of Venezuelan migrants, and another on the trust of communities in humanitarian aid. The second was carried out with the IFRC.

More than 150 volunteers were trained to conduct the research, which was enhanced by big data tools, as well as monitoring and analysis of public social networks to enhance the information obtained. The monitoring allowed support to be provided in situations such as the spread of cholera in Haiti and COVID-19 in the Americas region.

The projects developed by the Humanitarian Observatory allowed it to be incorporated as a Reference Centre for the IFRC in 2022.

For more information, please visit:  
[Humanitarian Observatory \(presentation video\)](#)  
[Brochure and brief presentation](#)

## National Society Reference Centres

### Reference Centre for Community Resilience

*Costa Rica Red Cross*

[cruzroja.or.cr](http://cruzroja.or.cr)

- **2022 expenditure: USD 200,000**

The Reference Centre for Community Resilience focuses on strengthening the risk management and resilience structure of National Societies and enhancing staff capacities to address resilience in communities through the implementation of the Path to Resilience, through the Network of Facilitators of the Reference Centre.

Initiatives and projects are implemented related to community resilience, climate change, environment, Neat Plus, forecast-based finance, early warning systems, community health, mental health and psychosocial support, education and public awareness, migration, livelihoods, and shelter, among others.

This includes the organization and facilitation of workshops, meetings, and individual and collective internships, to strengthen work methodologies and share methods, techniques and tools for a community approach.

New tools and methodologies are systematized, with the support of the centre's host country and its commitment to issues related to risk management.

For more information, please visit:

[cruzroja.or.cr](http://cruzroja.or.cr)

### Centre for Evidence-Based Practice

*Belgian Red Cross*

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

- **2022 expenditure: EUR 1.1 million**

The Centre for Evidence-Based Practice provides scientific support to identify (cost)-effective humanitarian activities and achieve maximum impact.

In 2022, the centre updated its evidence-based manual 'Help! First aid for first responders', to support Belgian Red Cross volunteers who provide preventive first aid in a variety of events or following a disaster.

In the context of a PhD project, evidence-based guidelines on first aid for road safety in Africa were created, as well as a systematic review on the effectiveness of first aid education for laypeople, and a randomized controlled trial on the effectiveness of blended first aid education in Rwanda.

Two papers were also published on the scientific underpinning of pre-event planning of Belgian Red Cross preventive first aid posts at mass gatherings. Existing evidence (gaps) on blood banking in Africa were also mapped.

Active support was provided to the Blood Service. The systematic review on blood donation by men who have sex with men was updated, as well as a systematic review on the safety of preoperative iron and EPO therapy. Finally, evidence was reviewed on the usefulness of criteria used in selecting products for transfusion in neonates and infants.

For more information, please visit:

[cebap.org/projects-completed/2022](http://cebap.org/projects-completed/2022)

## Foundation for Humanitarian and Social Research

*French Red Cross*

[foundation-croix-rouge.fr/en](https://foundation-croix-rouge.fr/en)

- **2022 expenditure: EUR 964,000**

The French Red Cross Foundation is a public utility dedicated to research, with the goal of improving practices in the fields of humanitarian and social action, in France and abroad, by supporting researchers and developing collaborations with academic institutions.

It grants several postdoctoral fellowships and awards research prizes every year to researchers working on its priority thematic areas: access to health and epidemics, risks and disasters, and migration and population movements.

The foundation works closely with employees and volunteers, together with their National Societies, on issues specific to the field. The foundation is also an active member of the research consortium RC3, which brings together the global expertise and reference centres of the IFRC, National Societies, and the ICRC.

In 2022, the number of researchers supported or awarded by the foundation reached 100, which prompted a reflection on how to help practitioners secure research results directly, put them into practice, and promote the social innovation that may arise from these results.

For more information, please visit:  
[foundation-croix-rouge.fr](https://foundation-croix-rouge.fr)

## Indian Ocean Regional Intervention Platform

*French Red Cross*

[piroi.croix-rouge.fr](https://piroi.croix-rouge.fr)

- **2022 expenditure: EUR 1.3 million**

The Indian Ocean Regional Intervention Platform (PIROI) is a French Red Cross regional disaster risk management programme. In 2022, more than 200 metric tons of relief items were supplied in regional and local warehouses, and stocks and personnel were deployed within Red Cross and Red Crescent response operations in Madagascar and Mozambique.

In addition, five studies and research projects delivered accurate knowledge of existing situations, analysis of gaps and operational recommendations within the context of the Indian Ocean.

Priorities in 2022 included contingency stocks; protection, gender and inclusion; school-led disaster risk reduction activities in Madagascar; psychosocial impact of COVID-19 on volunteers in Comoros; and ancestral knowledge and disaster risk reduction in Madagascar.

In terms of training, 33 sessions were organized allowing 842 individuals to gain knowledge and increase their capacities on disaster risk reduction, prevention, methodology or preparedness. Additionally, 62 public events were organized on cyclonic and flooding risks reaching nearly 4,000 individuals. In partnership with the Ministry of Education, 21,500 students attended risk sensitization classes. An international conference was organized on disaster risk reduction in the Indian Ocean gathering researchers and operational actors.

For more information please visit:  
[piroi.croix-rouge.fr/formation](https://piroi.croix-rouge.fr/formation)

## Partnership on Substance Abuse

*Italian Red Cross*

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

- **2022 expenditure: EUR 300,000**

The partnership between the Italian Red Cross, the IFRC and the Villa Maraini Foundation provides training and specialized services for harm reduction, addiction and infectious diseases, to National Societies, NGOs and governmental entities.

It also manages transnational projects co-financed by the European Commission and other donors implemented in partnership with National Societies, as well as with other organizations.

In 2022, a local situation assessment tool was developed for National Societies to collect information on barriers, gaps and needs in implementing HR programmes.

The partnership engaged in advocacy during numerous events in 2022, including the 65th Session of the Commission on Narcotic Drugs at the United Nations Office on Drugs and Crime, co-organizing two side events.

In Iran, a project co-financed by the EuropeAid programme of the European Commission, supports the Iranian Red Crescent to implement harm reduction programmes for drug-addicted people who live in harsh conditions of social marginality.

In Kenya, a project funded and implemented by the Italian Red Cross with the technical support of Villa Maraini, is assisting the Kenyan Red Cross to establish a rehabilitation centre on the island of Lamu.

In addition, the VOLPRIS Project, coordinated by the Centre for European Volunteering based in Brussels, collected good practices on volunteering inside prison.

## Transfusion Research Centre

*Belgian Red Cross*

[rodekruis.be/transfusion-research-center](http://rodekruis.be/transfusion-research-center)

- **2022 expenditure: EUR 1.7 million**

In 2022, the laboratory developed a novel human platelet lysate (hPL) that is based on a leftover product of common blood donations. This novel hPL is added to the portfolio of products that are derived from human blood donations and are used for the expansion of cells and tissues in the medical field of tissue engineering.

The Transfusion Research Centre also collaborated with a research group that is engineering bone tissue to bring laboratory-made bone structures to the patient. It successfully contributed to the [SUPPORT-E](#) consortium that constructed a web-based database of COVID-19 convalescent plasma donations and transfusions across Europe.

In another project, the centre's laboratory demonstrated that such COVID-19 convalescent plasma may act to prevent SARS-CoV-2 transmission by applying it intranasally. This work used an animal model, so next steps are to confirm its potential in humans. Finally, the centre launched two novel research projects in 2022; one will investigate the grafting of fat tissue that is enriched with platelets and another will focus on making platelets from blood stem cells.

## Turkish Red Crescent Academy

*Turkish Red Crescent*

[kizilayakademi.org.tr/en](http://kizilayakademi.org.tr/en)

- **2022 expenditure: USD 2.5 million**

The Turkish Red Crescent Academy specializes in conducting research, publications, and training in areas that the Turkish Red Crescent operates.

It organized 448 training sessions for Turkish Red Crescent staff and other organizations, reaching a total 849,930 participants. The training is designed to equip staff with necessary skills in their area of expertise.

The Academy was accredited into Erasmus+, organizing and providing opportunities for

Turkish Red Crescent staff to participate in training across Europe.

Thirty-nine books were published on Turkish Red Crescent scope of activities, paving the way for literature development in humanitarian aid and 39 internal research projects were conducted.

Webinars on Zakat Talks were held as the first step in establishing the Turkish Red Crescent's *zakat* system. This system has been activated and Turkish Red Crescent is now an official zakat collector in Türkiye. All donations provided under zakat are used for its response activities.

The Academy also held the second International Mineral Water Congress and International Disaster and Humanitarian Aid Logistics Congress during 2022 in Istanbul.

## Hubs, Labs, and other initiatives

### Anticipation Hub

*Hosted by German Red Cross*

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

The Anticipation Hub continued to expand in 2022, counting 106 partners from the IFRC network, UN agencies, academia, government, NGOs, and others by the end of the year.

The hub continued to provide a platform for knowledge exchange, learning and guidance. In partnership with WFP, FAO, OCHA and START Network, the hub hosted a Global and Regional Dialogue Platform (Asia Pacific, Africa, Americas) on Anticipatory Humanitarian Action, bringing together more than 2,000 practitioners, scientists and policymakers from 140 countries from the Red Cross and the Red Crescent, UN, NGOs, government, think tanks, academia and others.

The Anticipation Hub also continued to improve and update its databases (for triggers, evidence and catalogue of anticipatory action) and provided a comprehensive global map of implementation in more than 60 countries.

In addition to the working groups on Earth Observation EO4AA; conflict; protection, gender and inclusion; monitoring evaluation and learning working group (MEAL); and linking risk financing and anticipatory action, two new working groups were launched.

These were an Internal IFRC network group hosted by the Red Cross Red Crescent Climate Centre and German Red Cross, and an external working group hosted by MSF and OCHA.

Altogether, the Anticipation Hub working groups bring together more than 500 members to identify and collate evidence and research priorities, discuss methodological approaches and guidance, share lessons learned, and jointly develop work packages.

For more information please visit:  
[Anticipation Hub strategy 2021–2024](#)

## Cash Hub

*Hosted by the British Red Cross*

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

The Cash Hub, hosted by the British Red Cross, accelerates the use of cash and voucher assistance (CVA) in the Red Cross and Red Crescent to improve the effectiveness and efficiency of humanitarian action.

The Cash Hub provides technical support to National Societies investing in cash preparedness and operational support to CVA programmes.

The Hub also supports the development of knowledge, skills and expertise of humanitarian professionals through the work of the Cash School's Cash Practitioner Development Programme – an intensive learning programme to develop CVA expertise through training, one-to-one mentoring and a set of learning deployments.

A key Cash Hub resource is the online platform ([cash-hub.org](http://cash-hub.org)), which enables knowledge sharing and information exchange among the network of cash practitioners in the Movement. In 2022, the Cash Hub platform launched a Helpdesk to provide remote technical support to National Society staff and volunteers engaged in CVA preparedness, response and recovery activities.

In 2022, the platform published more than 90 CVA resources in English, Spanish, Arabic, French and Russian.

## Global Advisory Panel

*Hosted by the Australian Red Cross*

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

- **2022 expenditure: CHF 560,000**

The Global Advisory Panel (GAP) provides advice and support to Red Cross and Red Crescent blood programmes at global, regional and country levels. It strengthens and connects blood programmes worldwide by enabling access to reliable technical expertise to support blood safety and sustainability.

In 2022, GAP continued to develop and share resources with the IFRC network through ten newsletters, three webinars, three videos, two e-learning resources, and five brochures all designed to inform and strengthen blood programmes. This included information on infectious diseases (COVID-19, Mpox and Ebola virus), plasma fractionation, accreditation and certification, as well as donor recruitment and retention.

Regional capacity building activities for blood programmes included technical and thematic training on shared challenges, providing an opportunity for collaboration and peer to peer support. GAP bought 24 participants from ten National Societies in the Asia Pacific region together to share strategies and experiences to improve voluntary non-remunerated blood donation.

Thirty-two National Societies involved in full blood services, as well as those active in donor recruitment and retention across all global regions benefitted from the opportunity to participate in our Self-Assessment programme during this year, receiving tailored recommendations and suggested strategies from GAP to help improve their blood programme risk management capacity.

For more information, please contact: [gapsec-retariat@redcrossblood.org.au](mailto:gapsec-retariat@redcrossblood.org.au)



## Global Road Safety Partnership

Hosted by the IFRC

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

- **2022 expenditure: CHF 9.4 million**

The Global Road Safety Partnership (GRSP) is a non-profit, multi-sector organization dedicated to the sustainable reduction of road crash deaths and injuries, with a focus on low- and middle-income countries.

GRSP's mission directly aligns with several UN Sustainable Development Goals' targets and the Decade of Action for Road Safety 2021 to 2030. The organization works with a variety of partners, including National Societies, to develop and implement evidence-based programmes. To that end, the team possesses expertise in grants management, applied research, education and training, advocacy, project design, and road policing.

2022 developments:

- The first in-person Road Policing Executive Leadership Course was delivered in Kenya for multiple enforcement agencies
- The Road Safety Grants programme celebrated its tenth anniversary of supporting advocacy and providing organizations with technical support for stronger road safety laws
- The Road Policing Capacity Building programme facilitated training sessions on leadership, intelligence-led policing, data collection, and speed enforcement in priority Asian and African countries
- The VIA Child Road Safety Education programme expanded, having now been deployed in 40 countries since 2019
- The Botnar Child Road Safety Challenge continued its work in capacity building of teachers, engaging students and governments, and supporting engineering remediations in seven countries.

For more information, please visit:

[Watch GRSP video](#)

For more information, contact:

[Dave.Cliff@ifrc.org](mailto:Dave.Cliff@ifrc.org)

## Global Migration Lab

Hosted by the the Australian Red Cross

[redcross.org.au/globalmigrationlab](https://redcross.org.au/globalmigrationlab)

- **2022 expenditure: CHF 1 million**

The Global Migration Lab seeks to ensure that the voices, expertise and experience of migrants and the communities in which they live, work and transit are amplified to guide and inform migration policy and operations, and that research on migration builds on evidence from people directly affected.

The Lab's work provides partners, governments and the Red Cross and Red Crescent with recommendations and insights to influence the structural factors that give rise to vulnerabilities experienced by migrants across the world.

In 2022, the Lab published its ground-breaking report – [Migrants' perspectives: Building trust in humanitarian action](#) surveying and interviewing nearly 17,000 migrants across 15 countries. The report, available in four languages, explores factors that hinder and contribute to migrants' trust in humanitarian organizations.

The Lab's expertise has been featured globally, including by the UN Network on Migration and the Migration Policy Institute. Looking forward, the Lab is undertaking further research on COVID-19 and migrants' access to essential services, analyzing progress and setbacks three years into the pandemic, as well as exploring gender and legal status dynamics surrounding migrants' trust and conducting research on climate change, future foresights, and cross-border collaboration. The Lab also coordinated the consultation process for the Movement's Migration Strategy.

For more information, please access the Lab's research and publications or subscribe to its newsletter [here](#).

## 510: Improving humanitarian action with data and digital

Hosted by *The Netherlands Red Cross*

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

The 510 initiative aims to improve the speed, quality and cost-effectiveness of humanitarian aid. In 2022, 510 supported 57 National Societies by providing data and digital services for anticipatory action, cash aid, digital transformation and emergency support through the methodologies of human-centred design, digital community engagement and accountability, and data and digital responsibility.

A Typhoon Trigger Model was developed that triggered the anticipatory action funds of the Red Cross and Red Crescent and other organizations in the Philippines. In 2022, the IBF Portal for floods became fully operational in Zambia and a drought model was developed with the Zimbabwe Red Cross (read more [here](#)).

The 121 cash Information Management platform continued to support National Societies to scale up their cash programmes. The platform was launched in 2021 to support undocumented migrants in the Netherlands and in 2022 began to be scaled up internationally.

The Helpful Information web app provides information as an aid to both affected people and aid workers. In March 2022, the Netherlands Red Cross started supporting refugees from Ukraine. So far, the app has been visited more than 7,000 times by aid workers (read more [here](#)).

The first version of the Data Playbook was launched in May 2022. The social learning content is designed to assist National Societies in their data journey (read more [here](#)).

Facilitated by the IFRC, the Hellenic Red Cross and 510 developed an innovative Health Case Management System. This is a digital tool to easily monitor the health of people in Greece (read more [here](#)).

Read more about what 510 does [here](#).

# FINANCIALS

**International Federation of Red Cross and  
Red Crescent Societies  
Geneva**

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**Report of the Independent Auditor**  
to the President of the International Federation of Red  
Cross and Red Crescent Societies  
on the consolidated financial statements  
for the year ended December 31, 2022

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## **Report of the Independent Auditor to the President of the International Federation of Red Cross and Red Crescent Societies, Geneva**

### *Opinion*

We have audited the consolidated financial statements of the International Federation of Red Cross and Red Crescent Societies (the Federation), which comprise the statement of comprehensive income, the statement of financial position, the statement of change in reserves, the statement of cash flows and notes for the year ended December 31, 2022.

In our opinion, the consolidated financial statements for the year ended December 31, 2022 give a true and fair view of the consolidated financial position of the Federation, its consolidated results of operations and its consolidated cash flows in accordance with the International Financial Reporting Standards (IFRS).

### *Basis for Opinion*

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those provisions and standards are further described in the “Auditor's Responsibilities for the Audit of the Consolidated Financial Statements” section of our report. We are independent of the Federation in accordance with the requirements of the International Ethics Standards Board for Accountants (IESBA) Code of Ethics for Professional Accountants, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Other Matters*

The consolidated financial statements of the Federation for the year ended December 31, 2021 were audited by another auditor who issued an unmodified audit opinion on those consolidated financial statements as of May 30, 2022.

### *Other Information*

The Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## *Responsibilities of Management and Those Charged with Governance*

Management is responsible for the preparation of the consolidated financial that give a true and fair view in accordance with IFRS, and for such internal control as the Management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Management is responsible for assessing the Federation ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless the Management either intends to liquidate the Federation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Federation's financial reporting process.

## *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements*

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISA, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Federation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Federation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Federation to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Federation to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with Management and those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## MAZARS Ltd



Michael Ackermann  
Licensed audit expert  
(Auditor in charge)



Fanny Chapuis  
Licensed audit expert

Geneva, May 2, 2023

## Attachments

- Consolidated financial statements (statement of comprehensive income, statement of financial position, statement of reserves, statement of cash flows and notes)



## CONSOLIDATED FINANCIAL STATEMENTS 2022

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**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 31 DECEMBER**

	Note	Restricted 2022 CHF 000s	Unrestricted 2022 CHF 000s	Total 2022 CHF 000s	Total 2021 CHF 000s
<b>OPERATING INCOME</b>					
Statutory contributions	2.1a	-	34,623	34,623	34,582
Voluntary contributions and donations	2.1b	758,250	25,173	783,423	383,525
Services income	2.1c	54,207	73	54,280	62,891
Other income		1,584	472	2,056	2,336
<b>Total OPERATING INCOME</b>		<b>814,041</b>	<b>60,341</b>	<b>874,382</b>	<b>483,334</b>
<b>OPERATING EXPENDITURE</b>					
Humanitarian response	3.1	370,623	-	370,623	259,770
Thematic		215,055	-	215,055	153,311
<b>Other resources (Programmes)</b>		<b>585,678</b>	<b>-</b>	<b>585,678</b>	<b>413,081</b>
<b>Supplementary services</b>		<b>26,758</b>	<b>-</b>	<b>26,758</b>	<b>20,102</b>
<b>Regular resources</b>		<b>-</b>	<b>63,228</b>	<b>63,228</b>	<b>52,436</b>
<b>Total OPERATING EXPENDITURE</b>		<b>612,436</b>	<b>63,228</b>	<b>675,664</b>	<b>485,619</b>
<b>NET SURPLUS / (DEFICIT) FROM OPERATING ACTIVITIES</b>		<b>201,605</b>	<b>( 2,887)</b>	<b>198,718</b>	<b>( 2,285)</b>
<b>NET FINANCE (EXPENSE) / INCOME</b>	4.1	<b>( 203)</b>	<b>( 19,672)</b>	<b>( 19,875)</b>	<b>5,410</b>
<b>NET SURPLUS / (DEFICIT) FOR THE YEAR</b>		<b>201,402</b>	<b>( 22,559)</b>	<b>178,843</b>	<b>3,125</b>
<b>OTHER COMPREHENSIVE INCOME</b>					
Actuarial remeasurement gains on defined benefit plans - will not be reclassified subsequently to income or expenditure	4.5	14,178	23,613	37,791	40,816
Cash flow hedges - will or may be reclassified subsequently to income or expenditure	2.1d	-	( 112)	( 112)	68
<b>Total OTHER COMPREHENSIVE INCOME FOR THE YEAR</b>		<b>14,178</b>	<b>23,501</b>	<b>37,679</b>	<b>40,884</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<b>215,580</b>	<b>942</b>	<b>216,522</b>	<b>44,008</b>
<b>Attributable to:</b>					
Restricted reserves	2.4	215,580	-	215,580	362
Unrestricted reserves		-	942	942	43,646
		<b>215,580</b>	<b>942</b>	<b>216,522</b>	<b>44,008</b>

There were no discontinued operations during the year.

The notes on pages 6 to 55 are an integral part of these consolidated financial statements.

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
AS AT 31 DECEMBER**

	Note	2022 CHF 000s	2021 CHF 000s
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents		160,220	90,260
Cash and cash equivalents - ESSN Project		92,481	124,056
Total cash and cash equivalents	4.2	252,701	214,316
Investments	4.3	188,137	188,179
Receivables	2.2	256,160	171,705
Prepayments and contract assets		19,055	5,126
Prepayments - ESSN Project		20,069	16,112
Total Prepayments and contract assets	3.3	39,124	21,238
Other current assets		2,109	2,973
<b>Total Current Assets</b>		<b>738,231</b>	<b>598,411</b>
<b>Non-Current Assets</b>			
Investments	4.3	160,000	90,000
Receivables	2.2	70,558	53,081
Tangible assets	3.4a	110,295	115,818
Intangible assets	3.4b	15,964	14,338
Post-employment defined benefit asset	4.5	20,125	-
<b>Total Non-Current Assets</b>		<b>376,942</b>	<b>273,237</b>
<b>Total ASSETS</b>		<b>1,115,173</b>	<b>871,648</b>
<b>LIABILITIES AND RESERVES</b>			
<b>Current Liabilities</b>			
Accounts payable and accrued expenses	3.5	53,850	33,016
Short-term employee benefits		8,462	9,926
Provisions	3.6	58,870	41,199
Liabilities - ESSN Project		112,585	140,167
Deferred income and contract liabilities	2.3	203,752	178,149
Loans and borrowings	4.4	4,002	3,673
<b>Total Current Liabilities</b>		<b>441,521</b>	<b>406,130</b>
<b>Non-Current Liabilities</b>			
Deferred income	2.3	44,283	39,836
Loans and borrowings	4.4	60,002	62,235
Post-employment defined benefit liabilities	4.5	10,673	21,275
<b>Total Non-Current Liabilities</b>		<b>114,958</b>	<b>123,346</b>
<b>Total LIABILITIES</b>		<b>556,479</b>	<b>529,476</b>
<b>Reserves</b>			
Restricted reserves	2.4	441,217	223,697
Unrestricted reserves		97,224	99,969
Designated reserves	2.5	20,253	18,507
<b>Total RESERVES</b>		<b>558,694</b>	<b>342,172</b>
<b>Total LIABILITIES and RESERVES</b>		<b>1,115,173</b>	<b>871,648</b>

The notes on pages 6 to 55 are an integral part of these consolidated financial statements.

**CONSOLIDATED STATEMENT OF CHANGES IN RESERVES  
FOR THE YEAR ENDED 31 DECEMBER**

	Notes	Restricted CHF 000s	Unrestricted CHF 000s	Designated CHF 000s	Total CHF 000s
<b>2022</b>					
<b>Balance at 1 January</b>		223,697	99,968	18,507	342,172
<b>Transfers to/from reserves</b>					
Net surplus for the year		201,402	( 22,559)	-	178,843
Other comprehensive income					
Other comprehensive income for the year		14,178	23,501	-	37,679
<b>Total comprehensive income for the year</b>		215,580	942	-	216,522
Used during the year		2,500	1,414	( 3,914)	-
Allocations during the year		( 560)	( 5,100)	5,660	-
<b>Balance at 31 December</b>	2.4/2.5	441,217	97,224	20,253	558,694
<b>2021</b>					
<b>Balance at 1 January</b>		209,391	71,137	17,636	298,164
<b>Transfers to/from reserves</b>					
Net surplus for the year		( 14,584)	17,709	-	3,125
Other comprehensive income					
Other comprehensive income for the year		14,946	25,938	-	40,884
<b>Total comprehensive income for the year</b>		362	43,646	-	44,008
Used during the year		14,450	85	( 14,535)	-
Allocations during the year		( 506)	( 14,900)	15,406	-
<b>Balance at 31 December</b>	2.4/2.5	223,697	99,968	18,507	342,172

Restricted reserves represent the cumulative excess of income over expenditure for other resources activities.

Unrestricted reserves represent the cumulative excess of income over expenditure for regular resources activities.

Designated reserves are funds set aside for specific purposes including self-insurance, statutory meetings, specific projects and major building works.

The notes on pages 6 to 55 are an integral part of these consolidated financial statements.

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 DECEMBER**

	Notes	2022 CHF 000s	2021 CHF 000s
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Net surplus for the year</b>		178,843	3,125
<b><u>Adjustment for non-cash items:</u></b>			
Depreciation, amortisation and impairment	3.4	12,008	10,401
In-kind assets	3.4	-	(3,262)
Increase in provisions	3.6	17,671	1,598
Other non-cash items		7,448	6,970
Finance costs	4.1	14,525	(10,681)
		<u>51,651</u>	<u>5,026</u>
<b><u>Changes in working capital</u></b>			
Receipt in advance ESSN	3.2b	(27,582)	12,867
Receivables, net	2.2	(101,932)	(12,730)
Prepayments and contract assets	3.3	(17,886)	12,607
Accounts payables and accrued expenses	3.5	20,722	1,085
Deferred income and contract liabilities	2.3	30,050	(17,638)
Other		(2,712)	3,809
<b>Net change in working capital</b>		<u>(99,340)</u>	<u>(1)</u>
<b>NET CASH GENERATED FROM OPERATING ACTIVITIES</b>		131,155	8,151
<b>CASH FLOWS GENERATED FROM/ (USED IN) INVESTING ACTIVITIES</b>			
Interest and dividends received	4.1	2,548	2,452
Proceeds from sale of tangible assets	3.4a	5,493	1,085
Proceeds from sale of intangible assets	3.4b	-	-
Proceeds from sale of investments	4.3	3,011	20,897
Acquisition of tangible assets	3.4a	(5,304)	(3,948)
Acquisition of intangible assets	3.4b	(3,840)	(8,073)
Acquisition of investments	4.3	(95,528)	(10,000)
<b>NET CASH (USED IN) / GENERATED FROM INVESTING ACTIVITIES</b>		<u>(93,620)</u>	<u>2,413</u>
<b>CASH FLOWS (USED IN) FINANCING ACTIVITIES</b>			
Loan repayments	4.4	(1,416)	(1,415)
Lease payments	3.7	(3,172)	(3,084)
<b>NET CASH (USED IN) FINANCING ACTIVITIES</b>		<u>(4,588)</u>	<u>(4,499)</u>
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>		32,947	6,065
<b>CASH &amp; CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</b>		214,316	203,655
Effect of exchange rate fluctuations on cash held		5,438	4,597
<b>CASH &amp; CASH EQUIVALENTS AT THE END OF THE YEAR</b>	4.2	<u>252,701</u>	<u>214,316</u>

The notes on pages 6 to 55 are an integral part of these consolidated financial statements

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**1. ACTIVITIES AND BASIS OF ACCOUNTING**

**1.1 Activities and organisation**

Founded in 1919, the International Federation of Red Cross and Red Crescent Societies (IFRC) is a membership organisation comprising of 192 member Red Cross and Red Crescent societies governed by a Governing Board and with management support provided by a Secretariat with more than 60 delegations strategically located to support activities around the world. The IFRC secretariat headquarters' address is at 17, Chemin des Crêts, Petit-Saconnex, 1209 Geneva, Switzerland.

The IFRC's mission is to improve the lives of vulnerable people by mobilising the power of humanity. Working in support of its 192 member national Red Cross and Red Crescent Societies (National Societies), the IFRC acts before, during and after disasters and health emergencies to meet the needs and improve the lives of vulnerable people. It does so with impartiality as to nationality, race, gender, religious beliefs, class and political opinions.

In 1996, the IFRC concluded a Status Agreement with the government of Switzerland which recognised the IFRC's international personality. Under the Agreement, the IFRC is exempt from Swiss taxes. The IFRC is also exempt from taxes in most countries in which its delegations are based. The IFRC acts under its own constitution with all rights and obligations of a corporate body with a legal personality. The IFRC is solely responsible, to the exclusion of its member National Societies, for all its transactions and commitments.

The General Assembly, composed of delegates from the member National Societies, is the supreme governing body of the IFRC. The Governing Board, elected by and from the members of the General Assembly, has authority to govern the IFRC. The Audit and Risk Commission gives advice on audit and risk matters affecting the IFRC and the Finance Commission gives advice on financial matters affecting the IFRC.

The IFRC, together with National Societies and the International Committee of the Red Cross (ICRC), make up the International Red Cross and Red Crescent Movement.

The following are the activities of the IFRC in 2022 and 2021:

<b>Activity</b>	<b>Description</b>	<b>Budget category</b>
Humanitarian response	Support National Societies in their programmes to support disaster affected and vulnerable people.	Other resources (Restricted) activities
Thematic	Support National Societies in their individual organisational development.	
Supplementary services	Provide cost-effective, relevant and demand driven services to individual and groups of National Societies.	
Governance and Secretariat activities	Fulfil the IFRC's constitutional role as the permanent body of liaison and coordination among National Societies representing the Red Cross and Red Crescent globally and providing network wide services.	Regular resources (Unrestricted) activities

**1.2 Significant accounting policies and basis of preparation**

This note contains the IFRC's significant accounting policies that relate to the consolidated financial statements as a whole. Accounting policies specific to one note are described in that particular note.

**(a) Statement of compliance**

The consolidated financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) and are presented in accordance with the IFRC's Financial Regulations.

IFRS do not contain specific guidance for non-profit organisations and non-governmental organisations concerning the accounting treatment and the presentation of financial statements. Where IFRS are silent or do not give guidance on how to treat transactions specific to the not-for-profit sector, accounting policies selected are based on the general principles of IFRS, as detailed in the IASB Conceptual Framework for Financial Reporting. The consolidated financial statements have been prepared on a historical cost basis, except where otherwise indicated.

The consolidated financial statements of the IFRC for the year ended 31 December 2022 were approved and authorised for issue by the Audit and Risk Commission on 2 May 2023.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**1.2 Significant accounting policies (continued)**

**(b) Functional and presentation currency**

The consolidated financial statements are presented in Swiss Francs (CHF), which is IFRC's functional and presentation currency. All values are in absolute amounts and have been rounded to the nearest thousand, unless otherwise indicated.

**(c) Foreign currency transactions**

Monetary assets and liabilities denominated in foreign currencies are translated into Swiss Francs using the exchange rate at the reporting date. Foreign currency transactions are translated into Swiss Francs using actual rates that were applied to transactions or rates which approximate to the prevailing rate at the date of the transactions. Exchange gains and losses resulting from the settlement of foreign currency transactions and from translation are included under Net finance income/expense in the Consolidated Statement of Comprehensive Income, with the exception of realised and unrealised exchange gains and losses on voluntary contributions and donations, which are included under Voluntary contributions and donations, net in the Consolidated Statement of Comprehensive Income.

The principal rates of exchange against the Swiss Franc are shown below:

	Closing rate of exchange		Average rate of exchange	
	2022	2021	2022	2021
EUR	0.98	1.04	1.00	1.08
USD	0.93	0.92	0.95	0.91
GBP	1.11	1.23	1.17	1.26
SEK	0.09	0.1	0.09	0.11
CAD	0.68	0.72	0.73	0.73

**(d) Basis of consolidation**

The financial statements of the IFRC are consolidated to include the International Federation of Red Cross and Red Crescent societies at the United Nations, Inc. (IFRC at the UN Inc.), as well as the activities of the Geneva Secretariat and all IFRC delegations.

IFRC at the UN Inc. is a wholly-owned subsidiary of the IFRC. The IFRC controls the IFRC at the UN Inc. by virtue of having power over the entity, which gives the IFRC the ability to affect returns from the entity. The assessment of the IFRC's control over the IFRC at the UN Inc. includes an examination of all facts and circumstances. Transactions between the IFRC at the UN Inc. and the IFRC and the balances at reporting date are eliminated when the consolidated financial statements are prepared. The IFRC at the UN Inc.'s accounting policies are consistent with those adopted by the IFRC.

During the year ended 31 December 2022, the IFRC had interests in the following hosted programmes under joint arrangements, where the activities of the programmes are in accordance with the IFRC's principal activities:

- Global Road Safety Partnership;
- National Society Investment Alliance;
- Steering Committee Human Response;
- Reunification Pathways for IntegRation (REPAIR) Consortium; and
- Risk-informed Early Action Partnership

The IFRC determines these joint arrangements as joint operations and accounts for its interests by recognising and measuring the assets and liabilities and related revenues and expenses as its proportional interest in the joint operations. The joint operations' accounting policies are consistent with those adopted by the IFRC.

**1.3 Critical accounting estimates and judgements**

Preparation of the consolidated financial statements requires the use of judgements, estimates and assumptions that affect the application of IFRC's accounting policies, the recognition and reported amounts of assets, liabilities, revenues, and expenses. Actual results may differ from these estimates. Estimates and assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.



**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**
**1.3 Critical accounting estimates and judgements (continued)**

All significant accounting judgements, estimates and assumptions specific to one note are described in that note or the associated accounting policy. In particular:

*(i) Judgements*

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the consolidated financial statements is included in the following notes:

- Note 2.1b – Income from voluntary contributions and donations: whether a voluntary contribution is fully under the control of the IFRC and hence its accounting treatment;
- Note 2.1c – Income from the provision of services: whether services income is recognised over time or at a point in time.

*(ii) Estimates and assumptions*

Information about assumption and estimation uncertainties that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities, within the next financial year is included in the following notes:

- Note 3.2b - ESSN project: key assumptions used to estimate the value of the financial asset and financial liability associated with the delivery of cash to beneficiaries under component B of the agreement with ECHO;
- Note 4.5 - Post employment defined benefit plans: key actuarial assumptions;
- Note 3.4 - Fair value of in-kind contributions and donations: key assumptions used to estimate the value of in-kind contributions and donations;
- Note 3.6 - Recognition and measurement of provisions and contingencies: key assumptions about the likelihood and magnitude of resource flows, including the likelihood of reimbursing pledged funds.

**1.4 Changes in accounting policies and disclosures**

In 2022, the notes to the consolidated financial statements have been reorganised into four sections to present clearly how the IFRC funds its activities, runs its operations and manages the funds provided by donors. Each section of the notes presents the financial information and any material accounting policies that are relevant to an understanding of the activities of the IFRC. As a consequence of the revised presentation adopted in the consolidated financial statements for 2022, less relevant information has been removed and content has been simplified to ensure that the more important information is presented in clearer way to the users of the consolidated financial statements.

**1.5 New Standards, Amendments and Interpretations**

The IFRC has adopted all relevant new or amended standards (of the IFRS) and interpretations (by the Interpretations Committee) which are effective for 2022.

<b>Standard / Amendment</b>	<b>Effective date</b>	<b>Impact on reporting year 2022</b>
Annual Improvements to IFRS Standards 2018–2020	1 January 2022	Not material / applicable
Reference to the Conceptual Framework (Amendments to IFRS 3)	1 January 2022	Not material / applicable
Property, Plant and Equipment — Proceeds before Intended Use (Amendments to IAS 16)	1 January 2022	Not material / applicable
Onerous Contracts — Cost of Fulfilling a Contract (Amendments to IAS 37)	1 January 2022	Not material / applicable

Implementation of the new or amended standards, including the IASB Conceptual Framework for Financial Reporting, has not had a material impact on the IFRC's consolidated financial statements.

The following Standards, Amendments and Interpretations have been issued, but are not yet effective. They have not been applied early in the preparation of these consolidated financial statements. The IFRC intends to adopt relevant new and amended standards and interpretations when they become effective.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**1.5 New Standards, Amendments and Interpretations (continued)**

Based on assessments conducted by IFRC's management, the expected impact of each Standard, Amendment and Interpretation is presented below.

<b>Standard / Amendment</b>	<b>Effective date</b>	<b>IFRC planned application</b>	<b>Anticipated impact</b>
Amendments to IFRS 17	1 January 2023	Reporting year 2023	Not material / applicable
Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2)	1 January 2023	Reporting year 2023	Not material / applicable
Definition of Accounting Estimates (Amendments to IAS 8)	1 January 2023	Reporting year 2023	Not material / applicable
Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12)	1 January 2023	Reporting year 2023	Not material / applicable
Classification of Liabilities as Current or Non-Current (Amendments to IAS 1)	1 January 2024	Reporting year 2024	Not material / applicable
Lease Liability in a Sale and Leaseback (Amendments to IFRS 16, Leases)	1 January 2024	Reporting year 2024	Not material / applicable

**1.6 Significant items in the current reporting period**

Details of significant operations, including the COVID-19 pandemic, the Emergency Social Safety Net (ESSN) programme and the Ukraine and impacted countries crisis, are provided in note 3.2.

The Ukraine and impacted countries crisis is a new significant operation for the IFRC. In addition to a human toll and a direct impact on entities that have business operations in Ukraine, Russia and neighbouring countries, the current conflict in Ukraine has also affected economic and global financial markets and exacerbated ongoing economic challenges including rising inflation and global supply-chain disruption. The conflict has triggered various sanctions that have broader impact on macroeconomic conditions.

On 28 February 2022, in response to the conflict, the IFRC launched an emergency appeal for CHF 100 million to assist with humanitarian needs in Ukraine and other impacted countries. On 7 April 2022, the appeal was increased to CHF 550 million.

The IFRC monitors the economic uncertainty impacting global markets including currency values, transport costs and commodity prices. In 2022, financial market volatility, in particular increases in global interest rates, has unfavourably impacted the performance of the IFRC's long-term investment portfolio. Conversely, the interest rate increase served to reduce the discounted value of the IFRC's pension liabilities which offset the investment performance impact on total Other Comprehensive Income for the year. Details of performance and investment values are provided in notes 4.1 and 4.3. Details of pension liabilities are provided in note 4.5.

**1.7 Subsequent event**

On 6 February 2023, two devastating earthquakes (magnitude of 7.7 and 7.6) struck southeast Turkey. These earthquakes, together with subsequent aftershocks killed thousands of people and injured many more in the region and in bordering Syria. These were the largest earthquakes that Turkey and Syria have faced in more than a century. On 20 February 2023, just two weeks later, another earthquake struck the very same region. Millions of people are affected and displaced.

On 7 February 2023, the IFRC launched two emergency appeals to support the response of National Societies on the ground. CHF 200 million was requested to support the Syrian Arab Red Crescent Society and CHF 450 million to support the Turkish Red Crescent Society. With a combined value of CHF 650 million, based on current funding received and future funding expectations, the IFRC anticipates that the Turkey and Syria earthquake response will be major operations for 2023.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**2. FUNDING**

**2.1 Income**

Income of the IFRC comprises statutory contributions and voluntary contributions in cash or in-kind from member National Societies, donations in cash or in-kind from donors, and income from services and leases.

**(a) Statutory contributions**

Statutory contributions are fixed by the General Assembly, the supreme governing body of the IFRC, and are recognised in the year they fall due.

**(b) Voluntary contributions and donations**

	<b>2022</b>	<b>2021</b>
	<b>Total</b>	<b>Total</b>
	<b>CHF 000s</b>	<b>CHF 000s</b>
<b>Voluntary contributions</b>		
Ukraine and impacted countries crisis	315,285	-
COVID-19 pandemic	2,795	35,652
Other appeals and activities	123,540	87,348
	<u>441,620</u>	<u>123,000</u>
<b>Donations</b>		
Ukraine and impacted countries crisis	66,167	-
COVID-19 pandemic	43,112	90,471
Other appeals and activities	232,524	170,054
	<u>341,803</u>	<u>260,525</u>
<b>Total voluntary contributions and donations</b>	<u>783,423</u>	<u>383,525</u>

Voluntary contributions are contributions to the IFRC voluntarily made by National Societies. Donations are donations or other financial assistance to the IFRC, voluntarily made by private individuals, States, or any other public or private institutions. Voluntary contributions and donations are recognised when a signed agreement (pledge) has been received from the National Society or other donor. In the absence of a signed agreement, the contribution is recognised upon receipt of cash.

Government grants for specific projects and donations that are subject to specific contractual obligations, are reported as deferred income and recognised as income when expenditure is incurred and contractual obligations are fulfilled. Government grants that are neither for specific projects nor identifiable assets, and are both earmarked and managed at appeal level, are recognised when a confirmed written pledge has been received from the donor and accepted by the IFRC.

Donations where receipt of funding is conditional and contingent upon uncertain future events not wholly within the IFRC's control are not accounted for but are disclosed as contingent assets.

After initial recognition, subsequent changes to Voluntary contributions and donations are recognised as additions to, or reductions of income, in the period in which the change is agreed. The IFRC is unable to evaluate the impact of such changes on the income reported in these consolidated financial statements.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**2.1 Income (continued)**

Voluntary contributions from National Societies and donations from non-National Societies are recognised based on the the level of earmarking, as summarised in the below table:

Unearmarked	Can be used for any purpose to further the objectives of the IFRC Amounts are recognised as income in the current period and within unrestricted income Unspent amounts included within unrestricted reserves at the end of the accounting period
Earmarked	<i>Fully under the control of the IFRC</i> Can be restricted in terms of nature, timeframe, or subject matter Amounts are recognised within restricted income Unspent amounts included within restricted reserves at the end of the accounting period
	<i>Not fully under the control of the IFRC</i> Can be restricted in terms of nature, timeframe, or subject matter <u>Earmarked for use in a future period</u> Amounts are recognised as deferred income in the current period Amounts are recognised within restricted income in the future period for which they are earmarked  <u>Subject to specific contractual obligations, similar to government grants</u> Amounts are recognised within restricted income as expenditure is incurred and contractual obligations are fulfilled Amounts received but not recognised are included in deferred income

Income recognition policy for voluntary contributions from National Societies and donations from non-National Societies is summarised in the below table:

Donors	Category	Earmarking	Income recognition
National Societies	Fully under the control of the IFRC	Unearmarked	Recognised upfront in the current period
	Not fully under the control of the IFRC	Earmarked for use in a future period	Deferred in the current period and recognised in the future period for which the funds are earmarked
Non-National Societies (Governments, multi-lateral agencies, corporations, and others)	Fully under the control of the IFRC (e.g., non-refundable donations, contribution towards regular resources, funding managed at appeal level including DREF, hosted programmes, contribution towards multi-donor action)	Unearmarked or earmarked at an appeal level	Recognised upfront in the current period
	Not fully under the control of the IFRC	Earmarked for use in a future period  Subject to specific contractual obligations, similar to government grants	Deferred in the current period and recognised in the future period for which they are earmarked  Recognised as expenditure is incurred and contractual obligations are fulfilled. Amounts received but not recognised in the current period are included in deferred income

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**2.1 Income (continued)**

Voluntary contributions and donations are received from a range of donors:

<b>2022</b>	<b>Cash CHF 000s</b>	<b>In-kind CHF 000s</b>	<b>Total CHF 000s</b>
National Societies	421,182	20,438	441,620
Governments	167,481	3,808	171,289
Multi-lateral agencies	104,090	-	104,090
Corporations	41,070	172	41,242
Others	19,514	5,668	25,182
	<u>753,337</u>	<u>30,086</u>	<u>783,423</u>
<b>2021</b>			
National Societies	115,819	7,181	123,000
Governments	155,340	3,416	158,756
Multi-lateral agencies	72,779	-	72,779
Corporations	20,233	-	20,233
Others	6,987	1,771	8,757
	<u>371,158</u>	<u>12,368</u>	<u>383,525</u>

Voluntary contributions and donations are mainly received in cash but may be received in-kind (relief supplies, inventories or tangible assets) or as services (staff, transport or property operating costs including rent). The fair value of in-kind goods, assets and property operating cost donations, is taken as the value indicated by the donor. This value is tested for reasonableness by comparing it to the cost that the IFRC would incur if it were to buy in the open market similar goods, assets or property services, for the same intended use. If the market value is found to be significantly different to the value indicated by the donor, the value is revised to the market value. The fair value of in-kind staff is taken as the average cost that would be incurred by the IFRC, if it were to directly employ a person in a similar position.

In-kind contributions are recognised at their estimated fair value in accordance with the following table:

<b>In-kind contribution category</b>	<b>Income recognition</b>	<b>Expenditure recognition</b>
Relief supplies	Recognised on date of receipt equally as both income and expenditure.	
Tangible assets	Recognised on date of receipt.	Depreciation and impairment recorded in the same way as for purchased fixed assets.
Services	Recognised on date of receipt equally as both income and expenditure	
Inventories	Recognised on date of receipt.	Expensed on date used.
Government grants – building operating costs	Recognised on date of receipt equally as both income and expenditure.	
Government grants – right of use Land and buildings, and other equipment	Reported as deferred income and recognised as revenue as the associated expense is incurred.	Depreciation recorded on a straight line basis over the durations of the grant agreements or the useful life of the asset.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

## 2.1 Income (continued)

## (c) Services income

Income from the provision of services comes from supplementary services priced on a cost-recovery basis to National Societies, including fleet services, logistics services, and administrative services in countries where National Societies are working bi-laterally with the local National Society, rather than multi-laterally with the IFRC and the local National Society. The IFRC provides contracted services, in the form of grant and programme management services, to other humanitarian actors. Priced on a cost-recovery basis, income from these services is included under Services income in the Consolidated Statement of Comprehensive Income.

Income from the provision of services is within the scope of IFRS 15 Revenue from Contracts with Customers, except for rental of vehicles under operating leases and leases of property that are within the scope of IFRS 16 Leases. These are reflected as Lease income below.

	<b>Restricted</b>	<b>Unrestricted</b>	<b>Total</b>
	<b>CHF 000s</b>	<b>CHF 000s</b>	<b>CHF 000s</b>
<b>2022</b>			
Services income	24,627	-	24,627
Services income - ESSN Project	28,999	-	28,999
Total Services income from contracts with customers	<u>53,626</u>	<u>-</u>	<u>53,626</u>
Lease income	581	73	654
<b>Total Services income</b>	<u>54,207</u>	<u>73</u>	<u>54,280</u>
<b>2021</b>			
Services income	20,248	-	20,248
Services income - ESSN Project	42,370	-	42,370
Total Services income from contracts with customers	<u>62,618</u>	<u>-</u>	<u>62,618</u>
Lease income	217	56	273
<b>Total Services income</b>	<u>62,835</u>	<u>56</u>	<u>62,891</u>

Included in Services income above is CHF 11,623k (2021: CHF 10,910k) related to Administrative services, CHF 7,335k (2021: CHF 5,012k) related to Fleet services, and CHF 3,327k (2021: CHF 3,016k) related to Logistic services.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**2.1 Income (continued)**

Income recognition policies for services income from contracts with customers are described below:

Type of services income	Timing of income recognition	Income recognition policy
Administrative	over time	Income is recognised as and when monthly chargeable services are delivered.
Contracted	over time/at a point in time	Income is recognised based on contractual performance obligation, which could be over time or at a point in time.
Logistics	over time/at a point in time	Income is recognised over time for recurring services such as warehousing, and at a point in time for distinct services such as procurement and transportation.
Fleet	at a point in time	Income is recognised at a point in time for sale of vehicles.

Judgement is applied in assessing whether service income is recognised over time or at a point in time. Where income is recognised at a point in time, this point is determined as the point when the goods or services are received by the customer, where fulfilment of performance obligations is measured based on the customer's written confirmation of receipt of control over the goods and/or services. Where income is recognised over time, fulfilment of performance obligations is measured using the output method, which is a direct measurement of value to the customer for goods or services transferred. For the provision of services across accounting periods, income is recognised when performance obligations have been satisfied, by reference to services performed to date. Payment terms for services income are generally 30 days from date of invoice.

The ESSN agreement between IFRC and ECHO (see note 3.2b) falls within the scope of IFRS 15. Revenue related to the agreement is disclosed as Services income in the Consolidated Statement of Comprehensive Income. All services rendered relate to cash distributions to beneficiaries and are accounted for as a single performance obligation. As ECHO receives the benefits of IFRC's performance as cash distributions are made to beneficiaries, the IFRC's performance obligation is satisfied over time and revenue is recognised accordingly. The ESSN agreement is pre-financed by ECHO up to 98% of the contract value. Pre-financing is disbursed in instalments subject to a declaration from the IFRC that the 70% of previous instalment has been consumed. Subsequent amendments to the ESSN agreement (see note 3.2b) were made whereby increasing the contract value. The contract modifications are accounted for as separate contracts under IFRS 15.

The cash support to beneficiaries provided under Component B of the ESSN agreement between IFRC and ECHO (see note 3.2b) does not constitute a performance obligation, as the IFRC is redistributing cash provided by ECHO to designated beneficiaries. The cash distributions are not recognised in the Consolidated Statement of Comprehensive Income. A financial liability is recognised to reflect the estimated amount to be paid to beneficiaries already in receipt of a payment card at 31 December 2022.

Services performed in advance of income being received are classified as Contract assets. Consideration received in advance for services to be performed is classified as Contract liabilities.

*Leases – IFRC as a lessor*

Where the IFRC acts as a lessor, it determines at inception, whether each lease is a finance lease or an operating lease. To classify each lease, the IFRC makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease, if not, then it is an operating lease. As part of this assessment, the IFRC considers certain indicators such as whether the lease is for the major part of the economic life of the asset. The IFRC has no interest in finance leases as a lessor.

When the IFRC is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the IFRC applies the short-term lease exemption described above, then it classifies the sub-lease as an operating lease.



**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
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**2.1 Income (continued)**

Lease income from operating leases is recognised in the Consolidated Statement of Comprehensive Income on a straight-line basis over the lease term as described below:

Type of lease income	Timing of income recognition	Income recognition policy
Administrative	over time	Income is recognised as and when monthly chargeable services are delivered
Fleet	over time	Income from the provision of vehicles under operating leases is recognised on a straight-line basis over the lease term

**(d) Other comprehensive income**

Other comprehensive income consists of items, such as actuarial gains or losses on defined benefit plan, that will not be reclassified subsequently to operating income or expenditure, and items such as cash flow hedges, that may be reclassified subsequently to operating income or expenditure.

**Cash flow hedges**

Hedge instruments are used to mitigate foreign exchange risk associated with receiving statutory contribution payments in foreign currencies. These are supported by hedge accounting to avoid an accounting mismatch, whereby the effects of the changes in fair values of both hedge items and hedge instruments are appropriately measured, matched, and recognised in the same period in the Consolidated Statement of Comprehensive Income.

When a derivative is designated as a cash flow hedging instrument, the effective portion of the changes in the fair value is recognised in Other Comprehensive Income and accumulated in a hedge reserve. An ineffective portion of changes in fair value is recognised immediately in the Statement of Comprehensive Income. The amount accumulated in the hedge reserve is also reclassified to the Statement of Comprehensive Income in the same period as the hedged item or forecast cash flows affect income and expenditure.

Cash flow hedges	2022	2022	2021	2021
	CHF 000s	CHF 000s	CHF 000s	CHF 000s
	Hedge Contract value	Fair value balance	Hedge Contract value	Fair value balance
Forward exchange contracts in Euros	5,876	( 61)	4,302	76
Forward exchange contracts in United States Dollars	681	17	3,086	( 9)
Total cash flow hedges	<u>6,557</u>	<u>( 44)</u>	<u>7,388</u>	<u>68</u>
<b>Movement in Other Comprehensive Income that may be reclassified to Income or Expenditure in subsequent period</b>		<b>2022</b>		<b>2021</b>
		<b>CHF 000s</b>		<b>CHF 000s</b>
Cash flow hedge - effective portion of changes to fair value		44		( 68)
Amount reclassified from Other Comprehensive Income to Operating Income and Expenditure statement		68		-
		<u>112</u>		<u>( 68)</u>
<b>Expected cash flows in subsequent period</b>		<b>Hedge Contract cash flows</b>		<b>Hedge Contract cash flows</b>
	<b>2022</b>	<b>CHF 000s</b>	<b>2021</b>	<b>CHF 000s</b>
	Carrying value	1 - 6 months	Carrying value	1 - 6 months
<b>Forward exchange contracts used for hedging</b>				
- Outflow	( 44)	( 6,601)	-	( 7,320)
- Inflow	-	6,557	68	7,388
	<u>( 44)</u>	<u>( 44)</u>	<u>68</u>	<u>68</u>

In 2022, the IFRC entered into foreign currency forward exchange contracts, with final maturities of 31 March 2023, in order to hedge the foreign exchange risk of receiving statutory contributions of CHF 5,876k in Euros and CHF 681k in US Dollars. The hedges were designated as cash flow hedges for hedge-accounting purposes. Amounts recycled to Operating Income and Expenditure amounted to CHF 68k (2021: CHF Nil). The settlement of the 2021 foreign currency forward exchange contracts resulted in a net realised loss of CHF 37k (2021: net realised gain of CHF 151k).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
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## 2.2 Receivables

	2022 CHF 000s	2021 CHF 000s
<b>Accounts receivable</b>		
Statutory contributions	26,605	28,262
Provision for estimated credit losses (ECL) on statutory contributions	( 17,497)	( 14,415)
	<u>9,108</u>	<u>13,847</u>
Voluntary contributions	260,036	172,658
Provision for ECL on voluntary contributions	( 2,717)	( 2,209)
	<u>257,319</u>	<u>170,449</u>
National Societies receivables	54,183	36,467
Provision for ECL on National Societies receivables	( 1,012)	( 564)
	<u>53,171</u>	<u>35,903</u>
Other receivables (see note below)	2,006	994
Provision for ECL on other receivables	( 12)	( 8)
	<u>1,994</u>	<u>986</u>
Total accounts receivable	<u>321,592</u>	<u>221,185</u>
Other receivables	5,126	3,601
<b>Total Receivables</b>	<u>326,718</u>	<u>224,786</u>
Current receivables	256,160	171,705
Non-current receivables	70,558	53,081
<b>Total Receivables</b>	<u>326,718</u>	<u>224,786</u>

Accounts receivable comprise statutory contributions due but not yet received, outstanding voluntary contributions and donations, and amounts due for the provision of services. Other receivables include cash advances to National Societies and employees, reimbursable taxes, contract assets, sundry receivables and fair value of cash flow hedges.

Trade receivables are initially recognised when they are originated. A trade receivable without a significant financing component is initially measured at the transaction price and subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

The carrying amounts of the IFRC's assets are reviewed at each period end date, in order to determine whether there is any indication of impairment.

Statutory contributions receivable may be subject to appeal and subsequent adjustments.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

## 2.2 Receivables (continued)

Movements in the Provision of Estimated Credit Losses (ECL) are as follows:

	Provision for voluntary contributions receivable CHF 000s	Provision for national societies receivable CHF 000s	Provision for unpaid statutory contributions CHF 000s	Provision for other accounts receivable CHF 000s	Total CHF 000s
<b>2022</b>					
Balance at 1 January	2,209	564	14,415	8	17,196
Changes to provision for ECL	1,404	652	4,053	12	6,121
Write offs during the year	-	( 31)	-	( 1)	( 32)
Unused provisions reversed	( 896)	( 173)	( 971)	( 7)	( 2,047)
<b>Balance at 31 December</b>	<b>2,717</b>	<b>1,012</b>	<b>17,497</b>	<b>12</b>	<b>21,238</b>
<b>2021</b>					
Balance at 1 January	1,720	1,909	15,944	9	19,582
Changes to provision for ECL	2,535	253	1,800	7	4,595
Write offs during the year	( 750)	( 926)	-	-	( 1,676)
Unused provisions reversed	( 1,296)	( 672)	( 3,329)	( 8)	( 5,305)
<b>Balance at 31 December</b>	<b>2,209</b>	<b>564</b>	<b>14,415</b>	<b>8</b>	<b>17,196</b>

Receivables are impaired based on the Estimated Credit Losses model, which is a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (ie the difference between the cash flows due to the IFRC in accordance with the contract and the cash flows that the IFRC expects to receive).

The provisions for ECL above include impairment of CHF 458k (2021: CHF 300k) for receivables and contract assets that relate to contracts with customers (see note 2.1c).

The provision for unpaid statutory contributions is based upon the IFRC's assessment of the probability of payment. At 31 December 2022, the IFRC revised its assessment of the balance of statutory contribution receivables and did not release any amount from at risk to likely to be paid (2021: CHF 106k). Provision of statutory contribution receivables does not invalidate the obligation of National Societies to pay amounts due.

Receivables ageing	Not past due CHF 000s	Past due 1-60 days CHF 000s	Past due 61-90 days CHF 000s	Past due more than 90 days CHF 000s	Total CHF 000s
<b>2022</b>					
Gross carrying amount	205,038	19,252	30,948	92,718	347,956
Provision for ECL	-	-	-	( 21,238)	( 21,238)
Receivables	<u>205,038</u>	<u>19,252</u>	<u>30,948</u>	<u>71,480</u>	<u>326,718</u>
<b>2021</b>					
Gross carrying amount	196,267	3,435	4,140	38,140	241,982
Provision for ECL	-	-	-	( 17,196)	( 17,196)
Receivables	<u>196,267</u>	<u>3,435</u>	<u>4,140</u>	<u>20,944</u>	<u>224,786</u>

Where the recovery will only be confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the IFRC, receivables are not recognised as receivables in the Consolidated Statement of Financial Position but are disclosed as contingent assets (see note 2.6). If the effect is material, the fair value of contingent assets is determined by discounting the expected future cash flows that reflect a current market assessment of the time value of money.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**2.2 Receivables (continued)**

Receivables, contract assets and contract liabilities from contracts with customers are as follows:

	<b>Opening balances CHF 000s</b>	<b>Closing balances CHF 000s</b>
<b>2022</b>		
Contract assets	1,280	6,528
Contract liabilities	( 23,035)	( 37,288)
Receivables from Customers	<u>6,638</u>	<u>9,194</u>
	<u>( 15,117)</u>	<u>( 21,566)</u>
<b>2021</b>		
Contract assets	3,355	1,280
Contract liabilities	( 18,407)	( 23,035)
Receivables from Customers	<u>7,204</u>	<u>6,638</u>
	<u>( 7,848)</u>	<u>( 15,117)</u>

In 2022, there were no assets recognised from the costs to obtain or fulfil a contract (2021: Nil), and there were no variable contract considerations that reduced transaction prices for service income recognised (2021: Nil). The amount included within the contract liability opening balance is fully recognised as income during the accounting period.

**2.3 Deferred income and contract liabilities**

	<b>2022 CHF 000s</b>	<b>2021 CHF 000s</b>
<b>Current liabilities</b>		
Deferred income	165,828	154,894
Contract liabilities	37,288	23,035
Statutory contributions received in advance	<u>636</u>	<u>220</u>
	<u>203,752</u>	<u>178,149</u>
<b>Non-current liabilities</b>		
Deferred income	<u>44,283</u>	<u>39,836</u>

*Deferred income*

The IFRC is not in a position to reliably determine in which future periods donations, that are deferred due to specific contractual obligations under the accounting policy set out in note 2.1, will be recognised as income in the Consolidated Statement of Comprehensive Income. Accordingly, all amounts deferred consistent with that accounting policy are included in current liabilities, although some amounts may ultimately be recognised as income more than one year after the period end date. Non-current liabilities include voluntary contributions and donations that are earmarked for use in a future period, more than one year from the period end date. Included within Deferred income above is CHF 38,395k (2021: CHF 41,338k) related to non-monetary in-kind donations from host country governments (see note 3.4a).

*Contract liabilities*

A contract liability is the obligation to transfer goods or services to a counterparty for which the IFRC has received consideration from the counterparty. If a customer pays a consideration before the IFRC transfers goods or services to the counterparty, a contract liability is recognised when the payment is made by the counterparty or when the payment is due. Contract liabilities are recognised as revenue when IFRC meets its performance obligations under the contract. Included within Contract liabilities above is CHF 19,540k (2021: CHF 18,167k) related to service income received in advance for the ESSN project (see note 3.2b).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**2.4 Restricted reserves***Funds held for operations*

	<b>2022</b> <b>CHF 000s</b>	<b>2021</b> <b>CHF 000s</b>
Operations with temporary deficit financing	( 10,518)	( 15,717)
Defined benefit pension obligations recognised in Other Comprehensive Income	13,622	( 556)
Donor-restricted contributions	438,113	239,970
	<u>441,217</u>	<u>223,697</u>

Restricted reserves represent the cumulative excess of income over expenditure for other resources activities. Restricted reserves include the following:

*Donor-restricted voluntary contributions and donations*

The cumulative excess, of earmarked voluntary contributions and donations over expenditure, is recorded as Funds held for operations within restricted reserves. In the event that it is determined that funds will not be spent as originally agreed, the IFRC obtains agreement from the National Society or other donor for a reallocation of those funds for a different use, or reimburses them to the National Society or other donor, in which case they are recognised as liabilities until the effective repayment takes place.

*Operations with temporary deficit financing*

Expenditure on individual projects may temporarily exceed the amount of income allocated to those projects at reporting dates. This excess of expenditure over income is separately reflected within Funds held for operations as Operations with temporary deficit financing, so long as management considers that future funding will be forthcoming. When the IFRC considers that future funding is unlikely to be forthcoming, the deficit is reclassified as unrestricted expenditure, and reflected as a reduction in unrestricted reserves, through the provision for pledge and services deficits.

**2.5 Designated reserves**

	<b>Self insurance CHF 000s</b>	<b>Statutory meetings CHF 000s</b>	<b>Specific projects CHF 000s</b>	<b>Major works CHF 000s</b>	<b>Total CHF 000s</b>
<b>2022</b>					
<b>Balance at 1 January</b>	2,111	1,681	14,000	715	18,507
Used during the year	-	( 1,414)	( 2,500)	-	( 3,914)
Allocations during the year	217	900	4,200	343	5,660
<b>Balance at 31 December</b>	<u>2,328</u>	<u>1,167</u>	<u>15,700</u>	<u>1,058</u>	<u>20,253</u>
<b>2021</b>					
<b>Balance at 1 January</b>	1,998	866	14,400	372	17,636
Used during the year	( 50)	( 85)	( 14,400)	-	( 14,535)
Allocations during the year	163	900	14,000	343	15,406
<b>Balance at 31 December</b>	<u>2,111</u>	<u>1,681</u>	<u>14,000</u>	<u>715</u>	<u>18,507</u>

Designated reserves are funds set aside for specific purposes including self-insurance, statutory meetings, specific projects and major building works. The IFRC may transfer these funds back to unrestricted reserves. Designated reserves include the following:

*Self-insurance reserve*

The IFRC self-insures its vehicles against collision, loss or other damage. Based on an assessment of risk exposure, this reserve is established to meet approved insurance claims as they fall due.

*Statutory meetings reserve*

Funds are set aside to meet the anticipated costs of future statutory meetings and Governing Board initiatives as and when the events take place.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**2.5 Designated reserves (continued)***Specific projects*

In keeping with the IFRC's principle of full cost recovery (see note 3.1), the direct costs of programmes and services are subject to indirect cost recovery to fund the costs of providing indirect support services, essential to the success of operations. In the event that there is an operation with expenditure in excess of CHF 50,000k and the total amount charged for a given year exceeds the total amount incurred, the excess is allocated to projects according to a Governing Board decision. Pending the Governing Board decision, the excess is allocated to a designated reserve.

In 2022, expenditure on both the Covid-19 Pandemic and the Ukraine and impacted countries crisis operations was in excess of CHF 50,000k. In 2021, expenditure on the Covid-19 Pandemic operation was in excess of CHF 50,000k. At the end of 2022, the balance on the Specific projects reserve was CHF 15,700k (2021: CHF 14,000k).

*Major building works reserve*

In March 2016, the IFRC signed an agreement with *Fondation des Immeubles pour les Organisations Internationales* (FIPOI) for a 50 year interest free loan to be used by the IFRC to construct new office premises. Under this agreement, the IFRC has an obligation to undertake regular building maintenance and, as required by the agreement, set up a designated reserve for major building works upon acceptance of the new building. The IFRC makes an annual allocation corresponding to 0.75% of the building works value. Usage of the reserve is restricted to:

- planned obsolescence including major renovation and replacement works;
- emergency repairs.

**2.6 Contingent assets**

The IFRC sometimes receives donations where receipt of the funding is conditional and contingent upon uncertain future events not wholly within the IFRC's control. Such donations are treated as contingent assets:

Donor	Nature of contingent asset	2022	2021
		CHF 000s	CHF 000s
USAID <sup>1</sup>	Contingent upon USAID funds	50,049	58,777
German Government	Contingent upon government funding allocation	7,879	-
Mastercard Foundation	Contingent upon approval of statement of work	6,398	-
British Government	Contingent upon performance	6,018	-
British Red Cross	Contingent upon FCDO <sup>2</sup> funding allocation	1,655	3,662
Others	Contingent upon performance/report/audit	1,148	2,196
<b>Total Contingent assets</b>		<b>73,147</b>	<b>64,635</b>

<sup>1</sup> USAID – United States Agency for International Development

<sup>2</sup> FCDO – United Kingdom Foreign, Commonwealth and Development Office

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

## 3. OPERATIONS

## 3.1 Operating expenditure

Operating expenditure comprises the following:

2022	(a) Employee benefits CHF 000s	(b) Relief supplies, transportation & storage CHF 000s	(c) Contributions to National Societies CHF 000s	Depreciation, amortisation and impairment CHF 000s	Supplementary services cost recoveries & allocations CHF 000s	(d) Other costs CHF 000s	Indirect cost recovery CHF 000s	Total 2022 CHF 000s
Humanitarian response	45,487	159,649	75,037	284	8,364	60,706	21,096	370,623
Thematic	50,619	18,204	78,840	453	8,275	42,897	15,767	215,055
Total Other resources (Programmes)	96,106	177,853	153,877	737	16,639	103,603	36,863	585,678
Supplementary services	20,271	4,345	68	4,109	(17,669)	14,814	820	26,758
<b>Total RESTRICTED</b>	<b>116,377</b>	<b>182,198</b>	<b>153,945</b>	<b>4,846</b>	<b>(1,030)</b>	<b>118,417</b>	<b>37,683</b>	<b>612,436</b>
Regular resources	72,995	942	309	7,162	1,030	18,473	(37,683)	63,228
<b>Total UNRESTRICTED</b>	<b>72,995</b>	<b>942</b>	<b>309</b>	<b>7,162</b>	<b>1,030</b>	<b>18,473</b>	<b>(37,683)</b>	<b>63,228</b>
<b>Total OPERATING EXPENDITURE 2022</b>	<b>189,372</b>	<b>183,140</b>	<b>154,254</b>	<b>12,008</b>	<b>-</b>	<b>136,890</b>	<b>-</b>	<b>675,664</b>

*Costing principle*

The IFRC applies a full cost recovery principle to its activities and operations. As such, each functional expense category includes all associated direct costs, indirect costs and pledge fees.

*Direct costs*

Direct costs are those costs that can be readily and specifically identified with a particular project or service. These include costs recovered from operations for the provision of specific supplementary services.

*Indirect costs*

The direct costs of programmes and services are subject to standard indirect cost recovery rate to fund the costs of providing indirect support services, essential to the success of operations. Such indirect support services include management and leadership, information and communication technology and professional and services functions in the areas of programme quality, reporting, resource mobilisation, finance, information technology and human resources. In 2022, the support added to unrestricted reserves amounted to CHF 37,683k (2021: CHF 30,261k).



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

## 3.1 Operating expenditure (continued)

2021	(b)							Total 2021 CHF 000s
	(a) Employee benefits CHF 000s	(c) Relief supplies, transportation & storage CHF 000s	(b) Contributions to National Societies CHF 000s	Depreciation, amortisation and impairment CHF 000s	Supplementary services cost recoveries CHF 000s	(d) Other costs & allocations CHF 000s	Indirect cost recovery CHF 000s	
Humanitarian response	49,377	80,088	82,448	326	7,784	24,154	15,593	259,770
Thematic	45,780	26,454	26,510	451	7,288	32,887	13,941	153,311
Total Other resources (Programmes)	95,157	106,542	108,958	777	15,072	57,041	29,534	413,081
Supplementary services	19,459	2,433	93	3,946	(16,410)	9,854	727	20,102
<b>Total RESTRICTED</b>	<b>114,616</b>	<b>108,975</b>	<b>109,051</b>	<b>4,723</b>	<b>(1,338)</b>	<b>66,896</b>	<b>30,261</b>	<b>433,184</b>
Regular resources	70,378	758	-	5,678	1,338	4,545	(30,261)	52,436
<b>Total UNRESTRICTED</b>	<b>70,378</b>	<b>758</b>	<b>-</b>	<b>5,678</b>	<b>1,338</b>	<b>4,545</b>	<b>(30,261)</b>	<b>52,436</b>
<b>Total OPERATING EXPENDITURE 2021</b>	<b>184,994</b>	<b>109,733</b>	<b>109,051</b>	<b>10,401</b>	<b>-</b>	<b>71,440</b>	<b>-</b>	<b>485,619</b>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

## 3.1 Operating expenditure (continued)

The operating expenditures pertaining to humanitarian response are as follows:

	2022 Total CHF 000s	2021 Total CHF 000s
Ukraine and impacted countries crisis	157,339	-
COVID-19 pandemic	91,722	140,298
Other appeals and activities	426,603	345,321
	<u>675,664</u>	<u>485,619</u>

## (a) Employee benefits

Employee benefits consist of the following:

	2022 Restricted CHF 000s	2022 Unrestricted CHF 000s	2022 Total CHF 000s
<b>2022</b>			
Wages and salaries	95,847	59,082	154,929
Contributed services	7,400	213	7,613
Short-term termination benefit costs	900	( 210)	690
Social security costs	3,461	1,441	4,902
Post-employment benefit costs	8,769	12,469	21,238
	<u>116,377</u>	<u>72,995</u>	<u>189,372</u>
<b>2021</b>			
Wages and salaries	95,530	57,473	153,003
Contributed services	6,704	245	6,949
Short-term termination benefit costs	704	( 440)	264
Social security costs	3,269	1,327	4,596
Post-employment benefit costs	8,409	11,773	20,182
	<u>114,616</u>	<u>70,378</u>	<u>184,994</u>

*Short-term termination benefits*

Short-term termination benefits are payable whenever an employee's employment is terminated before the normal retirement date, contract completion date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. Termination benefits are recognised on the basis of a formal committed plan to terminate the employment of current employees, or are provided as a result of an offer made to encourage voluntary redundancy.

*Post-employment benefit costs*

Post-employment benefit costs, pension costs for defined benefit pension plans, the cost of contributions towards retirees' health insurance and non-Swiss long-term termination benefit costs.

*Pension costs – defined benefit plans*

The IFRC has a Base Pension Plan and a Supplemental Pension Plan (the Pension Plans), covering its expatriate field staff and all headquarters staff. The Pension Plans are funded defined benefit plans which also provide benefits on death, disability and termination. Subject to certain conditions, members of the Pension Plans are also eligible to receive contributions on the cost of health insurance during retirement. According to the Pension Plans Rules, the IFRC must make contributions to the Pension Plans of 16% of contributory salary for the Base Pension Plan and 5% of contributory salary for the Supplemental Pension Plan, for each covered participant. In the event that the Pension Fund becomes underfunded according to the requirements of Swiss law, the IFRC could be requested to make additional contributions.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**3.1 Operating expenditure (continued)**

Pension obligations are covered by an independent fund which is held in a single, separate legal entity. The Pension Fund of the International Federation of Red Cross and Red Crescent Societies (hereafter “the Pension Fund”) is a foundation, as defined in articles 80 to 89 “bis” of the Swiss Civil Code (Swiss law). The Pension Fund is registered with the Swiss supervisory authority in the Canton of Geneva and the Swiss pension guarantee fund. As such, it must comply with the compulsory insurance requirements established by the Swiss Federal law on Occupational Retirement, Survivors and Disability Pension Funds (LPP to use the French acronym) and its activities are overseen by both the Geneva Cantonal and the Swiss Federal pension oversight authorities. The Pension Fund Governing Board is responsible for the Fund’s management. It comprises three representatives appointed by the IFRC, three representatives elected by the Pension Fund’s participants and two supplemental members. The Pension Fund is funded as determined by periodic actuarial calculations in accordance with the Swiss law.

*Retirees’ health insurance*

Depending upon service at retirement and subject to having both worked a minimum of five years and taken an annuity upon retirement, retirees receiving a pension from either the Base Pension Plan and/or the Supplemental Plan receive a contribution towards the cost of health insurance. Whilst the IFRC is under no legal obligation to make contributions towards the cost of retirees’ health insurance, the IFRC currently plans to continue making these contributions for the foreseeable future. As contributions are fixed at flat rates with no obligations to change the amounts, the arrangement does not expose the IFRC to any unusual, specific or significant concentrations of risk.

*Non-Swiss long-term termination benefits*

In certain legal jurisdictions, outside Switzerland, the IFRC has obligations to calculate and pay termination benefits in accordance with the requirements of local law, regardless of the reason for an employee’s departure. IAS 19 Employee benefits considers such benefits as post-employment benefits. Hereafter, these benefits are referred to as non-Swiss post-employment benefits.

Further details of the IFRC’s defined benefit pension plans, the retirees’ health insurance and non-Swiss long-term post-employment benefits can be found in note 4.5.

**(b) Relief supplies, transportation and storage**

	<b>Restricted</b> <b>CHF 000s</b>	<b>Unrestricted</b> <b>CHF 000s</b>	<b>Total</b> <b>CHF 000s</b>
<b>2022</b>			
Relief supplies	168,628	-	168,628
Transportation & storage	13,570	942	14,512
	<u>182,198</u>	<u>942</u>	<u>183,140</u>
<b>2021</b>			
Relief supplies	97,876	-	97,876
Transportation & storage	11,099	758	11,857
	<u>108,975</u>	<u>758</u>	<u>109,733</u>

Relief supplies pertains to goods which were either purchased or received in-kind and committed for specific projects, and are expensed at the time of receipt.

Inventories of prepositioned relief items, which have not been committed to a project, are stated at the lower of cost or net realisable value and included in other current assets in the Consolidated Statement of Financial Position. Cost is determined using the weighted average cost method, and comprises cost of purchase and other costs directly attributable to acquisition. In-kind donations of prepositioned relief items are included in inventories and their fair value is included in the calculation of weighted average cost. Net realisable value is the estimated selling price, in an arms length transaction, less attributable selling expenses. Inventories are included in expenditure once they have been committed to a project.

The fair value of in-kind goods is taken as the value indicated by the donor. This value is tested for reasonableness by comparing it to the cost that the IFRC would incur if it were to buy in the open market similar goods, assets or property services, for the same intended use. If the market value is found to be significantly different to the value indicated by the donor, the value is revised to the market value.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
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**(c) Contributions to National Societies and provisions for operations**

In implementing its activities in the ordinary course of its business, the IFRC provides funds to member Red Cross and Red Crescent National Societies. Two mechanisms are used – cash working advances and contributions to National Societies.

**3.1 Operating expenditure (continued)**

*Cash working advances - Provisions for operations*

The IFRC provides cash working advances to National Societies for them to implement activities on behalf of the IFRC. Amounts advanced are recognised as receivables until such time as recipient National Societies report to the IFRC on their use of the funds. A provision is recognised for the value of working advances which has not been reported on by the recipient National Societies, and the related expense is recorded as Provisions for operations and reported as part of Other costs & allocations (see related note 3.1d). When recipient National Societies report on their use of the funds, the provision is reversed, and the expense is reclassified according to its nature.

*Contributions to National Societies*

The IFRC makes cash contributions to fund the activities of member National Societies. Such contributions are recognised as operational expenditure as they are incurred.

*Cash transfers*

Cash transfers are made to National Societies that have been risk-assessed by the IFRC to have the organisational capacity and internal controls to effectively manage funds received from the IFRC to meet project objectives and satisfy stakeholders' accountability requirements. The recipient National Society manages the use of the funds based on its internal regulations and reports its use of the funds back to the IFRC without the need to submit detailed supporting documentation for individual expenses incurred. National Societies operating under Cash Transfer are subject to periodic audits of their use of funds transferred.

*Cash advances*

The IFRC provides cash contributions to National Societies to implement Covid-19 Pandemic Emergency Appeal activities. Specifically for this appeal, such contributions are recognised as operational expenditure as they are incurred. However, as the IFRC has not formally assessed the risk that recipient National Societies have on the organisational capacity and internal controls to effectively manage the funds received to meet project objectives and satisfy stakeholders' accountability requirements, the IFRC maintains additional verification controls over National Societies' use of funds transferred. These include the IFRC verifying supporting documents, invoices, receipts etc for the expenditure incurred by the National Societies, and validating that expenditure has been incurred in accordance with agreements signed between the IFRC and the implementing National Societies.

**(d) Other costs & allocations**

	<b>Restricted</b>	<b>Unrestricted</b>	<b>Total</b>
	<b>CHF 000s</b>	<b>CHF 000s</b>	<b>CHF 000s</b>
<b>2022</b>			
Vehicles and equipment	30,182	649	30,831
Administration, office and general	12,885	3,683	16,568
Consultancy fees	10,466	1,925	12,391
Workshops & training	12,889	711	13,600
Travel	11,952	3,003	14,955
Information	4,395	1,512	5,907
Other costs and allocations	35,648	6,990	42,638
	<u>118,417</u>	<u>18,473</u>	<u>136,890</u>
<b>2021</b>			
Vehicles and equipment	9,460	275	9,735
Administration, office and general	10,853	2,672	13,525
Consultancy fees	10,080	1,147	11,227
Workshops & training	7,899	189	8,088
Travel	4,283	906	5,189
Information	3,833	641	4,474
Other costs and allocations	20,489	( 1,285)	19,202
	<u>66,897</u>	<u>4,545</u>	<u>71,440</u>

Other costs and allocations include provisions for operations pertaining to the value of working advances which has not been reported on by the recipient National Societies.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**3.2 Significant operations in the current accounting period**

**(a) COVID-19 pandemic**

The IFRC COVID-19 pandemic response is a global response composed of individual National Societies' domestic responses. The IFRC network comprises 192 member Red Cross and Red Crescent Societies, responding to the local needs of those affected by COVID-19 in their own countries based on their respective mandates and COVID-19 National Society Response Plans.

Pertinent information concerning the COVID-19 pandemic appeal is summarised in the below table.

<b>Date</b>	<b>Description</b>	<b>Appeal amount CHF 000s</b>
31 January 2020	Launch of the COVID-19 emergency appeal	3,000
28 May 2020	Publication of appeal and extension of timeframe until 31 December 2021	450,000
2 February 2021	Increase of CHF 100 million	550,000
24 March 2021	Extension of timeframe until 30 June 2022	550,000
18 December 2021	Increase of CHF 120 million and extension of timeframe until 31 December 2022	670,000

In response to the global scale and scope of the crisis, the CHF 450 million was intended to cover both allocations to IFRC's member National Societies and funding to support the work of the IFRC Secretariat. It included allocations of CHF 370 million to the five regions and CHF 30 million to the Geneva Secretariat, as well as CHF 50 million as flexible funding to respond to the changing nature and focus of the pandemic. With such level of funding, the IFRC network has been able to respond to developing hotspots, second waves and deepening social and economic impacts, that affected the lives and dignity of people and communities in specific countries. The increase of additional CHF 100 million (increasing the appeal to CHF 550 million) was planned to address a pressing need to support COVID-19 global vaccine roll-out, while the additional CHF 120 million (further increasing the appeal to CHF 670 million) was to continue supporting National Societies' work as auxiliaries to their governments in tackling the continued effects of the pandemic, support the integration of COVID-19 into regular programming and remain flexible in responding to new variants of concern, hotspots and new waves.

On 27 October 2022, the IFRC published the 30-month operations update being the penultimate report of the operation. The COVID-19 response operations ended on 31 December 2022 with the final report envisaged to be issued in May 2023. From 2023 onwards, the COVID-19 activities and legacy actions from the operations are incorporated into the unified country plans of the IFRC Secretariat and National Societies.

The COVID-19 Pandemic appeal has been a global effort by the membership of the IFRC in addressing the immediate, medium and long-term impacts caused by the pandemic. It has been unprecedented in terms of its magnitude, financial value and global reach with the IFRC simultaneously supported more than 160 National Societies in one action. The IFRC has funded the domestic appeals and plans of National Societies with support primarily being provided by IFRC remotely. As at 31 December 2022, 166 National Societies had received funding allocations from the IFRC COVID-19 Emergency Appeal.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

## 3.2 Significant operations in the current accounting period (continued)

## (a) COVID-19 pandemic (continued)

Income and expenditure figures specific to this emergency appeal are as follows:

	<b>2022</b>	<b>2021</b>
	<b>CHF 000s</b>	<b>CHF 000s</b>
<b>OPERATING INCOME</b>		
Voluntary contributions	2,795	35,652
Donations	43,112	90,471
<b>Total OPERATING INCOME</b>	<u>45,907</u>	<u>126,123</u>
<b>OPERATING EXPENDITURE</b>		
<b>Humanitarian Response</b>		
Employee benefits	16,042	19,322
Relief supplies, transportation and storage	18,653	23,995
Contributions to National Societies	22,867	74,094
Supplementary services cost recoveries	3,479	4,254
Other costs & allocations	25,183	10,229
<b>Total direct costs</b>	<u>86,224</u>	<u>131,894</u>
Indirect cost recovery	5,498	8,404
<b>Total OPERATING EXPENDITURE</b>	<u>91,722</u>	<u>140,298</u>
<b>NET (DEFICIT) FROM OPERATING ACTIVITIES</b>	( 45,815)	( 14,175)
Finance expense, net	( 344)	( 15)
<b>NET (DEFICIT) FOR THE YEAR</b>	<u>( 46,159)</u>	<u>( 14,190)</u>
<b>FUNDS HELD FOR OPERATIONS</b>		
Brought forward	54,748	68,923
Reallocation from other IFRC appeal	-	15
Net (deficit) for the year	( 46,159)	( 14,190)
<b>FUNDS HELD FOR OPERATIONS</b>	<u>8,589</u>	<u>54,748</u>

At the end of 2022, the IFRC had received voluntary contributions and donations of CHF 16,074k (2021: CHF 58,337k) which are not recognized as income in the Consolidated Statement of Comprehensive Income, but are included within deferred income in the Consolidated Statement of Financial Position.

At the end of 2022, the IFRC had outstanding receivables from donors of CHF 22,792k (2021: CHF 52,779k) that are included in the Consolidated Statement of Financial Position related to the Covid-19 Pandemic appeal.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**3.2 Significant operations in the current accounting period (continued)**

**(b) Emergency Social Safety Net (ESSN) programme**

The ESSN programme, funded by the European Union and its member states under the European Civil Protection and Humanitarian Aid Operations (ECHO)'s Facility for Refugees in Türkiye (FRIT), through a partnership between the IFRC and Turkish Red Crescent Society provides monthly cash assistance via debit cards to the most vulnerable refugees in Türkiye. Türkiye is home to the largest refugee population in the world. The country hosts more than 4 million refugees, many of whom are from Syria and fleeing a ten-year long conflict. It is estimated that over 98% of refugees in Türkiye are living outside of camps. Every month, each family member receives 155 Turkish Lira, enabling them to decide for themselves how to cover essential needs like rent, transport, bills, food and medicine. The programme offers additional quarterly top-ups based on family size.

The ESSN is the largest humanitarian programme in the history of the EU and the largest programme ever implemented by the IFRC.

There are three basic components to the ESSN programme:

Component A: Beneficiary identification

Component B: Provision of timely cash support to beneficiaries to meet basic needs

Component C: Comprehensive monitoring, evaluation, accountability and learning

Pertinent information concerning the ESSN agreement between IFRC and ECHO is summarised in the table below.

<b>Date</b>	<b>Description</b>	<b>Contract amount EUR 000s</b>	<b>Contract amount approximate CHF 000s</b>
2 October 2019	Initial contract signed and timeframe of 26 months from 1 September 2019 until 31 October 2021	500,000	543,000
21 December 2020	Increase of EUR 400,000k and extension of timeframe to 38 months until 31 October 2022	900,000	976,400
25 May 2022	Increase of EUR 325,000 and extension of timeframe to 50 months until 31 October 2023	1,225,000	1,235,000

As discussed further in note 2.1c, the ESSN initial agreement between the IFRC and ECHO and the subsequent contract modifications fall within the scope of IFRS 15.

*Cash and cash equivalents - ESSN programme (see note 4.2)*

Included in cash and cash equivalents is the amount of CHF 92,481k (2021: CHF 124,056k) held with Citibank and Credit Agricole Indosuez for the onward distribution to beneficiaries under the ESSN. This balance is distinguished from other cash and cash equivalents in the Consolidated Statement of Financial Position. For the ESSN programme, the Finance Commission of the IFRC has agreed a waiver to its Investment Guidelines which normally limit the holding with any one financial institution to 25% of the IFRC's total cash and investment holdings at any one time.

*Prepayment - ESSN programme (see note 3.3)*

Included in prepayments is an amount of CHF 20,069k (2021: CHF 16,112k). This is the balance of funds held by TRC for onward distribution to beneficiaries under ESSN (component B). This shall either be distributed to beneficiaries by TRC or returned to the IFRC. This balance is distinguished from other prepayments in the Consolidated Statement of Financial Position.

*Liabilities - ESSN programme*

At 31 December 2022, the liabilities on the ESSN programme of CHF 112,585k (2021: CHF 140,167k) pertains to funds received from ECHO (component B) yet to be distributed to the beneficiaries. These liabilities on the ESSN programme are distinguished from other liabilities in the Consolidated Statement of Financial Position.

*Services income (see note 2.1c) and expenditure - ESSN programme*

Included within Services Income (note 2.1c) is an amount of CHF 28,999k (2021: CHF 42,370k) related to the other portions of the ESSN contract. At the end of 2022, the IFRC had received CHF 19,540k (2021: CHF 18,167k) service income in advance from ECHO in relation to the other portions of the ESSN contract. This is recorded under Contract liabilities (see note 2.3). Expenditure related to the other portions of the ESSN contract is included within Thematic expenditure.



**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**3.2 Significant operations in the current accounting period (continued)**

**(c) Ukraine and impacted countries crisis**

Active since 2014, the armed conflict in Ukraine significantly escalated in February 2022, as hostilities spread to most parts of the country. The conflict has caused tragic loss of human life, destruction of cities and civilian infrastructure, and widespread displacement of people inside Ukraine and across its borders with neighbouring countries.

Pertinent information concerning the Ukraine and impacted countries crisis emergency appeal is summarised in the below table.

<b>Date</b>	<b>Description</b>	<b>Appeal amount CHF 000s</b>
5 February 2022	DREF initial allocation	219
28 February 2022	Launch of the Ukraine and impacted countries crisis appeal until 29 February 2024	100,000
14 April 2022	Increase of CHF 450 million	550,000
7 October 2022	Envisaged extension of timeframe until 31 December 2025 and a substantial increase in funding amount yet to be finalised	550,000

An initial appeal of CHF 100 million was launched to enable the IFRC to assist an initial 2 million people displaced inside Ukraine and people reaching neighbouring countries affected by the conflict. The increase to CHF 550 million was planned in order to increase the reach of the Red Cross National Societies in Ukraine and other impacted countries to scale up assistance to 3.6 million people in the immediate term and in their transition to long-term recovery.

The emergency operation has been further increasing the scope of its intervention, working with National Societies in the region that have requested support from the IFRC to provide technical and financial assistance to people in need. In this sense, new needs and approaches have been identified with National Societies, which will be reflected in the revision of the emergency appeal. As per an operations update issued on 7 October 2022, the envisaged revised emergency appeal will extend the timeframe of the operation until 31 December 2025, with a transition to unified country planning covering all operations of National Societies thereafter.

Yet to be finalised, a revised emergency appeal will present a substantial increase in funding ask (approximately up to a total CHF 795 million) as well as in geographical coverage that will include supporting Ukrainian Red Cross Society and 16 other National Societies of the impacted countries. The IFRC had allocated CHF 1,293,301 from its Disaster Response Emergency Fund (DREF) including CHF 218,638 allocated on 5 February 2022 that supported the Ukrainian Red Cross Society in its preparedness efforts. At 31 December 2022, the full amount of the DREF allocation had been reimbursed to the DREF.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

## 3.2 Significant operations in the current accounting period (continued)

## (c) Ukraine and impacted countries crisis (continued)

Income and expenditure figures specific to this emergency appeal during its first year of operations in 2022 are provided as follows:

	<b>2022</b>
	<b>CHF 000s</b>
<b>OPERATING INCOME</b>	
Voluntary contributions	315,285
Donations	66,167
<b>Total OPERATING INCOME</b>	<u>381,452</u>
<b>OPERATING EXPENDITURE</b>	
<b>Humanitarian Response</b>	
Employee benefits	7,882
Relief supplies, transportation and storage	90,977
Contributions to National Societies	33,656
Supplementary services cost recoveries	2,062
Other costs & allocations	14,341
<b>Total direct costs</b>	<u>148,918</u>
Indirect cost recovery	8,421
<b>Total OPERATING EXPENDITURE</b>	<u>157,339</u>
<b>NET SURPLUS FROM OPERATING ACTIVITIES</b>	224,113
Finance expense, net	( 134)
<b>NET SURPLUS FOR THE PERIOD</b>	<u>223,979</u>
<b>FUNDS HELD FOR OPERATIONS</b>	
Net surplus for the period	223,979
<b>FUNDS HELD FOR OPERATIONS</b>	<u>223,979</u>

At the end of 2022, the IFRC had received voluntary contributions and donations of CHF 21,746k which are not recognized as income in the Consolidated Statement of Comprehensive Income, but are included within deferred income in the Consolidated Statement of Financial Position.

At the end of 2022, the IFRC had outstanding receivables from donors of CHF 75,853k that are included in the Consolidated Statement of Financial Position related to the Ukraned and impacted countries appeal.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
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**3.3 Prepayments and contract assets**

	2022 CHF 000s	2021 CHF 000s
Prepayments	12,527	3,846
Prepayments - ESSN	20,069	16,112
Total Prepayments	<u>32,596</u>	<u>19,958</u>
Contract assets	6,528	1,280
Total prepayments and contract assets	<u>39,124</u>	<u>21,238</u>

*Prepayments*

Prepayments are expenses paid in advance. Prepayments are apportioned over the period covered by the payment and included in operating expenditure when incurred.

*Contract Assets*

A contract asset is the right to consideration in exchange for goods or services transferred to the counterparties. If the IFRC performs by transferring goods or services to a counterparty before the counterparty pays a consideration or before payment is due, a contract asset is recognized for the earned consideration that is conditional.

**3.4 Tangible and intangible assets**

Tangible assets consisting of land and buildings, vehicles and other equipment are stated at historical cost less accumulated depreciation and any accumulated impairment in value. The initial cost of acquired tangible assets includes expenditure that is directly attributable to the acquisition of the items. The initial cost of contributed or donated assets is equivalent to its fair market value at the time of donation.

The residual values, useful lives and depreciation methods for tangible assets are reviewed, and adjusted if appropriate, at each reporting date. An item of tangible asset is derecognised upon disposal or when there is no future economic benefit to the IFRC. Gains and losses between the carrying amount and the disposal proceeds are recognised as operating expenditure.

Construction in progress represents properties under construction and is stated at cost, including costs of construction and other direct costs. Construction in progress is not depreciated until such time as the relevant assets are completed and ready for operational use.

Intangible assets represent acquired computer software and computer software under development related to the implementation of an Enterprise Resource Planning (ERP) system. Acquired computer software is stated at acquisition cost, less accumulated amortisation and any impairment in value.

The amortisation method and useful lives of intangible assets are reviewed annually. Changes in the expected patterns of consumption or the useful lives are accounted for prospectively by changing the amortisation method or period. The gains or losses recognised in operating income or expenditure arising from the derecognition of intangible assets are measured as the difference between net disposal proceeds and the carrying amount of the intangible asset.

Computer software under development is stated at cost, including costs of development and other direct costs (for example own labour) to bring the specific software into use. Computer software under development is not amortised until such time as the relevant assets are completed and ready for operational use.

Depreciation and amortisation are calculated using the straight-line method over the following estimated useful lives:

<u>Tangible asset type</u>	<u>Number of years</u>
Land and buildings	Up to 50 years
Vehicles	4 to 10 years
Computer and other equipment	2 to 10 years
<u>Intangible asset</u>	<u>Number of years</u>
Computer software	3 to 7 years

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

## 3.4 Tangible and intangible assets (continued)

## 3.4a Tangible assets

The balances and movements in tangible assets are as follows:

	Land and buildings CHF 000s	Work in Progress CHF 000s	Vehicles CHF 000s	Other equipment CHF 000s	Total Tangible assets CHF 000s
<b>2022</b>					
<i>Cost</i>					
<b>Balance as at 1 January</b>	118,376	7	22,523	4,596	145,502
Additions	2,841	208	4,256	834	8,139
Transfer from work in progress	214	(214)	-	-	-
Disposals and write offs	(924)	-	(5,244)	(109)	(6,277)
Reclassifications to/from assets held for sale, net	-	-	(905)	-	(905)
<b>Balance at 31 December</b>	<u>120,507</u>	<u>1</u>	<u>20,630</u>	<u>5,321</u>	<u>146,460</u>
<i>Accumulated depreciation and impairment losses</i>					
<b>Balance at 1 January</b>	(16,602)	-	(9,958)	(3,124)	(29,684)
Depreciation charge for the year	(7,170)	-	(2,273)	(352)	(9,795)
Disposals and write offs	815	-	1,973	109	2,897
Impairment loss	-	-	34	-	34
Reclassifications to/from assets held for sale, net	-	-	384	-	384
<b>Balance at 31 December</b>	<u>(22,957)</u>	<u>-</u>	<u>(9,840)</u>	<u>(3,367)</u>	<u>(36,165)</u>
<b>Net book value at 31 December</b>	<u>97,550</u>	<u>1</u>	<u>10,790</u>	<u>1,954</u>	<u>110,295</u>
<b>Net book value at 1 January</b>	<u>101,774</u>	<u>7</u>	<u>12,565</u>	<u>1,472</u>	<u>115,818</u>
<b>2021</b>					
<i>Cost</i>					
<b>Balance as at 1 January</b>	114,016	-	24,981	4,629	143,626
Additions	7,175	7	3,447	189	10,818
Transfer from Work in progress	-	-	-	-	-
Disposals and write offs	(2,815)	-	(4,419)	(222)	(7,456)
Reclassification to intangible assets	-	-	-	-	-
Reclassifications to/from assets held for sale, net	-	-	(1,486)	-	(1,486)
<b>Balance at 31 December</b>	<u>118,376</u>	<u>7</u>	<u>22,523</u>	<u>4,596</u>	<u>145,502</u>
<i>Accumulated depreciation and impairment losses</i>					
<b>Balance at 1 January</b>	(11,396)	-	(10,117)	(3,004)	(24,517)
Depreciation charge for the year	(7,079)	-	(2,590)	(334)	(10,003)
Disposals and write offs	1,873	-	2,593	214	4,680
Impairment loss	-	-	68	-	68
Reclassifications to/from assets held for sale, net	-	-	88	-	88
<b>Balance at 31 December</b>	<u>(16,602)</u>	<u>-</u>	<u>(9,958)</u>	<u>(3,124)</u>	<u>(29,684)</u>
<b>Net book value at 31 December</b>	<u>101,774</u>	<u>7</u>	<u>12,565</u>	<u>1,472</u>	<u>115,818</u>
<b>Net book value at 1 January</b>	<u>102,620</u>	<u>-</u>	<u>14,864</u>	<u>1,625</u>	<u>119,109</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

## 3.4 Tangible and intangible assets (continued)

## 3.4b Intangible assets

The balances and movements in intangible assets are as follows:

	<b>Computer software CHF 000s</b>	<b>Computer software under development CHF 000s</b>	<b>Total intangible assets CHF 000s</b>
<b>2022</b>			
<i>Cost</i>			
<b>Balance at 1 January</b>	8,706	11,971	20,677
Additions	14	3,826	3,840
Transfers	881	( 881)	-
Disposal and write offs	( 2,043)	( 132)	( 2,175)
<b>Balance at 31 December</b>	<u>7,558</u>	<u>14,784</u>	<u>22,342</u>
<i>Accumulated amortisation and impairment losses</i>			
<b>Balance at 1 January</b>	( 6,339)	-	( 6,339)
Impairment losses	( 1,519)	-	( 1,519)
Amortisation charge for the year	( 483)	-	( 483)
Disposals	1,963	-	1,963
<b>Balance at 31 December</b>	<u>( 6,378)</u>	<u>-</u>	<u>( 6,378)</u>
<b>Net book value at 31 December</b>	<u>1,180</u>	<u>14,784</u>	<u>15,964</u>
<b>Net book value at 1 January</b>	<u>2,367</u>	<u>11,971</u>	<u>14,338</u>
<b>2021</b>			
<i>Cost</i>			
<b>Balance at 1 January</b>	8,179	6,405	14,584
Additions	227	7,846	8,073
Transfers	2,280	( 2,280)	-
Disposal and write offs	( 1,980)	-	( 1,980)
<b>Balance at 31 December</b>	<u>8,706</u>	<u>11,971</u>	<u>20,677</u>
<i>Accumulated amortisation and impairment losses</i>			
<b>Balance at 1 January</b>	( 7,921)	-	( 7,921)
Amortisation charge for the year	( 398)	-	( 398)
Disposals	1,980	-	1,980
<b>Balance at 31 December</b>	<u>( 6,339)</u>	<u>-</u>	<u>( 6,339)</u>
<b>Net book value at 31 December</b>	<u>2,367</u>	<u>11,971</u>	<u>14,338</u>
<b>Net book value at 1 January</b>	<u>258</u>	<u>6,405</u>	<u>6,663</u>

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**3.4 Tangible and intangible assets (continued)**

**3.4c Rights-of-Use assets (ROU)**

Tangible assets include right-of-use (ROU) assets under leases amounting to CHF 3,900k (2021: CHF 4,486k) - see note 3.7.

Tangible assets also include the following ROU and owned assets that have been received as in-kind donations:

	<b>Land and buildings</b>	<b>Other equipment</b>	<b>Total</b>
	<b>CHF 000s</b>	<b>CHF 000s</b>	<b>CHF 000s</b>
<b>2022</b>			
Gross carrying amount	47,143	242	47,385
Accumulated depreciation	<u>( 8,158)</u>	<u>( 214)</u>	<u>( 8,373)</u>
Net book value	<u>38,985</u>	<u>28</u>	<u>39,012</u>
Depreciation charge for the year	<u>( 2,340)</u>	<u>( 17)</u>	<u>( 2,357)</u>
<b>2021</b>			
Gross carrying amount	47,143	242	47,385
Accumulated depreciation	<u>( 5,818)</u>	<u>( 197)</u>	<u>( 6,015)</u>
Net book value	<u>41,325</u>	<u>45</u>	<u>41,370</u>
Depreciation charge for the year	<u>( 2,340)</u>	<u>( 36)</u>	<u>( 2,376)</u>

Right-of-Use assets received as non-monetary in-kind donations pertains to rent-free use of land and building for the IFRC's operations in Dubai, Budapest, Geneva and Panama City (see note 3.7). The fair value of in-kind assets and property operating cost donations, is taken as the value indicated by the donor. This value is tested for reasonableness by comparing it to the cost that the IFRC would incur if it were to buy in the open market similar assets or property services, for the same intended use. If the market value is found to be significantly different to the value indicated by the donor, the value is revised to the market value.

*Assessing the impairment of non-financial assets*

The IFRC assesses impairment of non-financial assets whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. Impairment losses on non-financial assets amount to CHF 1,485k (2021: CHF 68k).

*Non-current assets held-for-sale*

Non-current assets held-for-sale of CHF 520k (2021: CHF 1,382k) relate to vehicles and equipment, and they are presented under other current assets. The IFRC is in discussion to finalise the arrangement for the sale of the vehicles which the management believes can be negotiated at a price higher than the carrying amount of these vehicles and equipment.

**3.5 Accounts payable and accrued expenses**

	<b>2022</b>	<b>2021</b>
	<b>CHF 000s</b>	<b>CHF 000s</b>
<b>Accounts payable</b>		
Suppliers	34,436	16,960
National Societies	1,903	4,475
Other payables	<u>6,006</u>	<u>1,351</u>
<b>Total accounts payable</b>	<u>42,345</u>	<u>22,786</u>
Accrued expenses	<u>11,505</u>	<u>10,230</u>
<b>Total accrued expenses</b>	<u>11,505</u>	<u>10,230</u>
<b>Total accounts payable and accrued expenses</b>	<u>53,850</u>	<u>33,016</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
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## 3.6 Provisions

At 31 December 2022 and 2021, the balances and movements in provisions are as follows:

	Operations CHF 000s	Pledge and services deficits CHF 000s	Redundancy CHF 000s	Total CHF 000s
<b>2022</b>				
<b>Current provisions</b>				
<b>Balance at 1 January</b>	35,959	5,139	101	41,199
Additional provisions	53,285	3,647	1,958	58,890
Unused amounts reversed	-	( 547)	-	( 547)
Used during the year	<u>( 35,959)</u>	<u>( 2,970)</u>	<u>( 1,743)</u>	<u>( 40,672)</u>
<b>Balance at 31 December</b>	<u>53,285</u>	<u>5,269</u>	<u>316</u>	<u>58,870</u>
<b>2021</b>				
<b>Current provisions</b>				
<b>Balance at 1 January</b>	32,172	7,251	178	39,601
Additional provisions	35,959	1,167	1,304	38,430
Unused amounts reversed	-	( 1,246)	( 230)	( 1,476)
Used during the year	<u>( 32,172)</u>	<u>( 2,033)</u>	<u>( 1,151)</u>	<u>( 35,356)</u>
<b>Balance at 31 December</b>	<u>35,959</u>	<u>5,139</u>	<u>101</u>	<u>41,199</u>

A provision is recognised when the IFRC has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimates.

*Provision for operations*

The provision for operations includes the estimated value of cash working advances made to National Societies that have not been reported at the reporting date and the estimated costs of other operational liabilities that have been incurred at the reporting date, where the timing and/or the amount is uncertain.

*Provision for pledge and services deficits*

The provision for pledge and service deficits is maintained for restricted activities where expenditure and the estimated costs of individual pledges and services, has exceeded the income and the IFRC considers future funding is unlikely to be collected within 12 months following the period end date.

*Provision for redundancy*

The provision for redundancy is made for the estimated cost of known redundancies. A redundancy is known when the decision to make the employee redundant has been taken and communicated. The provision includes the costs of known redundancies that were announced in 2022 and will be settled within the next 12 months.

## 3.7 Leases – IFRC as a lessee

The IFRC has entered into various lease agreements of office spaces, residential apartments, warehouses and office equipment. The terms of the lease agreements range from less than one year to five years.

The IFRC's main accounting policies for leases as a lessee are as follows:

- IFRS 16 Leases defines a lease as “a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration”. At inception of a contract, the IFRC uses judgement to assess whether the contract is, or contains, a lease. To assess whether a contract conveys the right to control the use of an identified asset, the IFRC uses the definition of a lease in IFRS 16.
- At the lease commencement date, the IFRC determines the term of the lease, including any periods covered by an option to extend the lease, as non-cancellable, if it is reasonably certain that the option to extend will be exercised, and any periods covered by an option to terminate the lease are reasonably certain not to be exercised.
- The IFRC has elected not to separate non-lease components and to account for the lease and non-lease components as a single lease component.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
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## 3.7 Leases – IFRC as a lessee (continued)

## (a) Short-term leases and leases of low value assets

The IFRC has elected not to recognise right-of-use (ROU) assets and lease liabilities for short-term leases that have a lease term of 12 months or less, and leases where the underlying asset is of low value. The IFRC recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2022 CHF 000s	2021 CHF 000s
Expenses related to short-term leases	2,068	2,795
Expenses related to low-value assets, excluding short-term leases of low value assets	117	33
	<u>2,185</u>	<u>2,828</u>

## (b) Leases that have been recognised as right of use assets

At the end of 2022, the IFRC had capitalisable leases for 43 office premises in 38 locations from which it conducts its business around the world. The IFRC also had capitalisable leases for 37 residential apartments in 17 locations around the world. Generally, employees are responsible for arranging accommodation at their own costs, however in certain duty stations, this responsibility lies with the IFRC. In these instances, the IFRC will sign the accommodation lease and make the necessary arrangements with the landlord. Furthermore, the IFRC had two capitalisable warehouse leases in two locations. Other warehouses are leased under short-term contracts. Warehouses are used for the strategic pre-positioning of emergency supplies to allow the IFRC to deliver aid to people in need more quickly and at minimum cost. They also allow the IFRC to provide warehousing and handling services to National Societies and other humanitarian agencies. Finally, the IFRC had capitalisable leases for photocopiers for use by staff in its head office in Geneva and in 7 of its regional and country offices.

At the commencement date, the IFRC recognises ROU assets and lease liabilities for all leases, except for leases with lease terms of 12 months or less (short-term leases) and leases for which the underlying asset is of low value.

The ROU asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date, net of any lease incentives received, any initial direct costs incurred, and an estimate of costs expected to be incurred for dismantling, removing and restoring the underlying asset.

ROU assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the entity expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. ROU asset values may be adjusted for impairment or for any remeasurement of lease liabilities.

Right-of-use assets related to leased properties and equipment are presented as tangible assets (see note 3.4a).

	Land and Buildings CHF 000s	Vehicles & Equipment CHF 000s	Total CHF 000s
<b>2022</b>			
<b>Balance at 1 January</b>	4,321	165	4,486
Additions	2,825	14	2,839
Derecognition of right-of-use assets	( 109)	-	( 109)
Depreciation charge for the year	( 3,237)	( 79)	( 3,316)
<b>Balance at 31 December</b>	<u>3,800</u>	<u>100</u>	<u>3,900</u>
<b>2021</b>			
<b>Balance at 1 January</b>	4,041	206	4,247
Additions	3,506	33	3,539
Derecognition of right-of-use assets	( 53)	-	( 53)
Depreciation charge for the year	( 3,173)	( 74)	( 3,247)
<b>Balance at 31 December</b>	<u>4,321</u>	<u>165</u>	<u>4,486</u>

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
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**3.7 Leases – IFRC as a lessee (continued)**

*Lease liabilities*

Lease liabilities are initially measured as the present value of future lease payments. The IFRC has elected not to measure its lease liabilities on a discounted basis because the effect of discounting is not material. Lease payments included in the measurement of the lease liabilities comprise the fixed lease payments less any incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be payable by the lessee under residual value guarantees; and exercise price of purchase options when the exercise of the options is reasonably certain to occur; and any anticipated termination penalties. The IFRC remeasures the lease liability and makes a corresponding adjustment to the related ROU asset whenever the lease term has changed.

The lease liabilities recognised in the Consolidated Statement of Financial Position are as follows:

	<b>2022</b>	<b>2021</b>
	<b>CHF 000s</b>	<b>CHF 000s</b>
Current lease liabilities	2,587	2,258
Non-current lease liabilities	1,088	1,904
	<u>3,675</u>	<u>4,162</u>

The table below summarises the maturity profile of the lease liabilities.

	<b>2022</b>	<b>2021</b>
	<b>CHF 000s</b>	<b>CHF 000s</b>
Less than one year	2,587	2,258
One to two years	1,088	1,115
Two to three years	-	506
Three to four years	-	280
Four to five years	-	3
	<u>3,675</u>	<u>4,162</u>

The amounts recognised in the Consolidated Statement of Cash Flows are as follows:

	<b>2022</b>	<b>2021</b>
	<b>CHF 000s</b>	<b>CHF 000s</b>
Payment of lease liabilities	<u>3,172</u>	<u>3,084</u>

The total cash outflow for leases including short-term leases, low value leases and right of use assets in 2022 is CHF 5,357k (2021: CHF 5,912k).

**3.8 Capital commitments**

Capital expenditure contracted for at 31 December 2022, but not yet incurred, amounted to CHF 1,906k (2021: CHF 2,306k), of which CHF 426k (2021: CHF 1,037k) related to the implementation of the ERP project (see note 3.4b).

**3.9 Contingent liabilities**

From time to time, usually as part of a restructuring plan, the IFRC terminates staff contracts prior to agreed upon contract end dates. As a result, the terminated staff sometimes file cases against the IFRC. Whilst liability is not admitted, the IFRC is defending a number of such actions. The IFRC does not expect the outcome of these actions to have a material impact on the IFRC's consolidated financial position. The risks that management considers likely to be settled through a payment and that can be measured reliably have been included as provisions in the Consolidated Statement of Financial Position.

In the interest of not prejudicing the outcomes of these actions, these consolidated financial statements do not disclose all of the information required by IAS 37 Provisions, Contingent Liabilities and Contingent Assets.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
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**3.10 Related parties**
**(a) Identity of related parties**

Parties related to the IFRC include the individuals that represent their National Societies as members of the General Assembly or the Governing Board, together with close members of their families or households. Other parties related to the IFRC include the Standing Commission and its individual members including close members of their families or households; the IFRC's joint arrangements, key management personnel; and the IFRC's post-employment benefit plans, which are independent funds that constitute separate legal entities.

The Standing Commission comprises representatives of the IFRC, the ICRC and National Societies. Its principal activities include organising the next International Conference and the next Council of Delegates. In between the International Conferences, the Commission works to encourage and further the implementation of the Conference's resolutions.

Key management personnel are persons having authority and responsibility for planning, directing, and controlling the activities of the IFRC. This includes the Secretary General, Under Secretaries General and five Regional Directors. Close members of their families or households are also parties related to the IFRC.

The International Conference of the Red Cross and Red Crescent (the International Conference) is the supreme deliberative body of the International Red Cross and Red Crescent Movement. The Council of Delegates is the body where representatives of all components of the Movement meet to discuss matters that concern the Movement as a whole. Neither the International Conference nor the Council of Delegates are parties related to the IFRC.

National Societies are not parties related to the IFRC.

**(b) Key management compensation**

The salaries and benefits of the Secretary General, Under Secretaries General and five Regional Directors of the IFRC are set by the Governing Board. Their total benefits amounted to CHF 2,514k (2021: CHF 2,535k), comprised as follows:

	<b>2022</b> <b>CHF 000s</b>	<b>2021</b> <b>CHF 000s</b>
Short-term employee benefits	2,078	2,100
Post-employment benefits	436	435
	<u>2,514</u>	<u>2,535</u>

The composition of key management personnel was revised during 2022. The comparative figure for 2021 has been updated for consistency with the 2022 presentation.

**(c) Transactions with related parties during the year**

The transactions with related parties during the year are as follows:

<b>Related Party</b>	<b>Nature of transaction</b>	<b>2022</b> <b>CHF 000s</b>	<b>2021</b> <b>CHF 000s</b>
Pension Fund	Service income related to services provided to Pension Fund	347	412
	Outstanding receivable due from Pension Fund	-	83
Standing Commission	Service income related to services provided to the Standing Commission	207	232
	IFRC contribution to Standing Commission operating costs	195	156

All transactions were made on an arm's length basis. The outstanding receivable in 2021 was unsecured and matured within six months after the 2021 year end. No provision for Expected Credit Losses was recognized related to the receivable.

Other than compensation arising in the ordinary course of business, as disclosed above, there were no transactions with key management personnel. During the year, individual members of the General Assembly and Governing Board received reimbursement for expenses properly incurred in the conduct of their duties as members of those bodies. Neither they, nor any other person related or connected by business to them, have received any remuneration from the IFRC during the year.

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## 4. MANAGEMENT OF FUNDS

## 4.1 Net finance (expense) / income

	Restricted CHF 000s	Unrestricted CHF 000s	Total CHF 000s
<b>2022</b>			
Interest income on bank deposits	-	9	9
Dividend income on global equity fund	-	1,078	1,078
Interest income on global bond fund	-	1,461	1,461
Net foreign exchange losses on revaluations of assets & liabilities	( 203)	386	183
Gains on disposal: global equity fund and global bond fund	-	21	21
Finance income	<u>( 203)</u>	<u>2,955</u>	<u>2,752</u>
Losses on disposal: global equity fund and global bond fund	-	( 32)	( 32)
Net change in fair value of financial assets at fair value through profit or loss	-	( 22,558)	( 22,558)
Net realised losses from cash flow hedge	-	( 37)	( 37)
Finance expense	<u>-</u>	<u>( 22,627)</u>	<u>( 22,627)</u>
<b>Net finance expense</b>	<u>( 203)</u>	<u>( 19,672)</u>	<u>( 19,875)</u>
<b>2021</b>			
Interest income on bank deposits	-	7	7
Dividend income on global equity fund	-	695	695
Interest income on global bond fund	-	1,750	1,750
Gains on disposal: global equity fund and global bond fund	-	255	255
Net change in fair value of financial assets at fair value through profit or loss	-	8,314	8,314
Finance income	<u>-</u>	<u>11,021</u>	<u>11,021</u>
Net foreign exchange losses on revaluations of assets & liabilities	( 618)	135	( 483)
Losses on disposal: global equity fund and global bond fund	-	( 152)	( 152)
Net change in fair value of financial assets at fair value through profit or loss	-	( 5,127)	( 5,127)
Net realised losses from cash flow hedge	-	151	151
Finance expense	<u>( 618)</u>	<u>( 4,993)</u>	<u>( 5,611)</u>
<b>Net finance (expense) / income</b>	<u>( 618)</u>	<u>6,028</u>	<u>5,410</u>

The net finance result is comprised of interest and dividends received on funds invested, realised and unrealised foreign exchange gains and losses on revaluations of foreign currency denominated assets and liabilities, and realised and unrealised gains and losses on units held in global equity and bond funds.

Interest income is recognised in the Consolidated Statement of Comprehensive Income as it accrues taking into account the effective yield on the asset.

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**4.2 Cash and cash equivalents**

Cash and cash equivalents include cash at bank and short-term placements. Short-term placements are highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash, which are subject to an insignificant risk of changes in value.

	<b>2022</b>	<b>2021</b>
	<b>CHF 000s</b>	<b>CHF 000s</b>
Cash in hand	446	321
Cash at bank	212,254	203,991
Bank deposits (original maturities < 3 months)	40,001	10,004
	<u>252,701</u>	<u>214,316</u>

The cash at bank balance above includes CHF 92,481k (2021: CHF 124,056k) for the delivery of cash to beneficiaries under Component B of the ESSN project (see note 3.2b).

**4.3 Investments**

	<b>2022</b>	<b>2021</b>
	<b>CHF 000s</b>	<b>CHF 000s</b>
<b>Bank deposits measured at amortised cost</b> (see note 4.6)		
Short-term investment (maturities > 3 months)	79,000	59,000
Long-term investment (maturities > 1 year)	160,000	90,000
<b>Total bank deposits measured at amortised cost</b>	<u>239,000</u>	<u>149,000</u>
<b>Financial assets measured at fair value through profit and loss</b>		
Global bond fund	75,288	91,086
Global equity fund	33,849	38,093
<b>Total financial assets measured at fair value through profit and loss</b>	<u>109,137</u>	<u>129,179</u>
<b>Total Investments</b>	<u>348,137</u>	<u>278,179</u>
Current investments	188,137	188,179
Non-current investments	160,000	90,000
<b>Total Investments</b>	<u>348,137</u>	<u>278,179</u>

Short-term investments are initially recognised at fair value, and subsequently measured at amortised cost. They include short-term bank deposits with original maturities of more than three months, but less than one year. Investments with maturities of more than twelve months after the reporting period are classified as non-current assets.

Long-term investments are recognised and subsequently measured at fair value through profit or loss, and comprise units held in a global bond fund and units held in a global equity fund. Both funds are classified as financial assets. The fair value of the units is fully determined by reference to published price quotations in an active market. Purchases and sales of units are recognised on the trade date, which is the date that the investment managers commit to purchase or sell the asset, on behalf of the IFRC. Realised or unrealised gains and losses arising from changes in the fair value of financial assets are included in the Consolidated Statement of Comprehensive Income under Net finance income, in the period in which they arise.

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## 4.4 Loans and borrowings

	2022 CHF 000s	2021 CHF 000s
<b>Current liabilities</b>		
Loans for building	1,415	1,415
Lease liabilities	2,587	2,258
	<u>4,002</u>	<u>3,673</u>
<b>Non-current liabilities</b>		
Loans for building	58,915	60,331
Lease liabilities	1,087	1,904
	<u>60,002</u>	<u>62,235</u>

**FIPOI building loans**

The IFRC has two loans from the *Fondation des Immeubles pour les Organisations Internationales* (FIPOI). Both loans are for the construction of office buildings at the Geneva headquarters. Both loans are at 0% interest, are unsecured and repayable in equal annual instalments over 50 years.

It is common practice that international organisations have access to interest free loans for building improvements from the Government of Switzerland through the FIPOI. As such, a market for such loans exists and the market rate of interest for them is 0%. The amortised cost of the financial liability is equal to the actual costs of the financial liability as recorded in the IFRC's accounts, and there is no in-kind benefit from a below-market interest.

**Reconciliation of movement of liabilities to cashflows arising from financing activities:**

	2022 CHF 000s	2021 CHF 000s
<b>Balance at 1 January</b>	65,908	66,956
Changes from financing cash flows:		
Repayment of borrowings	( 1,416)	( 1,415)
Payment of lease liabilities	( 3,172)	( 3,084)
<b>Total changes from financing cash flows</b>	<u>( 4,588)</u>	<u>( 4,499)</u>
Non-cash lease liability movements	2,684	3,451
<b>Balance at 31 December</b>	<u>64,004</u>	<u>65,908</u>

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**4.5 Post-employment defined benefit liability, net**

*(a) Post-employment benefit plans*

Post-employment benefit plans are formal or informal arrangements under which an entity provides post-employment benefits for one or more employees.

Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

Defined benefit plans are post-employment benefit plans other than defined contribution plans.

*Pension Fund*

The IFRC has a Base Pension Plan and a Supplemental Pension Plan (the Pension Plans), covering its expatriate field staff and all headquarters staff.

Pension obligations are covered by an independent fund which is held in a single, separate legal entity. The Pension Fund of the International Federation of Red Cross and Red Crescent Societies (hereafter “the Pension Fund”) is a foundation, as defined in articles 80 to 89a of the Swiss Civil Code (Swiss law). The Pension Fund is registered with the Swiss supervisory authority in the Canton of Geneva and the Swiss pension guarantee fund. As such, it must comply with the compulsory insurance requirements established by the Swiss Federal law on Occupational Retirement, Survivors and Disability Pension Funds (LPP to use the French acronym) and its activities are overseen by both the Geneva Cantonal and the Swiss Federal pension oversight authorities.

The Pension Fund Governing Board is responsible for the Fund’s management. It comprises three representatives appointed by the IFRC, three representatives elected by the Pension Fund’s participants and two supplemental members.

The Pension Plans are funded defined benefit plans which provide retirement benefits based on a participant’s accumulated account balance and also provide benefits on death, disability and termination. Subject to certain conditions, members of the Pension Plans are also eligible to receive contributions to the cost of health insurance during retirement. The Pension Plans are fully funded through contributions, as determined by periodic actuarial calculations, in accordance with Swiss law. According to the Pension Plans’ rules, the IFRC must make contributions to the Pension Plans of 16% of contributory salary for the Base Pension Plan and 5% of contributory salary for the Supplemental Pension Plan, for each covered participant. If the Pension Plans are underfunded according to Swiss Law, the Pension Fund Governing Board decides remedial measures that will allow the coverage ratio to get back to 100% within an appropriate time frame – typically five to seven years. The remedial measures may include asking the IFRC to make additional contributions. Whilst it is possible that the IFRC makes contributions in excess of the amounts specified in the Pension Plans’ rules, the IFRC usually only makes contributions as per the Pension Plans’ rules and the IFRC does not anticipate making additional contributions within the foreseeable future.

As explained above, pension benefits due, and funding requirements, are calculated and paid in accordance with Swiss law. According to the latest actuarial calculations, in accordance with Swiss law, the pension obligations were more than 113.2% funded at 31 December 2022 and 125.7% funded at 31 December 2021. The difference in the funding position shown in the Consolidated Statement of Financial Position and the funding position according to Swiss law, arises due to the use of different actuarial valuation models to estimate the likely pension liabilities. Under Swiss law, although the Pension Fund Board may ask the IFRC, as employer, to make additional contributions in the event of under-funding, primary responsibility for ensuring that the independent Pension Fund’s assets are sufficient to meet pension obligations as they fall due, rests with the Pension Fund Board, without legal recourse to the IFRC to improve the underfunding situation. Accordingly, pursuant to Swiss law, the IFRC had no further financial obligations to the independent Pension Fund’s foundation at either 31 December 2022 or 31 December 2021.

With a diversified investment portfolio, full funding according to the requirements of Swiss law, and no legal recourse to the IFRC in the event of under-funding, management considers that the Pension Fund does not expose the IFRC to any unusual, specific or significant concentrations of risk.

*Retirees’ health insurance*

Depending upon service at retirement and subject to having both worked a minimum of five years and taken an annuity upon retirement, retirees receiving a pension from either the Base Pension Plan and/or the Supplemental Plan receive a contribution towards the cost of health insurance.

Whilst the IFRC is under no legal obligation to make these contributions towards the cost of retirees’ health insurance, the IFRC currently plans to continue making them for the foreseeable future. As contributions are fixed at flat rates with no obligations to change the amounts, the arrangement does not expose the IFRC to any unusual, specific or significant concentrations of risk.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
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## 4.5 Post-employment defined benefit liability, net (continued)

*Non-Swiss post-employment benefits*

In certain legal jurisdictions, the IFRC has obligations to calculate and pay termination benefits in accordance with the requirements of local law, regardless of the reason for an employee's departure. IAS 19 Employee benefits requires that such long-term termination benefits are accounted for as post-employment benefits. Other social benefits paid to staff employed locally by the IFRC's delegations are recognised on an accruals basis in these financial statements.

**(b) Amounts in the Consolidated Statement of Financial Position**

For the purposes of these consolidated financial statements, in accordance with the requirements of IAS 19:

- both plans that comprise the Pension Fund are considered and accounted for as a single defined benefit plan;
- contributions to the cost of retirees' health insurance are accounted for as a separate defined benefit plan;
- the costs of meeting post-employment benefits in certain non-Swiss jurisdictions are calculated as individual separate defined benefit plans and combined for disclosure purposes.

The amount recognised in the Consolidated Statement of Financial Position in respect of the defined benefit pension plans is the present value of the defined benefit obligations at the period end date less the fair value of the pension plans' assets. The retirees' health insurance scheme and the non-Swiss post-employment benefits are unfunded and, as such, do not have any plan assets.

The defined benefit obligations, for all three of the above mentioned arrangements, are calculated by independent actuaries using the projected unit credit method. The present value of the defined benefit obligations is determined by discounting the estimated future cash outflows. For the pension plans and the retirees' health insurance contributions the discount rate is established with reference to interest rates on high quality corporate bonds that have terms to maturity approximating to the terms of the related post-employment benefit liabilities, and are denominated in Swiss Francs, the currency in which the benefits will be paid. The discount rates applied in measuring the present value of non-Swiss post-employment benefit obligations are rates applicable to the currencies of the cash outflows; where there is no deep market for high quality corporate bonds government bond rates have been used.

In determining the present value of the Pension Fund defined benefit obligations and the service cost for the related pension plans, the IFRC attributes benefit to periods of service on a straight-line basis to decrement, eg retirement, death or disability. For the retirees' health insurance scheme, benefit is attributed on a straight-line basis over 15 years, representing the period of service after which no further material amount of benefits is earned by employees. According to the terms of the arrangements, non-Swiss post-employment benefits are attributed over periods based upon accrued leave days, the benefit calculation formula or pro rated service according to the benefit calculation formula and available information.

The amounts recognised in the Consolidated Statement of Financial Position are determined as follows:

	2022 CHF 000s	2021 CHF 000s
<b>Net asset</b>		
Pension plans	20,125	-
<b>Net liabilities</b>		
Pension plans	-	( 11,538)
Retirees' health insurance	( 7,582)	( 9,737)
Non-Swiss post-employment benefit plans	( 3,091)	-
	<u>( 10,673)</u>	<u>( 21,275)</u>
<b>Post-employment defined benefit obligations, net</b>	<u>9,452</u>	<u>( 21,275)</u>
	2022 CHF 000s	2021 CHF 000s
Present value of obligations	( 298,247)	( 354,303)
Fair value of plan assets	307,699	333,028
<b>Post-employment defined benefit obligations, net</b>	<u>9,452</u>	<u>( 21,275)</u>



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

## 4.5 Post-employment defined benefit liability, net (continued)

Change in defined benefit obligations during the year:

	2022 CHF 000s	2021 CHF 000s
<b>Defined benefit obligations 1 January</b>	356,892	352,619
Net current service cost	20,565	19,508
Interest cost on defined benefit obligation	1,028	171
Employee contributions	9,838	9,333
Net benefits paid	( 13,812)	( 18,974)
Loss due to experience	1,863	17,434
(Gain) due to demographic assumption changes	-	( 12,590)
(Gain)/loss due to financial assumption changes	( 78,127)	( 13,198)
<b>Defined benefit obligations 31 December</b>	<u>298,247</u>	<u>354,303</u>

The breakdown of the Defined Benefit Obligation between active members and retirees is as follows:

	2022 CHF 000s	2021 CHF 000s
Defined benefit obligations for active members	194,993	232,534
Defined benefit obligations for retirees	100,163	121,769
Defined benefit obligations for non-Swiss post-employment benefits	3,091	-
	<u>298,247</u>	<u>354,303</u>

Change in pension plan assets during the year:

	2022 CHF 000s	2021 CHF 000s
<b>Fair value of plan assets at 1 January</b>	333,028	295,068
Employer contributions	16,449	15,642
Employee contributions	9,838	9,333
Net benefits paid	( 13,498)	( 18,974)
Actual administration expenses paid	( 643)	( 650)
Interest income on plan assets	998	147
Return on plan assets excluding amounts included in interest income	( 38,473)	32,462
<b>Fair value of plan assets at 31 December</b>	<u>307,699</u>	<u>333,028</u>

Reconciliation of net defined benefit/(liabilities):

	2022 CHF 000s	2021 CHF 000s
<b>Net liabilities at 1 January</b>	( 21,275)	( 57,551)
Opening balance reclassified from Operational provisions	( 2,589)	-
Total (charge) recognised in employee benefits operating expenditure	( 21,238)	( 20,182)
Total remeasurements recognised in other comprehensive income	37,791	40,816
Employer contributions	16,763	15,642
<b>Net liabilities at 31 December</b>	<u>9,452</u>	<u>( 21,275)</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

## 4.5 Post-employment defined benefit liability, net (continued)

*(c) Amounts in the Consolidated Statement of Comprehensive Income*

The IFRC recognises all actuarial remeasurement gains and losses immediately in Other Comprehensive Income. Expenses related to defined benefits are included as Employee benefits operating expenditure.

The amounts recognised in the Consolidated Statement of Comprehensive Income are as follows:

	<b>2022</b>	<b>2021</b>
	<b>CHF 000s</b>	<b>CHF 000s</b>
Service cost	20,565	19,508
Net interest on the net defined benefit liability	30	24
Administration expenses	643	650
<b>Total included in employee benefits expenditure</b>	<u>21,238</u>	<u>20,182</u>

*(d) Amounts in Other Comprehensive Income*

The amounts recognised in Other Comprehensive Income that will not be subsequently reclassified to income or expenditure, are as follows:

	<b>2022</b>	<b>2021</b>
	<b>CHF 000s</b>	<b>CHF 000s</b>
Defined benefit obligation (gains) due to changes in demographic assumption	( 326)	( 12,590)
Defined benefit obligation (gains) due to changes in financial assumptions	( 77,585)	( 13,198)
Defined benefit obligation losses due to experience, net	1,863	17,434
Return on pension plan assets excluding amounts included in interest income	38,473	( 32,462)
Exchange rate (loss)	( 216)	-
<b>Total included in Other Comprehensive Income</b>	<u>( 37,791)</u>	<u>( 40,816)</u>

Results under IAS 19 can change significantly depending on market conditions. The pension plans defined benefit obligations are discounted using a rate linked to yields on Swiss corporate bonds and assets are measured at market value. Accordingly, changing markets can lead to volatility in both defined benefit obligations and the fair value of plan assets, and therefore lead to volatility in the funded status of the Pension Plans. Similarly, whilst neither the Retirees' health insurance scheme nor the non-Swiss post-employment benefit arrangements have assets, changing market conditions can lead to volatility in the defined benefit obligations.

In 2022, the pension plans' assets returned less than assumed leading to a loss on assets of CHF 38,473k (2021: gain of CHF 32,462k). The discount rate was increased from 0.3% in 2021 to 2.15% in 2022, resulting in a defined benefit obligation gain of CHF 85,238k (2021: CHF 13,732k). Changes to other financial assumptions generated defined benefit obligation losses of CHF 9,232k (2021: CHF 899k), which means that the total liability actuarial gain on financial assumptions is CHF 76,006k (2021: CHF 12,833k).

In these consolidated financial statements, the risk of the above-mentioned volatility is shared across the restricted and unrestricted reserves in proportion to the IFRC's contributions to the pension plan.

Sensitivity analyses have been carried out to illustrate how the results change when the main assumptions change. The results of these analyses are included in the disclosure details below.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**4.5 Post-employment defined benefit liability, net (continued)**

**(e) Significant assumptions**

The significant actuarial assumptions used in valuing the Pension Fund related defined benefit obligation were as follows:

	<b>2022</b>	<b>2021</b>
Discount rate	2.15%	0.30%
Underlying consumer price inflation	1.25%	1.00%
Rate of future compensation increases	2.5%/1.5%	1.25%
Rate of pension increases	0.00%	0.00%
Interest rate credited to account balances	2.75%	2.00%
Increase in maximum lump sum death benefit	1.25%	1.00%
Change life expectancy at retirement age (mortality rate)	LPP 2020 CMI LTR1.5%	LPP 2020 CMI LTR1.5%

The significant actuarial assumptions used in valuing the Retirees health insurance defined benefit obligation include discount rates of 2.15% in 2022 and 0.3% in 2021 and future mortality rates is based on Swiss published statistics LPP 2020 CMI LTR 1.5% for 2022 and 1.5% for 2021.

The significant actuarial assumptions used in valuing the non-Swiss post-employment benefits include discount rates that average 6.76% and salary increase rates that average 4.51%.

For a pensioner retiring at age 65, the assumptions regarding mortality rates translate into an average life expectancy of between 22.0 and 25.6 years in 2022 and between 21.9 and 25.5 years in 2021, for both the Pension Fund and the Retirees' health insurance scheme.

As per IAS 19 paragraph 144, the IFRC considers the following to be significant actuarial assumptions used to determine the present value of the defined benefit obligations:

- Pension Fund: Discount rate, interest rate credited to account balances and mortality rate;
- Retirees' health insurance: Discount rate and life expectancy at retirement age;
- Non-Swiss post-employment benefits: Discount rates and rates of future salary increases.

The sensitivity of the Pension Fund related defined benefit obligation to changes in the significant actuarial assumptions is:

<b>Impact on the defined benefit obligation</b>	<b>Change in assumption</b>	<b>Increase in assumption</b>	<b>Decrease in assumption</b>
Discount rate	0.50%	Decrease by 6.0% CHF 17,254k	Increase by 6.7% CHF 19,267k
Interest rate credited to account balances	0.50%	Increase by 1.5% CHF 4,314k	Decrease by 1.5% CHF 4,314k
Change life expectancy at retirement age	1 year	Increase by 2.1% CHF 6,039k	Decrease by 2.2% CHF 5,327k

The sensitivity of the Retirees' health insurance related defined benefit obligation to changes in the significant actuarial assumptions is:

<b>Impact on the defined benefit obligation</b>	<b>Change in assumption</b>	<b>Increase in assumption</b>	<b>Decrease in assumption</b>
Discount rate	0.50%	Decrease by 6.0% CHF 455k	Increase by 6.7% CHF 508k
Life expectancy at retirement age	1 year	Increase by 4.2% CHF 318k	Decrease by 4.3% CHF 326k

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
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## 4.5 Post-employment defined benefit liability, net (continued)

The sensitivity of the non-Swiss post-employment benefits to changes in significant actuarial assumptions is:

Impact on the defined benefit obligation	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	0.50%	Decrease by 2.5% CHF 71k	Increase by 2.7% CHF 75k
Salary increase rate	0.50%	Increase by 2.7% CHF 76k	Decrease by 2.4% CHF 69k

The above sensitivity analyses for both the Pension Fund, the Retirees' health insurance scheme and the non-Swiss post-employment benefit obligations are based on a change in one assumption whilst, in each case, holding all other assumptions constant. In practice, this is unlikely to occur as changes in some of the assumptions may be correlated.

When calculating the sensitivity of the defined benefit obligation to significant assumptions, the same method has been applied as when calculating the post-employment benefit liabilities recognised in the Consolidated Statement of Financial Position.

*(f) Plan assets*

At 31 December 2022, the fair value of Pension Fund plan assets was CHF 307,699k (2021: CHF 333,028k). In December 2020, as permitted by Swiss law and the Pension Fund regulations, the IFRC advanced CHF 21,000k to the Pension Fund to fund future employer contributions. This amount is included in the fair value of plan assets at 31 December 2022 and 31 December 2021.

The proportion of Pension Fund plan assets invested in each major asset category was:

	2022	2022	2021	2021
	Proportion	Of which quoted in an active market	Proportion	Of which quoted in an active market
Cash and cash equivalents	6.7%		7.4%	
Equity securities	36.1%	36.1%	39.3%	42.3%
Debt securities	22.3%	22.3%	21.3%	21.0%
Real estate	19.7%	14.7%	18.5%	17.0%
Other	15.2%		13.5%	
<b>Total</b>	<u>100.0%</u>		<u>100.0%</u>	

The IFRC does not have capital as defined by IFRS. Accordingly, the IFRC does not have its own transferable financial instruments, such as equity or debt securities, and the Pension Fund assets do not include any such financial instruments. The Pension Fund assets also do not include any property occupied or used by the IFRC.

The Pension Fund has its own investment policy. The primary objective is to ensure the security of funds. Other objectives include ensuring appropriate distribution of risks and obtaining sufficient return on investment to achieve the Pension Fund's objectives. The Fund's assets are managed by investment managers, based on investment rules produced by the Investment Committee and approved by the Pension Fund Board. These rules are compliant with the requirements of Swiss law.

The retirees' health insurance scheme and the non-Swiss post-employment benefit arrangements are unfunded and, as such, do not have any plan assets.

*(g) Indication of the effect of the defined benefit plans on the IFRC's future cash flows*

The expected value of employer contributions to be paid in 2023 is CHF 16,225k (2022: CHF 14,431k). The weighted average duration of the DBOs at the end of the current financial year are:

Pension plans	12.7 years
Retirees' health insurance	12.7 years
Non-Swiss termination benefits	6.0 years

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022****4.6 Financial instruments – Fair values and risk management**

A financial instrument is any contract that gives rise to a financial asset of an entity and a financial liability or equity instrument of another entity. The IFRC recognizes a financial asset or a financial liability in the Consolidated Statement of Financial Position when it becomes a party to the contractual provisions of a financial instrument. In the case of a regular purchase or sale of financial assets, recognition and derecognition are accounted for using settlement date accounting.

***Financial assets***

The IFRC's financial assets are made up of cash and cash equivalents, investments, receivables, contract assets, cash flow hedges and financial assets associated with the ESSN project (see below).

The IFRC classifies its financial assets at initial recognition under the following categories: (a) financial assets at amortised cost and (b) financial assets at fair value through profit or loss (FVTPL).

Financial assets are measured at amortised cost when these are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest. Interest income from these financial assets is included in Finance income using the effective interest rate method. Under IFRS 9, the financial assets that are measured at amortised cost include transaction costs and are impaired using an 'expected credit loss' (ECL) model. The ECLs are calculated based on change in credit risks and measured at an amount equal to the lifetime of the financial assets. This impairment model does not apply to investments that are classified and measured at FVTPL.

Financial assets that do not meet the criteria for amortized cost are measured at FVTPL. A gain or loss on a financial asset measured at FVTPL is recognized in profit or loss. Financial assets at FVTPL include global bond and equity funds, and cash flow hedges.

Hedge derivative instruments are used to mitigate foreign exchange risk associated with receiving statutory contribution payments in foreign currencies. These derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at fair value at each reporting date.

The IFRC reclassifies its financial assets when, and only when, it changes its business model for managing those financial assets. The reclassification is applied prospectively from the first day of the first reporting period following the change in the business model.

The IFRC considers a financial asset in default when contractual payments are one year past due. Financial assets are derecognized when the rights to receive cash flows from the financial assets have expired or have been transferred and the IFRC has transferred substantially all the risks and rewards of ownership.

***Financial Liabilities***

The IFRC's financial liabilities are made of payables, loans and borrowings and financial liabilities associated with the ESSN project (see below). These represent liabilities to third parties, which are initially recognised at fair value and subsequently measured at amortised cost.

Financial liabilities are initially recognized at the fair value of the consideration received. In the case of financial liabilities at amortised cost, the initial measurement is net of any directly attributable transaction costs.

Subsequent to initial recognition at fair value, when the substance of the contractual arrangement results in the IFRC having an obligation to deliver either cash or another financial asset to the holder, the IFRC classifies its financial liabilities as financial liabilities at amortised cost and measures them using the effective interest method. Gains and losses are recognized in the Statement of Comprehensive Income either when the liabilities are derecognised or through the amortisation process.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled, or has expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the Consolidated Statement of Comprehensive Income.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

## 4.6 Financial instruments – Fair values and risk management (continued)

Financial instruments are measured at either amortised cost or at fair value. Financial assets measured at fair value are categorised into three hierarchy levels, where each level reflects the transparency of the inputs used to measure the value.

The financial instruments' classification, hierarchy levels, and carrying values at 31 December are:

Financial asset/liability	Note	Measured at	Fair value level	Carrying amount 2022 CHF 000s	Carrying amount 2021 CHF 000s
Investments - global bond funds	4.3	Fair value through profit or loss	1	75,288	91,086
Investments - global equity funds	4.3	Fair value through profit or loss	2	33,849	38,093
Foreign exchange forward contracts	2.1d	Fair value - hedging instruments	2	( 44)	68
Investments - bank deposits	4.3	Amortised cost		239,000	149,000
Cash and cash equivalents	4.2	Amortised cost		252,701	214,316
Receivables <sup>1</sup>	2.2	Amortised cost		323,123	222,669
Payables	3.5	Amortised cost		( 53,850)	( 33,016)
Liabilities - ESSN project	3.2b	Amortised cost		( 112,585)	( 140,167)
Loans and borrowings	4.4	Amortised cost		( 56,000)	( 65,908)

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Transfers between levels of fair value hierarchy are recognised at the date of the event or change in circumstances that caused the transfer. There were no transfers between levels in 2022 (2021: none).

For financial assets and liabilities not measured at fair value, the carrying value is a reasonable approximation of fair value.

**Risk management**

The IFRC is exposed to a variety of financial risks, namely market risk, credit risk, and liquidity risk. The IFRC actively seeks to minimise potential adverse effects arising from these exposures as detailed below.

In consultation with the Finance Commission, the IFRC has established Investment Guidelines which set out the overall principles and policies for the IFRC's management of financial instruments. The Finance Commission reports to the Governing Board and the General Assembly and has oversight responsibility to ensure that management is adherent to the Investment Guidelines. The Governing Board has established an Audit and Risk Commission to provide advice on risk matters affecting the IFRC, including advice regarding risk identification, evaluation, measurement, monitoring, and the overall risk management processes of the IFRC.

**(i) Market risk**

This includes foreign exchange risk, price risk and interest rate risk.

**Foreign exchange risk**

Foreign exchange risk primarily arises from assets, such as bank deposits and pledge receivables in currencies other than Swiss Francs, that are revalued against the Swiss Franc between the pledge date and the settlement date. Foreign exchange risk on these assets is naturally mitigated by the foreign exchange risk on accounts payable that are denominated in currencies other than Swiss Francs. The main currencies influencing foreign exchange risk are the Euro, Canadian Dollar, Pound Sterling, Swedish Kronor and the United States (US) Dollar. The IFRC maintains the net exposure within acceptable levels by buying or selling foreign currencies at spot rates to meet short-term needs.

<sup>1</sup> Financial instruments include accounts receivable and sundry receivables only

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
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## 4.6 Financial instruments – Fair values and risk management (continued)

The following table shows the main currencies influencing IFRC's foreign exchange risk:

2022	Cash & Cash		Receivables	Payables	Liabilities- ESSN project	Total
	Equivalents	Investments				
Currency	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s
Swiss Franc	151,794	348,137	68,535	( 17,452)	-	551,014
Euro	94,356	-	55,295	( 8,868)	( 112,585)	28,198
United States Dollar	5,103	-	169,669	( 12,246)	-	162,526
Pound Sterling	-	-	27,121	( 202)	-	26,919
Swedish Kronor	-	-	138	-	-	138
Canadian Dollar	-	-	262	( 89)	-	173
Other currencies	1,448	-	5,698	( 14,993)	-	( 7,847)
	252,701	348,137	326,718	( 53,850)	( 112,585)	761,121
<b>2021</b>						
<b>Currency</b>						
Swiss Franc	82,528	278,179	44,781	( 16,379)	-	389,109
Euro	125,972	-	36,437	( 3,101)	( 140,167)	19,141
United States Dollar	4,592	-	133,189	( 6,016)	-	131,765
Pound Sterling	-	-	2,583	( 170)	-	2,413
Swedish Kronor	-	-	548	( 40)	-	508
Canadian Dollar	-	-	720	( 77)	-	643
Other currencies	1,224	-	6,528	( 7,233)	-	519
	214,316	278,179	224,786	( 33,016)	( 140,167)	544,098

At 31 December 2022, if the Swiss Franc had strengthened by 5% against the aforementioned currencies, with all other variables held constant, the net surplus result and total comprehensive income for the year would have increased by CHF 10,898k (2021: CHF 7,724k), primarily as a result of foreign exchange gains/losses on translation of pledge receivable balances and bank balances held in Euros, Pounds Sterling, and US Dollars.

Foreign exchange risk also arises on statutory contributions settled by certain National Societies in either Euros or US Dollars. The IFRC hedges this foreign exchange risk, by entering into offsetting forward contracts with a bank, to sell the foreign currencies it receives in exchange for Swiss Francs at pre-agreed exchange rates. The differences between the market rates and the forward rates constitute hedge foreign exchange gains and losses and are recognized in the consolidated financial statements using hedge accounting.

The ESSN project includes equivalent Euro assets and Euro liabilities related to the delivery of cash to beneficiaries under Component B (see note 3.2b). Accordingly the associated foreign exchange risk is mitigated.

*Price risk*

This relates to price risk on investments measured at fair value through profit and loss (FVTPL). In order to manage the risk arising from investments in securities, the IFRC diversifies its investment portfolio, which is managed by external investment managers, in accordance to the IFRC's Investment Guidelines.

The global bond funds are measured at FVTPL and are held in a listed fund indexed to the Citigroup World Government Bonds Index. A 5% increase in this Index at the reporting date would have increased the global bond funds, the net surplus result, and total comprehensive income for the year by CHF 3,764k (2021: CHF 4,554k). An equal change in the opposite direction would have decreased the global bond fund investment, the net surplus result, and total comprehensive income for the year by CHF 3,764k (2021: CHF 4,554k).

The global equity funds are measured at FVTPL and are held in a global equity trust fund that is not listed. This equity trust fund invests in actively traded equity securities to mirror the listed MSCI World Index. A 5% increase in the MSCI World Index at the reporting date would have increased the global equity funds investment, the net surplus result and total comprehensive income for the year by CHF 1,692k (2021: CHF 1,905k). An equal change in the opposite direction would have decreased the global equity funds investment, the net surplus result and total comprehensive income for the year by CHF 1,692k (2021: CHF 1,905k).

There was no exposure to commodities price risk at either 31 December 2022 or 31 December 2021.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**4.6 Financial instruments – Fair values and risk management (continued)**

*Interest rate risk*

There is no significant short-term exposure to changes in interest rates, as cash and cash equivalents are held as cash in hand, on-demand deposits, or in short-term deposits with original maturities of three months or less, and there are no interest-bearing liabilities. Short-term investments with maturities of more than three months and long-term investments have fixed interest rates for the terms of the investments.

The IFRC maintains the majority of its deposits in Swiss francs. In January 2015, the Swiss National Bank (SNB) introduced a negative interest rate on certain Swiss franc deposits. In July 2022, this negative interest rate policy was relaxed and certain Swiss banks with which the IFRC holds funds started paying positive interest on deposits. Some other non-Swiss banks, with which the IFRC holds funds for operational purposes, stopped charging negative interest in 2023. The IFRC has avoided significant exposure to negative interest during the negative interest rate period.

**(ii) Credit risk**

Credit risk arises primarily from holding receivables that may not be settled and from holding cash balances with financial institutions that may default.

The IFRC's principal receivables are with member National Societies, donor governments, and other international organisations where credit risk is considered to be low. A breakdown is provided below:

<b>Receivables credit exposure</b>	<b>2022</b>	<b>2021</b>
	<b>CHF 000s</b>	<b>CHF 000s</b>
National Societies	139,702	67,339
Governments	134,617	112,463
Corporations	12,355	3,352
Multi-lateral agencies	28,609	29,663
Others	11,435	11,969
	<u>326,718</u>	<u>224,786</u>

Each category and class of receivable has its own definition of default, and provisions of estimated credit losses are made on the probability of credit losses occurring over the expected lives of the receivables. The movement in estimated credit losses is disclosed in note 2.2.

The IFRC's Investment Guidelines only allow investment in liquid securities and deposits with counterparties that have investment grade or better credit ratings, limiting the holding with one financial institution to 25% of the IFRC's total cash and investment holdings at any given time. The Finance Commission has agreed a waiver to this policy in relation to the ESSN project (see note 3.2b) whereby funds related to component B are held in two financial institutions. The IFRC reviews the credit ratings of all financial institution counterparties on a regular basis.



**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
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**4.6 Financial instruments – Fair values and risk management (continued)**

Details of cash and cash equivalent holdings by credit ratings of financial institution are provided below:

	<b>2022</b>	<b>2021</b>
	<b>CHF 000s</b>	<b>CHF 000s</b>
<u>Fitch ratings</u>		
Investment grade (AAA to BBB-)	240,761	211,544
Non-investment grade (BB+ and below)	550	447
Unrated	944	1,004
Other ratings: current account - ZKB AA+ (Glarner KantonalBank)	10,000	1,000
Cash in hand	446	321
	<u>252,701</u>	<u>214,316</u>
<b>Short-term investments</b> (see note 4.3)		
Fitch ratings Investment grade (AAA to BBB-)	49,000	29,000
Other ratings: ZKB AA (Banque Cantonale Fribourg)	-	10,000
Other ratings: S&P A- (Cembra Money Bank AG)	30,000	20,000
	<u>79,000</u>	<u>59,000</u>
<b>Non-current investments</b> (see note 4.3)		
Fitch ratings Investment grade (AAA to BBB-)	80,000	40,000
Other ratings: ZKB AA+ (Glarner Kantonalbank)	10,000	-
Other ratings: ZKB AA (Banque Cantonale Fribourg)	30,000	20,000
Other ratings: S&P A- (Cembra Money Bank AG)	40,000	30,000
	<u>160,000</u>	<u>90,000</u>

As investments are measured at FVTPL, they do not require additional impairment for credit losses. In locations where rated financial institutions are not operational, the IFRC maintains banking relationships with certain unrated financial institutions. At 31 December 2022, the value of assets held with such institutions was CHF 944k (2021: CHF 1,004k). Other positions are not material or are covered by provisions.

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**4.6 Financial instruments – Fair values and risk management (continued)**

**(iii) Liquidity risk**

This concerns the risk that the IFRC will encounter difficulty to meet the obligations associated with its financial liabilities that are settled by cash or other financial assets.

Liquidity risk is minimised by maintaining sufficient funds as cash in hand, on-demand bank deposits or short-term bank deposits with original maturities of three months or less, to meet short-term liabilities. A maturity analysis of financial liabilities is provided below:

	<b>Payables</b> CHF 000s	<b>Loans for building</b> CHF 000s	<b>Lease Liabilities</b> CHF 000s	<b>Liabilities- ESSN project</b> CHF 000s	<b>Total</b> CHF 000s
<b>2022</b>					
Less than one year	( 53,850)	( 1,415)	( 2,587)	( 112,585)	( 170,437)
One to five years	-	( 5,660)	( 1,087)	-	( 6,747)
More than five years	-	( 53,255)	-	-	( 53,255)
	<u>( 53,850)</u>	<u>( 60,330)</u>	<u>( 3,674)</u>	<u>( 112,585)</u>	<u>( 230,439)</u>
<b>2021</b>					
Less than one year	( 33,016)	( 1,415)	( 2,258)	( 140,167)	( 176,856)
One to five years	-	( 5,660)	( 1,904)	-	( 7,564)
More than five years	-	( 54,671)	-	-	( 54,671)
	<u>( 33,016)</u>	<u>( 61,746)</u>	<u>( 4,162)</u>	<u>( 140,167)</u>	<u>( 239,091)</u>

The IFRC anticipates meeting annual loan repayments from short-term liquid funds (see note 4.4). In addition, most investments in liquid securities which can easily be sold to meet longer term cash flow needs, including annual loan repayments should the need arise. No significant contractual payments are due on financial investments, including financial assets at fair value through profit or loss, short-term and long-term investments.

**Capital risk management**

By its very nature, the IFRC does not have capital as defined by IFRS. Unrestricted reserves may be considered to have similar characteristics to those of capital, the intention of which is to maintain a sound financial position to ensure that the organisation is able to continue its operations and thereby fulfill its mission. The unrestricted reserves are available to mitigate a broad range of financial risks including working capital, non-current receivables and settlement of non-current liabilities. The governing bodies' policy is to maintain a strong level of reserves so as to maintain stakeholder and donor confidence. The balance of the unrestricted reserve at 31 December 2022 was CHF 97,224k (2021: CHF 99,968k). The unrestricted reserves are not subject to any externally imposed capital requirement. As further explained in note 2.4, the IFRC holds restricted reserves that are subject to the earmarking requirements of donors.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**
**Expenditure by resources, results, and structure, against (unaudited) budget**

Income and expenditure as reported below are not audited and are presented for information purposes only. The budgets in the tables below refer to the budget approved by the General Assembly pursuant to the Plan and Budget 2022 - 2024, which informs the presentation for consolidated income and expenditure by results and structure. In line with internal reporting changes, the 2021 actuals on a comparative basis figures have been amended from those presented with the 2021 audited financial statements so that they are comparable with the 2022 budget presentation.

**1. Performance against (unaudited) budget**

2022	Budget (unaudited)	Actuals	Actuals on a comparable basis (unaudited)	Performance Variance (unaudited)
	CHF 000s	CHF 000s	CHF 000s	CHF 000s
<b>OPERATING INCOME</b>				
Statutory contributions	34,800	34,623	33,100	( 1,700)
Voluntary contributions and donations	440,000	783,423	813,200	373,200
Services income	31,000	54,280	25,900	( 5,100)
Other income	4,200	2,056	4,500	300
<b>Total OPERATING INCOME</b>	<b>510,000</b>	<b>874,382</b>	<b>876,700</b>	<b>366,700</b>
<b>OPERATING EXPENDITURE</b>				
Regular resources	120,000	63,228	107,900	( 12,100)
Other resources	400,000	585,678	580,800	180,800
Supplementary services	31,000	26,758	27,500	( 3,500)
Cost recoveries	( 41,000)	-	( 50,300)	( 9,300)
<b>Total OPERATING EXPENDITURE</b>	<b>510,000</b>	<b>675,664</b>	<b>665,900</b>	<b>155,900</b>
<b>NET SURPLUS FROM OPERATING ACTIVITIES</b>	<b>-</b>	<b>198,718</b>	<b>210,800</b>	<b>210,800</b>
<b>FINANCE (EXPENSE)/ INCOME</b>				
Finance (expense)/income	-	( 19,875)	( 22,600)	( 22,600)
<b>NET FINANCE INCOME/(EXPENSE)</b>	<b>-</b>	<b>( 19,875)</b>	<b>( 22,600)</b>	<b>( 22,600)</b>
<b>NET SURPLUS FOR THE YEAR</b>	<b>-</b>	<b>178,843</b>	<b>188,200</b>	<b>188,200</b>
2021	Budget (unaudited)	Actuals	Actuals on a comparable basis (unaudited)	Performance Variance (unaudited)
	CHF 000s	CHF 000s	CHF 000s	CHF 000s
<b>OPERATING INCOME</b>				
Statutory contributions	36,500	34,582	33,500	( 3,000)
Voluntary contributions and donations	420,000	383,525	442,300	22,300
Services income	40,000	62,891	20,800	( 19,200)
Other income	3,500	2,336	4,300	800
<b>Total OPERATING INCOME</b>	<b>500,000</b>	<b>483,334</b>	<b>500,900</b>	<b>900</b>
<b>OPERATING EXPENDITURE</b>				
Regular resources	110,000	52,436	93,400	( 16,600)
Other resources	385,000	413,081	412,200	27,200
Supplementary services	40,000	20,102	20,800	( 19,200)
Cost recoveries	( 35,000)	-	( 40,900)	( 5,900)
<b>Total OPERATING EXPENDITURE</b>	<b>500,000</b>	<b>485,619</b>	<b>485,500</b>	<b>( 14,500)</b>
<b>NET SURPLUS FROM OPERATING ACTIVITIES</b>	<b>-</b>	<b>( 2,285)</b>	<b>15,400</b>	<b>15,400</b>
<b>FINANCE INCOME/(EXPENSE)</b>				
Finance income	-	11,021	3,200	3,200
Finance expense	-	( 5,611)	-	-
<b>NET FINANCE INCOME/(EXPENSE)</b>	<b>-</b>	<b>5,410</b>	<b>3,200</b>	<b>3,200</b>
<b>NET SURPLUS FOR THE YEAR</b>	<b>-</b>	<b>3,125</b>	<b>18,600</b>	<b>18,600</b>

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**2. Expenditure by Results against (unaudited) budget**

	2022 Budget (unaudited)	2022 Actuals on a comparable basis (unaudited)	2022 Performance Variance (unaudited)	2021 Actuals on a comparable basis (unaudited)
	CHF 000s	CHF 000s	CHF 000s	CHF 000s
<b>Strategic Priorities</b>				
1. Climate and environmental crises	40,000	5,700	( 34,300)	4,000
2. Evolving crises and disasters	98,000	262,700	164,700	127,000
3. Growing gaps in health and well-being	146,000	141,100	( 4,900)	181,700
4. Migration and identity	29,000	17,000	( 12,000)	12,600
5. Values, power and inclusion	12,000	6,500	( 5,500)	7,400
<b>Total Strategic Priorities</b>	<b>325,000</b>	<b>433,000</b>	<b>108,000</b>	<b>332,700</b>
<b>Approaches to enable National Societies</b>				
1. Engaged, with renewed influence, innovative and digitally transformed	24,000	23,500	( 500)	15,500
2. Accountable, with an agile and efficient management	108,000	125,900	17,900	80,000
3. Trusted, owned and valued by the membership	53,000	83,500	30,500	57,300
<b>Total Approaches to enable National Societies</b>	<b>185,000</b>	<b>232,900</b>	<b>47,900</b>	<b>152,800</b>
<b>Total expenditure by results</b>	<b>510,000</b>	<b>665,900</b>	<b>155,900</b>	<b>485,500</b>

**3. Expenditure by Structure against (unaudited) budget**

	2022 Budget (unaudited)	2022 Actuals on a comparable basis (unaudited)	2022 Performance Variance (unaudited)	2021 Actuals on a comparable basis (unaudited)
	CHF 000s	CHF 000s	CHF 000s	CHF 000s
Governance meetings and support	6,000	4,800	( 1,200)	4,200
Office of Secretary General	10,000	10,800	800	9,600
National Society Development and Operations Coordination	37,000	36,600	( 400)	33,300
Global Relations, Humanitarian Diplomacy and Digitalization	19,000	17,900	( 1,100)	14,800
Management Policy, Strategy and Corporate Services	25,000	17,900	( 7,100)	13,100
Africa	95,000	118,000	23,000	89,100
Americas	61,000	52,200	( 8,800)	69,100
Asia Pacific	95,000	129,200	34,200	87,200
Europe	85,000	205,100	120,100	95,000
Middle East and North Africa	61,000	52,900	( 8,100)	49,800
Hosted projects	8,000	10,000	2,000	8,900
Depreciation and amortisation	6,000	12,100	6,100	13,700
General Provision	2,000	( 1,600)	( 3,600)	( 2,300)
<b>Total expenditure by structure</b>	<b>510,000</b>	<b>665,900</b>	<b>155,900</b>	<b>485,500</b>



**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 16 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.