



ANNUAL REPORT



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ANNUAL REPORT
2023

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Message from the Secretary General



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

Volunteers form the heart and soul of National Red Cross and Red Crescent Societies. They live and work in communities, standing as beacons of hope and resilience.

In times of crisis, they will always be among the first responders bringing support, offering help, and ensuring dignity. They are often the first to rescue the people in harm's way, tend to their injuries, offer a shoulder to cry on and lend an ear to stories of horror and survival. They hold the fort until additional help arrives, their bravery and dedication shining through every challenge.

National Societies, in turn, are the essence of the IFRC. United on a global platform, they create a vast network of volunteers and branches that reach even the most remote communities. They transform "the last mile" into their "first mile" ensuring that no one is left behind. National Societies are the key to the community-level work that empowers people, enhances their skills and knowledge, and builds sustainable resilience.

2023 was a year of catalyzing this immense community-level capacity. The IFRC's Agenda for Renewal focused on responding to disasters and crises, scaling up community resilience work with an emphasis on climate, health, and migration, and ensuring that protection, gender, and inclusion are prioritized across all strategic objectives.

The IFRC secretariat continued to focus on strategic and operational coordination while advancing our humanitarian diplomacy work. We championed localization globally, including through ramping

up our investment in National Society development. We continue to advance accountability and transparency with a zero-tolerance approach to inaction.

The principled local action of National Red Cross and Red Crescent Societies was needed more than ever in 2023. This was a terrible year for communities at risk.

The climate and environmental crisis caused needless deaths from extreme heat and fuelled catastrophic fires. It withheld precious rains in drought-affected regions, worsening hunger and damaging livelihoods, and then delivered torrential downpours that drowned entire communities. Overlapping and forgotten crises in several African countries pushed populations to the brink, with the needs far outstripping the funds available to bring support.

Around the world, people continued to struggle for access to healthcare and reliable information at home or on the move across countries, regions, and dangerous sea routes.

Children had their education disrupted by disaster or long-term displacement. Community cohesion was undermined by misinformation and polarization.

There was horror and death from violence and conflict – affecting Israel, the occupied Palestinian territory, Sudan and Ukraine among others.

Yet, through it all, National Societies continued to work around the clock to support people

living through protracted crises, in many cases dealing with constant new threats and shocks, in Afghanistan, Bangladesh, Myanmar, Somalia, South Sudan, Syria and Yemen among others.

This report is an overview of what the IFRC achieved in support of millions of people through its membership, how it worked to improve and modernize its structures and approaches, and how it endeavoured to keep its volunteers and staff safe.

It gives insight into the work done to prevent disasters and to build National Society preparedness and response capacities. It also shines a light on how the IFRC network supported communities affected by crises that devastated lives without ever making international headlines.

All this was possible thanks to the generosity of our donors and partners. They stood by us in the aftermath of disasters, during every localized humanitarian response, in advocacy corridors, and in communities out of the global spotlight, working quietly yet resolutely to save lives, to build resilience and promote accountability and transparency.

This support – this trust – is both humbling and inspiring.

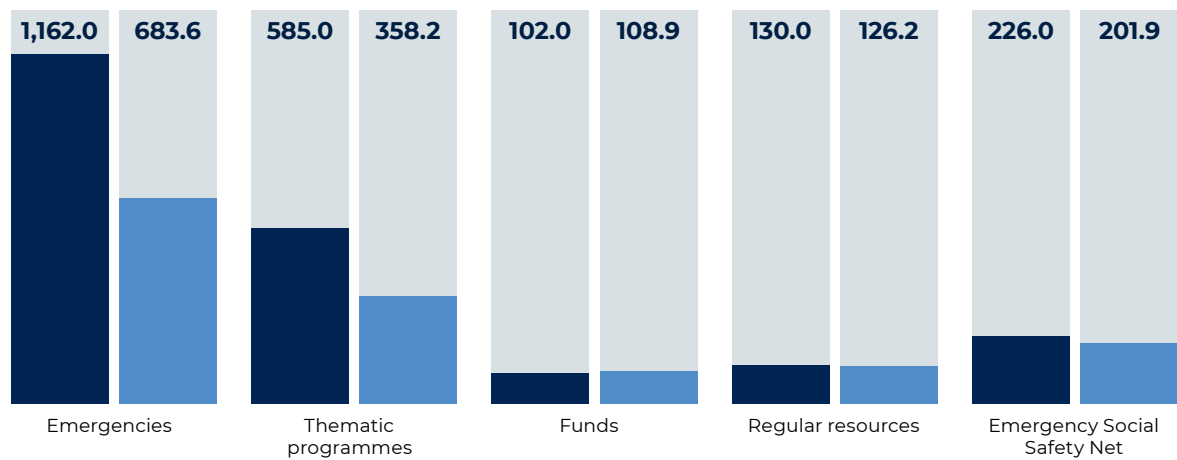
On behalf of the IFRC network – thank you to our volunteers and staff, to our members and governance, and to our donors and partners for making this possible.

2023 in numbers

Total funding for 2023 was nearly 1.5 billion Swiss francs

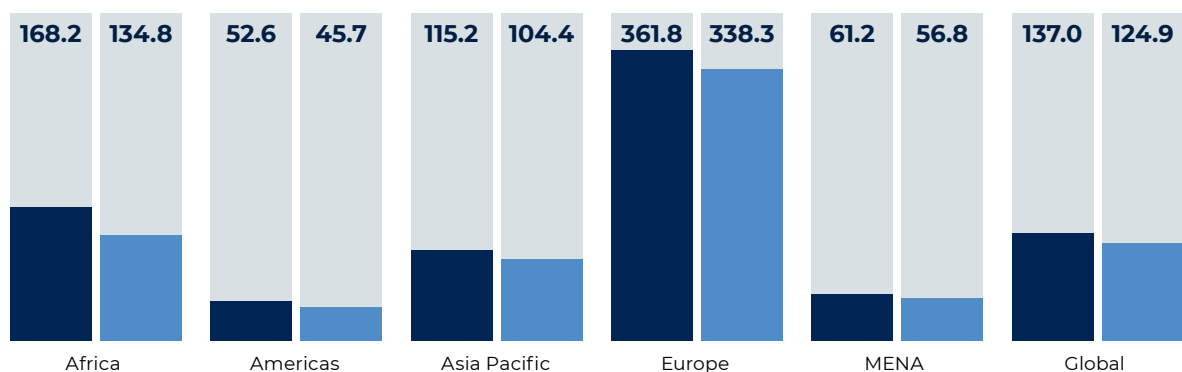
IFRC 2023 funding overview *CHF millions*

● Funding requirement ● Funding



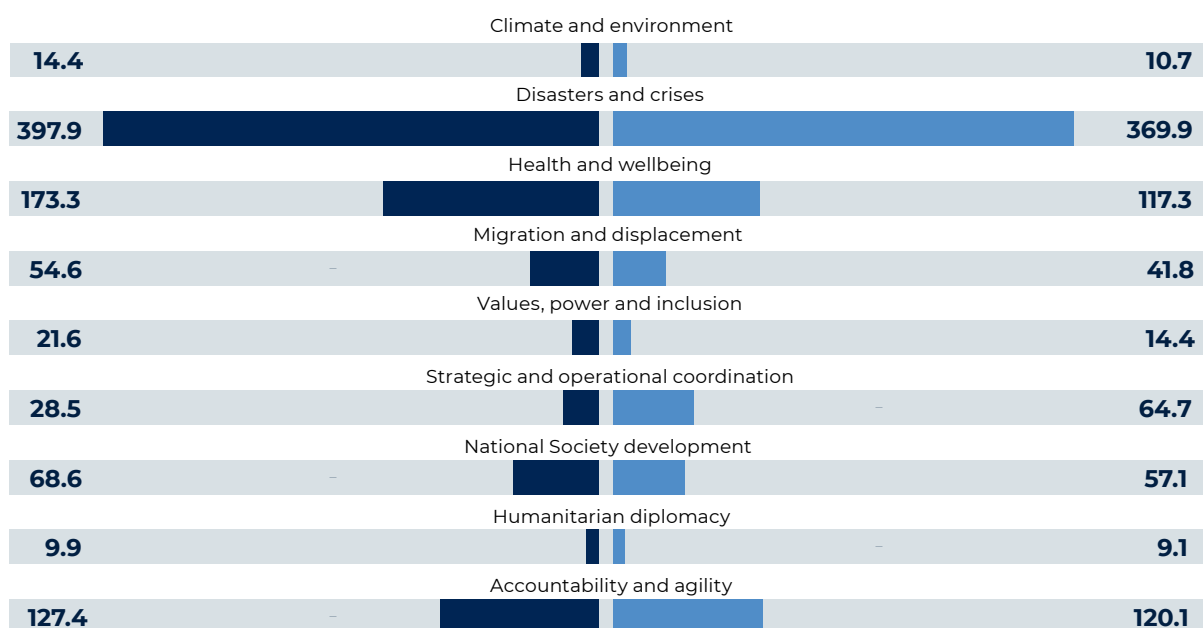
2023 work by region *CHF millions*

● Operating budget ● Expenditure

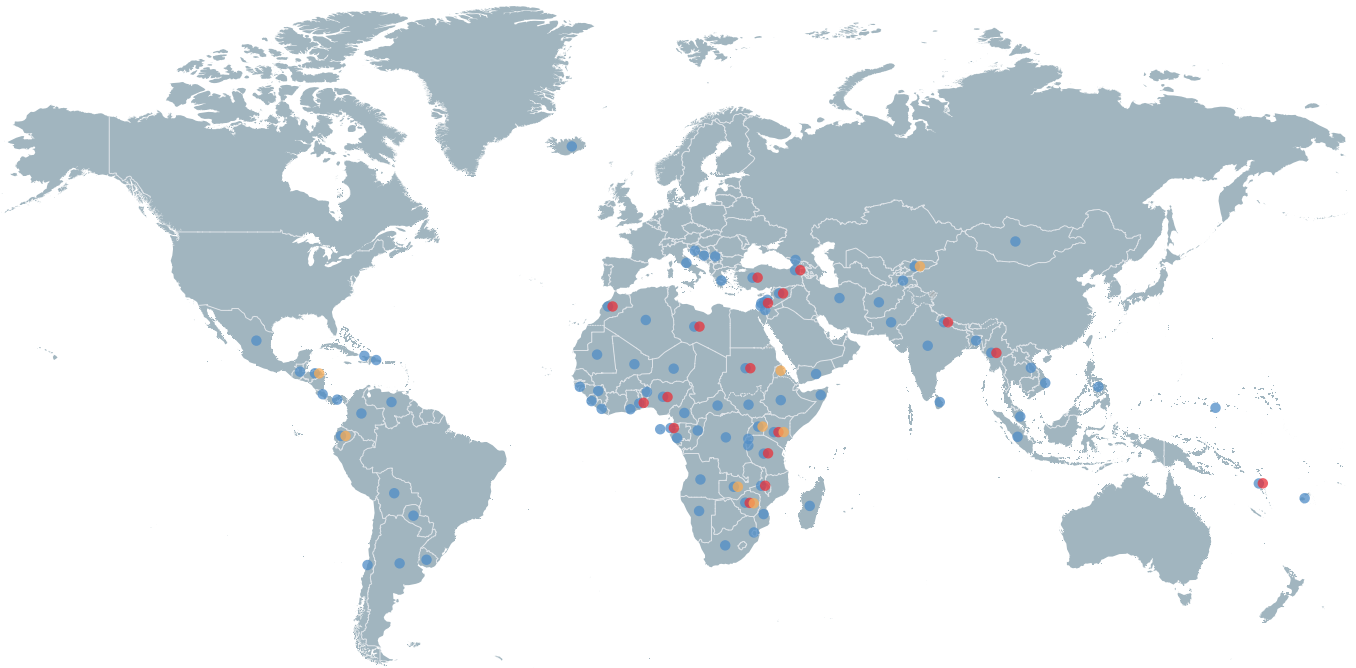


2023 work by thematic area *CHF millions*

● Operating budget ● Expenditure



2023 Active Emergency Appeals *Global* ● DREF ● Early Action Protocols activations ● Emergency Appeals



2023 People reached

by Strategic Priority

17.6M
Climate and environment

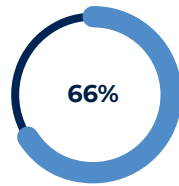
20.5M
Disasters and crises

198.9M
Health and wellbeing

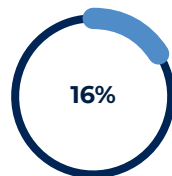
3.4M
Migration and displacement

21.1M
Values, power and inclusion

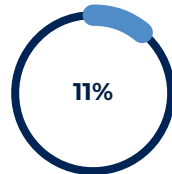
2023 Earmarking



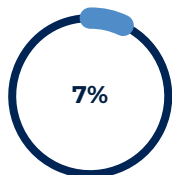
Tightly earmarked



Earmarked













Softly earmarked



Unearmarked

2023 Top funding countries

CHF millions

	European Commission	303.1
	United States	124.6
	United Kingdom	57.7
	Canada	51.8
	Netherlands	50.6
	Japan	38.9
	Switzerland	38.0
	Germany	36.3
	Norway	25.7
	Italy	20.9
	Others	197.9
	Total	945.5

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

Dedication to volunteers and staff killed in 2023

Volunteers and staff of National Red Cross and Red Crescent Societies save and change lives in almost every country across the world, every day. They freely give their skills, compassion, and energy in the service of people in need whether before, during or after a crisis. In most cases, they respond to an emergency taking place in their own community, directly affecting them and the people they care most about.

In 2023, 18 volunteers and staff died on duty¹. Eleven were killed by violence or conflict and seven in accidents. Many others were injured, kidnapped, or otherwise targeted while bringing support and hope to people in need.

In 2023, the [Somali Red Crescent Society](#) and the [Sudan Red Crescent Society](#) each lost a member of staff to violent attacks.

Three volunteers of the [Libyan Red Crescent](#) died while assisting families stranded by floods following Storm Daniel.

Four staff of the [Palestine Red Crescent Society](#) were killed while on duty.

Five staff of [Magen David Adom in Israel](#) were killed while on duty.

One volunteer from each with the [Afghan Red Crescent](#), [Algerian Red Crescent](#), [Bangladesh Red Crescent Society](#), and [Myanmar Red Cross](#)

**Humanitarians are
#NotATarget**



[Society](#) died in road traffic related crashes, or in falls from vehicles.

This annual report is dedicated to these volunteers and staff who paid the ultimate price for their dedication to helping others. Their courage and dedication are symbolic of the commitment of the millions of volunteers and staff who give so much of themselves to help people in need.

Each loss of life is a tragedy.

Humanitarian workers are #NotATarget.

¹ Reporting on volunteers and staff killed in the line of duty is provided to the IFRC by National Societies on a voluntary basis and may not accurately reflect all losses.

Executive summary

In 2023, the International Federation of Red Cross and Red Crescent Societies (IFRC) worked with its member National Societies to deliver high-impact disaster and crisis prevention, response and long-term resilience work at the community level, where it is needed the most. In line with IFRC's commitment to localization, this collective work was as local as possible, and as global as necessary.

Local actors – communities and National Societies – are best placed to know how to anticipate, mitigate or prevent a disaster or crisis in their contexts, as well as how best to respond and ensure a swift and resilient recovery.

The role of the IFRC is to ensure they have the capacities and knowledge needed to be fully accountable partners of choice in their own countries, backed up by international support – including from 30 expert Red Cross and Red Crescent humanitarian reference centres – when requested.

Throughout 2023, work under the IFRC's Enabling Functions – Strategic and operational coordination, National Society development, Humanitarian diplomacy and the cross-cutting function Accountability and agility – allowed for strong progress to be made across the five Strategic Priorities.

These are Climate and environment; Disasters and crises; Health and wellbeing; Migration and displacement, and Values, power and inclusion.

Climate and environment

In 2023, the IFRC network scaled up its climate-smart disaster risk reduction efforts worldwide, engaged in humanitarian diplomacy to advocate for greater country-level investment in climate change adaptation, and worked to make its programmes and activities climate-smart.

The IFRC's innovative **Global Climate Resilience Platform** mobilized 103 million Swiss francs for community-based programming in 33 countries in 2023, boosting vital work in anticipatory action and early warning, nature-based solutions, and shock-responsive social protection.

Water at the Heart of Climate Action, an ambitious partnership involving the IFRC, the [Netherlands Red Cross](#), the Red Cross Red Crescent Climate Centre and the United Nations Office for Disaster Risk Reduction among other partners, launched this year with generous support from the [Netherlands government](#). The initiative combines local knowledge and global technology to help communities act on water-related risks before they become disasters.

The IFRC's long-running partnership with the **Zurich Foundation** was expanded with the creation of an Urban Climate Resilience Programme, and the Zurich Climate Resilience Alliance.

The IFRC's **Climate Champions** initiative was launched in July 2023, to scale up climate-smart risk reduction and locally-led adaptation. The IFRC and the [Red Cross Red Crescent Climate Centre](#) launched a Guide to Climate-Smart Humanitarian Programmes and Operations this year, which was supported by the DG ECHO-IFRC Pilot Programmatic Partnership.

The DG ECHO-IFRC Pilot Programmatic Partnership also supported the creation of a Green Logistics Guide for National Societies, which was launched in November 2023.

The joint [IFRC-ICRC Climate and Environment Charter for Humanitarian Organizations](#) was signed by nearly 400 organizations, including 135 National Societies, by the close of 2023.

Disasters and crises

Disaster response is a vital part of the IFRC network's humanitarian support in communities large and small every day. In 2023, the IFRC launched 19 Emergency Appeals, 160 DREF operations and triggered eight Early Action protocols, targeting more than 27.2 million people with funding requirements over 867 million Swiss francs.

Disaster risk reduction, including community preparedness and early warning early/anticipatory action, is a key area of focus for the IFRC network worldwide. The IFRC's [Enhanced Vulnerability and Capacity Assessment](#) remained a vital tool to work with communities in a participatory manner to create risk-informed community action plans, forming the basis for most longer-term programming, in line with the Roadmap to Community Resilience. In 2023, extensive training opportunities were made available across the network to build National Society and community capacities in disaster risk reduction and preparedness.

In 2023, 96 National Societies were engaged in the IFRC's **Preparedness for Effective Response** process, a cyclical approach that allows a National Society to analyse its own response systems and prioritize technical improvements with support from the IFRC and the network's expert reference centres.

The IFRC and UN partners accelerated efforts to ensure that everyone on Earth is protected by early warning systems by 2027, through the **Early Warnings for All (EW4All)** initiative. The IFRC has been appointed the global lead for Pillar 4: Preparedness to Respond to Warnings. The IFRC is also a key member of Pillar 1 on Disaster Risk Knowledge and Pillar 3 on Warning Dissemination and Communication. Under Pillar 3, the IFRC advocated for increased use of Common Alerting Protocol, the internationally recognized standard for issuing early warning alerts.

While the IFRC's global disaster response system is as localized as possible, the network makes skilled sector specialists available for international deployment where needed. In 2023, 334 people (45 per cent female and 55 per cent male) were deployed for an average duration of 60 days within an emergency response operation. A total of 58 National Societies facilitated staff deployments

through the roster to support 60 sister National Societies managing a large-scale crisis.

The IFRC's work in disasters and crises was significantly boosted by the DG ECHO-IFRC Pilot Programmatic Partnership in 2023. Some 5.4 million people were supported through the PPP's disaster preparedness and response pillar by the end of the year.

Health and wellbeing

The IFRC supported National Societies in reducing risks to health and wellbeing by building and strengthening community capacities and grassroots systems that can prevent, detect and respond to current and future threats.

In **community-based health**, the Resilient and Empowered Community Health Workers (REACH) initiative moved into its implementation phase – the first steps in an ambitious partnership between IFRC and the Africa Centre for Disease Control and Prevention.

National Societies were supported in their **epidemic and pandemic preparedness and response** work worldwide, including through the USAID-funded Community Pandemic Preparedness Programme. The DG ECHO-IFRC Pilot Programmatic Partnership also facilitated community-based surveillance work in Africa, the Americas and Asia Pacific.

Health in emergencies remained a strong focus this year, with extensive training being delivered for National Society and IFRC staff worldwide.

The growing health impacts of the **climate crisis** on public health and vital infrastructure were recognized in a comprehensive new IFRC approach focused on the development of climate-resilient health systems, climate-smart health workforce, climate-informed surveillance and early warning systems and risk communication and community engagement.

The IFRC launched a **First Aid** Policy and First Aid Vision in 2023, while a new first aid app, to promote first aid knowledge and foster citizen confidence to act and save lives, was released with the IFRC Global First Aid Reference Centre in a hundred countries with support for 41 languages.

National Societies were supported in routine **immunization** work and other community-based measures to control and prevent diseases such as measles, polio, cholera, malaria and dengue. Great progress was made, even in fragile contexts such as [Afghanistan](#).

The 2023 Progress Report on Mental Health and Psychosocial Support Activities with the International Red Cross and Red Crescent Movement showed that 146 National Societies, the IFRC and the ICRC provided mental health and/or psychosocial support activities, with psychological first aid being the most common. The IFRC's participation in the survey included all five of its regions and its Psychosocial Reference Centre.

In **water, sanitation and hygiene (WASH)**, the IFRC supported life-saving National Society work in cholera prevention, response and elimination in several at-risk countries this year, particularly those involved in the Global Task Force on Cholera Control Country Support Platform, hosted by the IFRC. In addition, the IFRC coordinated more than 50 emergency responses with multiple large-scale emergency WASH components this year.

Migration and displacement

The life-shattering impacts of conflict, violence, disasters, and climate change continued to force people to flee their homes – inside their own countries or across international borders – throughout 2023.

In response, the IFRC and 166 National Societies stepped up their humanitarian work through the Global Route-Based Migration Programme, Humanitarian Service Points on land and at sea, support during emergencies and protracted crises and sustained humanitarian diplomacy at all levels.

The IFRC and 57 National Societies in Africa, the Americas, Europe, and the Middle East and North Africa continued their coordinated route-based approach to providing support to people on the move and host communities.

Humanitarian Service Points provided a safe, neutral and contextually appropriate space at strategic locations along migration routes. HSP@Sea, on board SOS Méditerranée's Ocean Viking

search and rescue ship patrolling the deadly central Mediterranean Sea route, supported 2,055 survivors in 2023. Some 667 of the rescued people were minors, 537 of them unaccompanied.

Forty National Societies implemented operations to address the needs of migrants and displaced people during crises in 2023. In [Ukraine](#) and neighbouring countries, National Societies were supported in their transition from emergency response to a protracted crisis scenario.

The IFRC, National Societies and the ICRC worked throughout the year to develop a new Movement-wide Migration Strategy.

Values, power and inclusion

Communities worldwide faced ongoing threats to their cohesion, confidence and security throughout 2023. These included – but were not limited to – conflict and violence, increasing inequality, a breakdown of trust in institutions, post-COVID-19 impacts to health and livelihoods, and a lack of opportunities for young people.

The launch of the **Protection, gender and inclusion (PGI)** organizational assessment toolkit in early 2023 helped National Societies to assess their needs, to become more safe and inclusive organizations, to better serve and protect at-risk people. Inclusion of PGI as a priority under the IFRC's Capacity Building Fund enabled increased funding allocations for PGI-specific projects.

The importance of **PGI in emergencies** is reflected by its inclusion in the needs analysis for each operation alongside tailored solutions in each sector, all of which are monitored across IFRC Emergency Appeals and Disaster Response Emergency Fund (DREF) operations. In 2023, 89 per cent of DREFs and Appeals included application of the PGI minimum standards, with 85 per cent scoring "good" quality application and 57 per cent scoring "very good" quality application.

The IFRC's **Safeguarding** Framework and Self-Assessment was developed in close consultation with National Societies and partners before being piloted in [Uganda](#) and [North Macedonia](#). By the end of 2023, 47 National Societies had adopted policies on the **Prevention of Sexual Exploitation and Abuse**, which is already a 96

per cent achievement of the goal of 50 National Societies by 2025.

A new three-year evidence-based global strategy for IFRC network **Community Engagement and Accountability (CEA)** was launched in 2023. The strategy outlined priorities, identified gaps and barriers, and included a theory of change and action to guide the development of regional and country CEA plans. CEA approaches were an integral part of emergency operations including the response to the earthquake in [Morocco](#), and to cholera in [Zambia](#) and [Zimbabwe](#).

The IFRC's work to expand access to **education** before, during and after emergencies continued, with at least 79 National Societies supporting 27.4 million people through education services in 2023. Half of all IFRC Emergency Appeals included education-related activities in communities and in schools.

The RED Education Programme was developed by the IFRC this year ahead of a 2024 launch, with the ambition to address the education-related needs of more than 40 million children and young people, and support 1 million teachers in 100,000 schools by 2030.

Strategic and operational coordination

The number and severity of large-scale and protracted crises in 2023 – particularly in fragile contexts – underlined the need for the IFRC's constitutional role in coordination. Initiatives in 2023 included the development of guidance on **membership coordination** in emergencies to ensure an efficient use of collective resources as part of an emergency response.

The **New Way of Working** – a Federation-wide approach that places the needs, priorities and capacities of National Societies at the heart of all operations and programmes in their countries – was successfully piloted in 14 countries this year. It will become the new standard way of working going forward.

Country-level **unified planning** continued to transform how the IFRC supports its membership in 2023, by ensuring all support provided to a National Society by other parts of the network is intrinsically linked to that National Society's plans,

needs and priorities. Some 121 [country-level unified plans](#) for 2024 – or multi-year plans – were submitted by the close of 2023. A special edition of the IFRC's data-driven [Everyone Counts report](#), focusing on the response of National Societies to COVID-19, was launched in January 2023.

Both the New Way of Working and Unified Planning processes are being carried out in coordination ensuring maximum learning and impact.

In 2023, the IFRC and ICRC continued to work together worldwide to ensure good **Movement coordination and cooperation** in large-scale emergencies through the Strengthening Movement Coordination and Cooperation (SMCC) process. A joint coordination team worked to align existing [SMCC tools](#), templates, and guidance documents with the Movement Coordination for Collective Impact Agreement, known informally as "[Seville 2.0](#)".

The IFRC coordinated with external partners through the [Inter-Agency Standing Committee \(IASC\)](#), [Steering Committee for Humanitarian Response \(SCHR\)](#) and the [Grand Bargain](#), including co-chairing the IASC Task Force on Accountability to Affected Populations and sub-working group on climate. **Shelter cluster coordination** remained a vital part of IFRC work in humanitarian operations worldwide, with 31 shelter clusters and nine cluster-like mechanisms active at the end of 2023.

National Society development

For the IFRC, National Society development is more than just a process to support an organization in the achievement of its ambitions and goals. National Society development is a driver of **localization**, reinforcing the importance of local actors in principled and accountable local humanitarian action worldwide.

In 2023, the IFRC launched its **National Society Development Competency Framework** with a self-learning module that had been previously tested with the [Ukraine Red Cross](#) and the [Swiss Red Cross](#). The framework includes a new "Buddy System", which builds capacities by providing experienced mentorship to new staff and volunteers working in National Society development.

Ten National Societies underwent **Organizational Capacity Assessments** in 2023. The [Argentine](#)

Red Cross achieved OCAC certification, and the **Costa Rican Red Cross** became the first National Society to be re-certified, showing a commitment to continuing improvement.

Work to develop a new certification system in support of greater localization continued this year, with the aim of enabling National Societies to demonstrate their compliance with a set of established standards through an external verification process.

The IFRC's **Capacity Building Fund** supported digital transformation in the South Caucasus, with the National Societies of **Armenia, Georgia** and **Azerbaijan** receiving funding to establish digital community feedback mechanisms. In the Americas, the **Costa Rican Red Cross** improved its data security and accountability standards, modernized its infrastructure and connectivity, and improved its institutional telephone exchange with Capacity Building Fund support.

The **National Society Investment Alliance**, co-administered with the ICRC and designed to support National Societies operating in fragile contexts, issued 19 grants amounting to 3.1 million Swiss francs in 2023.

The **Empress Shôken Fund**, another joint mechanism with the ICRC, disbursed a total of 367,187 Swiss francs to 13 National Society projects to develop innovative solutions in humanitarian work.

Work to embed **National Society development in emergencies** across the network was boosted in 2023 by the reactivation of a rapid response roster, followed by a pilot surge training that added 20 new specialists to the pool. In addition, a qualitative analysis tool was developed to improve how National Society development activities in operations and emergency response are evaluated.

Financial sustainability continued to be a major area of focus in 2023, with increased participation and engagement of National Societies in related Communities of Practice. For example, the Finance Development Competency Network had 856 members from 125 National Societies, the IFRC and ICRC. The Resource Mobilization Community was launched in December 2023 with 123 members from 35 National Societies, the IFRC and ICRC.

The importance of **volunteering** as the bedrock of the network was underlined in 2023 with the

introduction of a volunteering steering committee to prioritize volunteering development and to ensure all programmes and operations contribute to the sustainability of volunteering. The IFRC and Swiss Red Cross rolled out the MOTI app, a tool to research volunteer motivation.

Humanitarian diplomacy

Throughout 2023, the IFRC and National Societies brought forceful humanitarian diplomacy to dialogues at all levels, with the goal of improving action for, and inclusion of, the most at-risk communities.

An inaugural Humanitarian Diplomacy Forum was organized in March 2023. The IFRC also continued to roll out its roadmap on strengthening IFRC humanitarian diplomacy in emergencies.

The IFRC appointed humanitarian diplomacy leads in all five Regional Offices. Each works closely with the global humanitarian diplomacy director based in the New York representation office to ensure a seamless and strategic approach worldwide.

A suite of humanitarian diplomacy materials was created by the IFRC at the onset of the crisis in Israel and the occupied Palestinian territory. These were made available to ensure that the IFRC network can contribute to positive humanitarian outcomes on the ground.

The IFRC network was at the table at COP28, the Global Refugee Forum and other major events in 2023, to advocate for the needs of the most at-risk communities and profile the role of National Societies in meeting those needs.

In 2023, 38 governments and ten regional organizations were supported by the IFRC on **disaster law** issues. New publications included [Disaster Risk Governance Guidelines](#), a [Handbook on Disaster Law Reform for Domestic Authorities](#) and a National Society Guide to Supporting Disaster Law and Policy Reform.

In 2023, the IFRC reached 6.5 million followers across all platforms, with social media messages seen more than 170 million times. A biweekly podcast, *People in the Red Vest*, was launched to profile inspiring people who dedicate their lives to helping others through the IFRC and National Societies.

Accountability and agility

Accountability and agility are cross-cutting functions that not only support the Enabling Functions, but also the work across the Strategic Priorities.

In short, accountability and agility allow the IFRC to build and maintain trust with its 191 member National Societies, communities receiving support worldwide, and donors and partners, while continuously improving and finessing its structures, systems, and ways of working.

There can be no trust without **integrity**. In 2023, the IFRC launched an ambitious integrity development plan designed to support National Societies to develop robust governance, risk management and control systems, with quality audit and investigations capacity.

Within the IFRC itself, there was a strong focus on mandatory staff training and compliance coupled with the provision of extensive support to National Societies through integrity focal points at the regional level.

Safeguarding continued to be prioritized across the IFRC and the wider network in 2023, through the development of rapid risk assessments for disaster and crisis response operations, extensive training, tools – including for recruitment – and guidance.

In addition, a dedicated internal learning and information platform on safeguarding was launched this year. Dedicated safeguarding support was deployed to major IFRC responses in **Türkiye** and **Ukraine**.

In the areas of **audit and investigation** and **risk management**, the IFRC improved accountability and transparency by embedding audit and investigations capacity into major programmes and operations in 2023. This allowed for the development of a framework to support effective risk management for current and future large operations.

The flagship Disaster Response Emergency Fund was enhanced with an issue and risk register and a quarterly compliance review of DREF-supported operations. Several audits were dedicated to assessing critical human resources and logistics systems, and the IFRC continued to

share information on allegations, investigations and integrity action plans through briefings with donors, diplomatic missions and other partners.

The efficiency and accountability of the IFRC's **finance** systems were enhanced in 2023 through the introduction of an online guide to Project Financial Management, the launch of a new digital platform for Capacity Review and Risk Assessment, and completion of work to overhaul the IFRC's audited financial statements, boosting their purpose of providing useful financial information to National Societies as IFRC's primary partners. This work was carried out alongside continuous support to National Societies throughout the year.

Digital transformation continued apace across the IFRC network. The ground-breaking new Enterprise Resource Planning platform continued to be refined and tested. New cybersecurity tools were made available to close potential security gaps identified during regular audits of IFRC technical processes.

Data and digital initiatives continued to be supported throughout the year. The new Communication and Collaboration platform was launched, with its new Communities function and the expansion of the internal communication system *Our IFRC*. At the same time, the **Digital Engagement Hub** delivered actionable insights to enhance the quality and trust of humanitarian services, and National Societies were supported in conducting 62 digital maturity assessments.

Work to improve the efficiency and environmental sustainability of the IFRC's **humanitarian services and supply chain** included a review to optimize global structures and review alternative options, while using the capacities, knowledge and experience of National Societies to improve service provision. This included the assessment of strategic locations for potential new logistics hubs where standard relief items could be pre-positioned.

As environmental consideration is a critical aspect of operations, the IFRC also began a roadmap reflection in 2023 to move to a greener supply chain. The IFRC procured more than 230 million Swiss francs of goods and services across the full range of network operations and activities in 2023.

Legal initiatives this year included the strengthening of IFRC policy, risk management and due diligence on how to operate legally and ethically in countries under sanctions, while advocacy for humanitarian exemptions continued. The IFRC policy on Protection of Personal Data continued to be enforced in all offices and operations to ensure that individuals are never placed at risk from any misuse of their data.

Work continued in 2023 on the Constitutional Review, which is designed to modernize the IFRC's Statutory Texts and strengthen governance with a focus on integrity, finance, governance, compliance, and ethics.

The **security** of IFRC network personnel and communities alike was enhanced in 2023 by the rollout of the Stay Safe 2.0 e-learning modules. More than 40,000 users had completed the course by the end of the year.

Localized Hostile Environment Awareness Training was delivered in partnership with the National Societies of **France, Hungary and Lebanon**, while extensive training resulted in 50 new security professionals being added to the security surge roster.

Human resources processes were enhanced this year by initiatives including a Workforce data report, a pay equity review (showing no statistically significant disparities in compensation between genders), a new recruitment selection manual, an improved global onboarding system and the development of a new performance development programme. The IFRC received both EDGE Assess and EDGEplus certifications in relation to gender, diversity, and inclusion in the organization. A rapid response roster was set up for HR in emergencies, guidelines were developed on duty

of care in crises, and improved staff wellbeing and burnout prevention measures were rolled out.

The IFRC's **Inclusion Journey** continued throughout 2023, involving more than a thousand IFRC colleagues in the feedback and listening phase to foster increased inclusiveness in the workplace. The resulting qualitative data was used in the closing the gap phase, where action teams addressed identified opportunities and challenges.

Work to harness **innovation** across the IFRC included the Lead to Change programme, which reached more than 1,500 National Society staff and volunteers in 2023, and the launch of a study called *Humanitarian Leadership of the Future*.

Future Fellows, a nine-month acceleration programme for emerging leaders, supported 49 people from 33 National Societies this year. Funding was also provided to 21 National Societies to support the development of innovative projects. A *Strategic Foresight* Guidebook was published in December 2023.

The IFRC's **Governance** was supported in two Ordinary and two Extraordinary sessions of the Governing Board, and one Extraordinary session of the General Assembly, during which a new IFRC President was elected to serve until 2026.

Extensive preparations took place throughout 2023 for the 34th International Conference, which will be held in Geneva, Switzerland, in October 2024, following the IFRC's General Assembly and the Movement's Council of Delegates.

IFRC Regional Conferences were supported in the Americas (hosted in Nassau, Bahamas in June), in Africa (hosted in Nairobi, Kenya in September) and in Asia Pacific (hosted in Hanoi, Vietnam in November).

ANNUAL OVERVIEW



About the IFRC

The **International Federation of Red Cross and Red Crescent Societies (IFRC)** is the world's largest humanitarian membership organization. It consists of 191 National Red Cross and Red Crescent Societies and the IFRC secretariat, which supports, coordinates and represents National Societies and promotes their local humanitarian action.

The IFRC connects National Societies into **one global network** ensuring localized action with global reach and impact.

Local action has been at the heart of the IFRC since its inception in 1919.

The organization exists to ensure that its member National Societies have the necessary capacities and robust systems to meet humanitarian needs in communities large and small, no matter how remote, wherever and whenever these needs may arise.

The IFRC also has a responsibility to support National Societies in becoming sustainable, strong, independent, responsive and accountable local actors, and in ensuring they build and maintain the trust of communities and other partners.

With its international organization status, the IFRC represents National Societies at the highest-level international discussions, influencing humanitarian policy and decision-making. The IFRC also facilitates National Society access to funding that is often not available to national organizations.

The IFRC also coordinates the international humanitarian operations carried out in response to disasters and crises, and ensures strong cooperation within the International Red Cross and Red Crescent Movement, as well as with external partners.

High importance is placed on work to ensure accountability, integrity and transparency across the IFRC and the wider network, alongside efforts

to improve and modernize all working practices so that the organizations also have the agility to respond to new challenges and pursue new opportunities.

The IFRC 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”.

At all times, the IFRC's work and activities are inspired by, and are carried out in accordance with, the [Fundamental Principles of the International Red Cross and Red Crescent Movement](#): Humanity; Neutrality; Impartiality; Independence; Voluntary Service; Unity, and Universality.

The IFRC acts under its own constitution with all rights and obligations of a corporate body with a legal personality.

Its main functions are:

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.

The IFRC's member National Societies

National Societies are separate legal entities created under national law, that carry out their humanitarian activities in conformity with their own statutes and national legislation, in full accordance with the Fundamental Principles and within the framework of globally agreed IFRC policies and strategies.

The specific role of National Societies and the services they provide varies country by country. This is due to the differing needs of communities in differing contexts, as well as the individual relationships National Societies have with their respective authorities.

National Societies are neither governmental institutions nor wholly separate non-governmental organizations (NGOs). Rather, they have a legally defined role as independent auxiliaries to the public authorities in the humanitarian field.

This means they work in partnership with their public authorities, based on international and national laws. Each National Society agrees with the authorities in its country on the areas in which it supports or substitutes public humanitarian services. This **auxiliary role** is unique to the Red Cross and Red Crescent.

National Societies harness the power of humanity through the life-saving and life-changing humanitarian programmes and services that are delivered at the community level by trained volunteers.

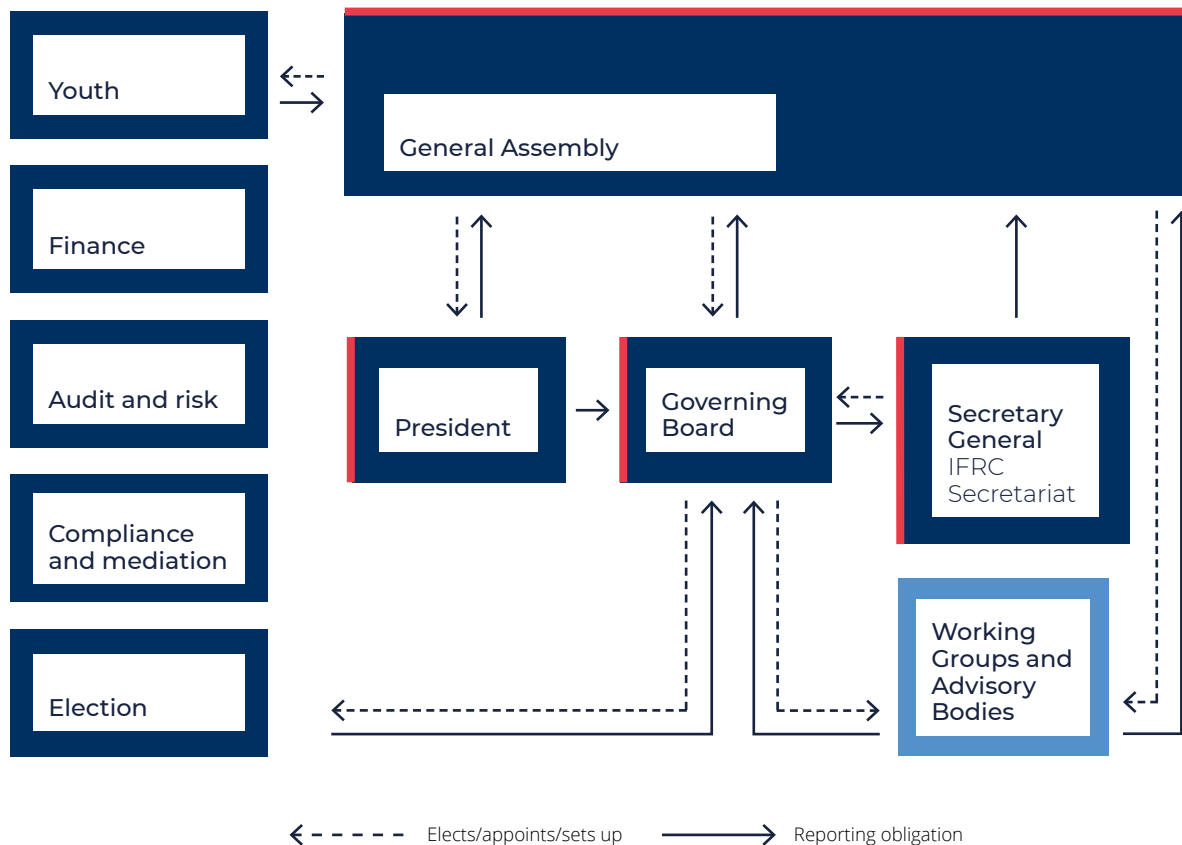
There are some 16 million active Red Cross and Red Crescent volunteers living and working in at-risk communities around the world. They deliver truly local humanitarian action through some 225,000 local branches and units before, during, and after a disaster or crisis.

Support and services are primarily provided at the community level – where they are needed the most – and are designed to empower people and build their knowledge and resilience.

As well as being first responders following a disaster or crisis, National Societies are also community-based experts in health, anticipatory action, disaster risk reduction and climate change adaptation. Volunteers and staff also provide a range of services to support people affected by conflict.

National Societies are also involved in the promotion and dissemination of **International Humanitarian Law** and **International Disaster Law**, independently and in concert with their governments. This includes work to ensure respect for IHL and the protection of the Red Cross, Red Crescent and Red Crystal emblems recognized

How the IFRC is governed



by the Geneva Conventions and their Additional Protocols. It also includes the promotion of internationally recognized best practice and standards on disaster risk governance and legal preparedness for disasters.

In the event of a large-scale disaster or crisis that overwhelms the affected National Society's ability to respond, sister National Societies can support internationally to provide peer support, resources and/or trained personnel to the response operation. On request, the IFRC will provide coordination. This international solidarity is guided at all times by the Principles and Rules for International Humanitarian Assistance.

In times of disaster or crisis, individual National Societies also contribute to the capacity enhancement of sister Societies that may need to increase or strengthen their services or systems to effectively respond at scale.

IFRC Governance and management: local action, global reach

The IFRC is one global organization dedicated to providing support to its member National Societies, helping them to develop as strong, independent partners of choice in their own contexts, and coordinating their international humanitarian activities.

The needs of communities, and the agency and human dignity of people placed in situations of risk or vulnerability, are always given the highest priority and consideration in IFRC decision-making at both Governance and management levels.

Overall, the Governance and management structure and functions of the IFRC are designed to encourage the widest possible participation and sense of ownership among National Societies.

The IFRC's governance reflects the global network to ensure our strategic direction is set by our members, for our members.

The IFRC defines Governance as the combination of processes and structures implemented by the governing bodies 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, directs the planning, organizing, coordinating, and controlling of resources, processes, and people to accomplish IFRC's goals and objectives. The Secretary General is supported by the Global Leadership Team in delivering organizational priorities.

It prioritizes the execution of strategies, establishing IFRC's influential voice in humanitarian agendas and supporting well-functioning National Societies.

It also 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 IFRC membership, with the International Committee of the Red Cross and with external partners.

The IFRC's Governance:

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** 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 four Statutory Regions. The board also includes the Chairs of the Finance Commission, Audit and Risk Commission and Youth Commission. The IFRC's statutes require an equitable gender balance as well as fair geographical distribution in Governance.

In 2023, the Governing Board was comprised of representatives from the National Societies 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 and Tobago](#).

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 that 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 **IFRC President** is elected by the IFRC's member National Societies during a General Assembly and chairs the Governing Board. The President 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.

In December 2023, at an Extraordinary General Assembly convened in Geneva, National Societies elected Kate Forbes to serve as President of the IFRC until the 2026 General Assembly.

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 their functions. Four National Societies are elected for the purpose of appointing a Vice President, one from each of the IFRC's four Statutory Regions. These Vice Presidents are joined by an ex-officio Vice President from host country Switzerland. The Vice Presidents serve in their personal capacities and participate in the sessions of the Governing Board and General Assembly.

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 Governing Board and the IFRC President are supported in their functions by several commissions and committees.

The **Finance Commission**, which is responsible for providing financial advice and oversight to the 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 IFRC's 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 on all matters concerning youth and youth-related activities throughout the IFRC, specifically the Governance bodies of the IFRC and the Secretary General. The Chair of the Youth Commission is a member of the Governing Board. 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.

The management structure: One IFRC, everywhere in the world

The IFRC's structure is designed to place expertise and resources as close to member National Societies as possible, to fully support the local action that saves and changes lives across the world every day.

The mandated functions 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 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.

There are three divisions at Headquarters. These are the National Society Development and Operations Coordination division; the 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.

The Secretary General has constituted executive 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.

Rudina Pema
Director
Governance Excellence and Board Support

Kris Wallace
Director
Office of Internal Audit and Investigations

Jagan Chapagain
Secretary General

Judit Revesz
Ombudsperson

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

Sunil Jhunjhunwala
Director
Financial and Administrative Management

Edwin Forlemu
Director
Human Resources Management

Cecile Terraz
Director
Global Humanitarian Services and Supply Chain Management

Vacant
Director
Global Service Centre, Budapest

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

IFRC STRUCTURE



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

Liana Ghukasyan
Special Advisor to the President

**NSD and Operations
 Coordination**

Africa

Americas

Asia-Pacific

Europe

MENA

**National Society
 Development Services**

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

Health and Care

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

Melker Mabeck
Director
Strategic Partnerships and Resource Mobilization

Aleksandra Saša Gorisek
Director
Communications

Juriaan Lahr
Director
Digital Transformation

Mette U. Petersen
Director
RCEU Office Brussels

Asha Mohammed
*Permanent Representative to the African Union
 & International Organizations*
AU Office, Addis Ababa

Dylan Winder
*Permanent Observer to the UN and Head,
 Global Humanitarian Diplomacy*
New York Delegation

Nena Stoiljkovic
Head (a.i.)
Gulf Cluster Office, Dubai

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.

The following section outlines the description of the global management functions of the IFRC.

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 his 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 IFRC governing bodies and coordinates with the International Committee of the Red Cross (ICRC) and the governance of the International Red Cross and Red Crescent Movement.

Strategic Planning

Strategic planning works to deliver IFRC planning at all levels. This 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.

Strategic planning allows the IFRC and National Societies to identify priority areas including their own development priorities. It also allows for

expertise and resources to be pooled for the greatest effect, preventing overlap or duplication of effort. It also places greater focus on country level planning across the IFRC network, ensuring tailored support directly in line with the needs and priorities of individual National Societies.

The IFRC's work to support, coordinate and develop National Societies requires strong systems in analysis and assessment, monitoring, reporting and evaluation. This helps the IFRC network to continually improve its work across the humanitarian continuum, while also satisfying donor and partner requirements for communication and transparency.

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

Federation-wide results-based management

The IFRC is working to increase alignment and capacity to ensure a full institutional results-based management approach. Unified planning and Federation-wide methodologies and tools, such as common results and monitoring frameworks, enable results-based country and global programmes and major grants/initiatives, while also supporting accountability. National Societies are given support in their own efforts to drive a results-based management approach.

Federation-wide data systems

National Societies have a statutory duty to report their results against common key indicators to measure collective results and achievements, and to build a culture of accountability and transparency.

Ensuring a shift from a top-down to a bottom-up data collection approach serves unified planning monitoring and reporting, major initiatives/operations and better demonstrates the global footprint of the network (as demonstrated in the IFRC's *Everyone Counts* reports).

Federation-wide standard plans and reports

Strategy 2030 and the IFRC Plan and Budget provide clear frameworks to better reflect the breadth of work across the network. The IFRC is working to achieve more standardization of its

external-facing country plans and reports. This will support resource mobilization, and result in less earmarking and decreased pledge-based reporting through sharing solid country-based unified plans and reports.

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 the ground level, but also the communities they work within.

The extensive planning and regulations created by the Global 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.

The Office of Internal Audit and Investigations

The Office of 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 and Core Humanitarian Standards for its investigations into fraud and sexual exploitation, 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.

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.

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 years.

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 each region 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 Region’s Vice President and the IFRC Secretary General in their roles in chairing the preparatory and steering committees, as are advice and protocol guidance. Additionally, the department advises on the design of the conference,

provides evaluation and reporting, and ensures that the substance and outcomes are aligned with the IFRC General Assembly and Governing Board decisions and with the resolutions of the Statutory Meetings.

The Legal Department and Data Protection Office

The IFRC is operational worldwide and is accountable to donors and partners, as well as to national authorities and community partners, for all activities carried out within those countries. As such, the organization needs a robust global Legal and Data Protection function, and a strong legal framework.

The Legal Department and Data Protection Office plays a key role in supporting the implementation of strategic organizational objectives and therefore the achievement of *Strategy 2030*.

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

In a nutshell, the Legal Department and Data Protection Office provides essential advice as both legal and business adviser to the IFRC globally, including its Secretary General and senior management, the Office of Internal Audit and Investigation, its operations, as well as to its Governance bodies and its membership.

A dedicated global team is therefore responsible for legal risk management for the IFRC, providing strategic 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. Strategic and authoritative legal advice is given 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.

New partnerships and innovative financing

The Legal Department and Data Protection Office provides key advice on the legal structuring and

compliance with the internal and external legal frameworks on several strategic and innovative partnerships, including with new donors and partners from the humanitarian and development sector as well as the corporate sector, and on innovative projects such as the DREF Insurance mechanism and Islamic financing.

Counterterrorism and sanctions

The IFRC continually works to strengthen its policy, risk management, due diligence and advocacy on how to operate legally and ethically in countries under sanctions. 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 the IFRC's ability to operate is enhanced by the clear meeting of contractual obligations and due diligence processes.

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.

Data protection

The IFRC, on its own and through National Society partners, collects and processes vast amount of personal data of at-risk 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 the handling of personal data 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 to 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 is managed across the global IFRC via a network of data protection focal points.

Accountability, transparency and compliance: administrative law and safeguarding

The Legal Department and Data Protection Office works closely with the Human Resources Management Department, the Office of Internal Audit and Investigations and Safeguarding colleagues to provide strategic and authoritative legal advice on complex and sensitive cases with the view to enhancing the accountability, transparency and compliance of the organization.

In addition, the Legal Department ensures the management of all cases in coordination with the network of law firms around the world where the IFRC has offices.

Finally, the IFRC represents the IFRC to defend the interests of the organization before quasi-judicial bodies such as the Internal Appeals Commission and the Administrative Tribunal of the International Labour Organization.

Corporate governance

The Legal Department provides strategic and authoritative legal advice on complex and sensitive governance matters, including integrity matters.

It also leads the review of the statutory texts with the aim to modernize and enhance the governance of the IFRC. It also supports the Election Committee with all appointments and elections of

the Governance bodies, including vacancies that occurred on the commission and committees and in the Presidency in 2023.

Special Representative of the Secretary General

The Special Representative of the Secretary General is a champion of long-term transformational change across the IFRC.

The Special Representative works as Programme Sponsor for the Enterprise Resource Planning (ERP) project. The function supports behavioural change initiatives such as encouraging the inclusion of volunteers and the development of circles of collaboration with National Societies that support wellbeing, dignity, and human talent management processes.

Special attention is also given to risk management and the exploration of opportunities, with responsibility for a risk management package and working to enhance quality assurance and internal control support across the global IFRC.

Lastly, in terms of representation, the Special Representative supports special missions on behalf of or guided by the Secretary General, supporting the strengthening of National Societies, conducting negotiations with partners, and building trust in complex situations, among other purposes.

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 at-risk people, and with full respect for humanitarian principles".

The Director of the New York delegation is also Director of IFRC's global work in Humanitarian Diplomacy, ensuring a consistent approach to this Enabling Function (see the Humanitarian Diplomacy section for more details).

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 raise awareness of the IFRC network's capacities and achievements.

This includes work to secure the participation of National Society and IFRC leadership in UN high-level meetings and side events to increase visibility and profile the network's impact.

The IFRC delegation also provides analysis 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 works to influence policy development through UN outcomes on IFRC priorities, including disaster and crises, migration, health, climate, and food security.

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.

Such needs are met through an independent and impartial Ombudsperson, who works alongside 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.

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 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 its 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 the IFRC’s actions and footprint match the organization’s commitments and mandate.

The IFRC is committed to taking all reasonable steps to prevent harm from occurring; listening to affected individuals 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 an involvement in its design and are accountable for its effectiveness.

The IFRC’s Head of Safeguarding works to strengthen coordination and the application of safeguarding policies, systems and commitments. Survivor-centred services are provided as required.

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, human resources and resourcing, the development of frameworks and reporting mechanisms, and other cross-network methods to ensure the safety of all people who use IFRC services and work to help deliver them.

Inclusion journey

The IFRC strives to encourage a diverse, respectful, and healthy culture within the organization, one where all staff feel safe, heard and valued, and have the opportunity to contribute their skills, experience and ideas.

The Inclusion Journey, which began in 2022 and continued throughout 2023, involved colleagues from all IFRC offices, at all levels. It provides a supportive space for people 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.

National Society Development and Operations Coordination Division

This division works along the continuum from risk reduction and crisis prevention to response and recovery to build safe, healthy and resilient communities through strong, sustainable and relevant National Societies. It is comprised of departments and functions dedicated to Operational Membership and Movement Coordination, quality delivery in operations and programmes, DREF, and information management; National Society Development Services, Disaster and Climate Crises, and Health and Care.

The division 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 certify 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. Respect for gender and diversity are guiding principles in this.

National Society development and operational coordination takes place at global, regional, sub-regional and country level. It brings together major actors to determine a common purpose, agree approaches and to guide overall directions. It enables the avoidance of incoherence and inconsistency in strategic delivery and contradictory efforts that can undermine the effectiveness of our work. It requires the creation of forums for consultation, to establish priorities and to ensure focus and commonality of approaches.

It also 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.

A dedicated team within the division focuses on providing quality assurance for IFRC programmes and operations, including the tracking of IFRC commitments. Work is also done to develop more effective mechanisms to apply knowledge of good practices and lessons learned, with the goal of achieving transformational change. Information management – both in raising the speed and efficiency of how operational data is gathered and disseminated, and in building a culture of information-sharing – is also prioritized within the division.

Coordination involves co-creation in assessing the humanitarian context, humanitarian situations and needs; agreeing common priorities; co-developing common strategies to address issues such as obtaining greater humanitarian access, acceptance and space, mobilizing funding and other resources; clarifying consistent public messaging; and monitoring progress. This also means ensuring that strategies and programmes in support of people in need also incorporate clarity of humanitarian action, development assistance, and the auxiliary role efforts to reinforce the role of National Societies in their respective countries.

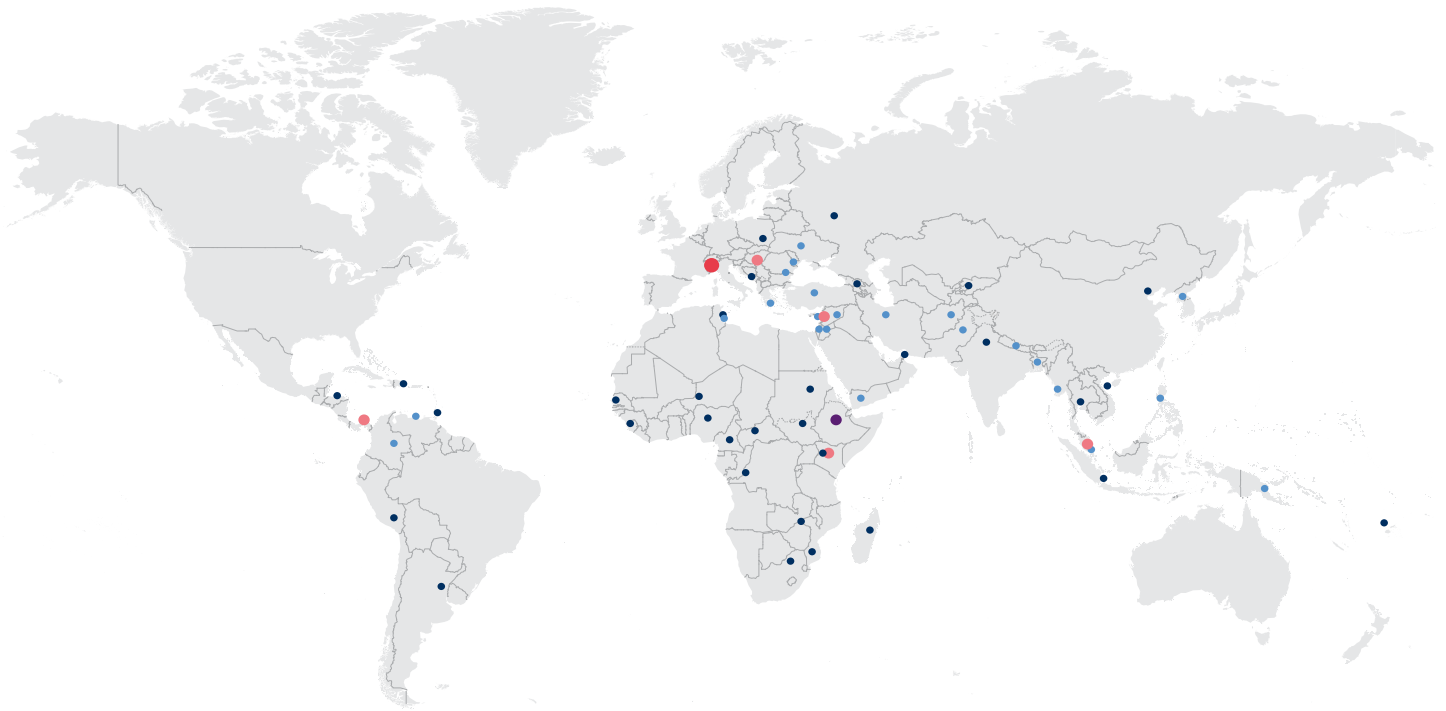
The division oversees the IFRC's field presence – our Regional Offices and the Delegations as well as the global teams that lead on coordination, localization and operational and programmatic areas.

Regional Offices

The IFRC has five Regional Offices, each with 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

IFRC Delegation Map



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

Regional Offices

Nairobi, Kenya
 Panama City, Panama
 Kuala Lumpur, Malaysia
 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 and Herzegovina
 Warsaw, Poland
 Tbilisi, Georgia
 Dubai, UAE
 Tunis, Tunisia

Country Delegations

Caracas, Venezuela
 Bogotá, 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
 Kyiv, Ukraine
 Bucharest, Romania
 Athens, Greece
 Beirut, Lebanon
 Damascus, Syria
 Tehran, Iran
 Sanaa, Yemen
 Amman, Jordan
 Ramallah, Palestine
 Tunis, Tunisia

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.

IFRC Regional Offices and delegations provide direct support to National Societies to promote localization.

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

Delegations

The delegations allow the IFRC to provide 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 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 the 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 front-line emergency response to disasters and crises.

All country-level support is designed to boost localization by strengthening National Society capacities not only in emergency response and long-term resilience programming, but also in compliance and accountability.

In addition, some 30 expert IFRC network reference centres, hosted by member National Societies around the world, contribute expertise and support in their specialized areas of humanitarian work.

Operational Membership coordination and Movement cooperation

The National Society Development and Operational Coordination division takes on the pivotal role of providing comprehensive strategic and operational guidance for the coordination of Membership and Movement. This ensures a unified, coherent, and complementary approach within the IFRC, positioning the entire network, including the Red Pillar, as a preferred and impactful partner. Our strength as a network is not only derived from the individual capacities of our members but also from the collective results that surpass the sum of its parts, defining the essence of synergy within the IFRC network.

At the core of this vital function lies the IFRC's Operational Membership and Movement Coordination, driving the day-to-day and strategic potential of the global network, as well as cooperation within the Movement. While working closely with all levels of organization and with substance holders within the division, the team focuses on enhancing global coherence in Membership

coordination and Movement cooperation mechanisms to improve efficiency and effectiveness in local and international humanitarian action, and to encourage greater trust and accountability.

Tasks in 2023 included the development and piloting of “the New Way of Working”, fostering institutional coherence, integrating the expert Red Cross and Red Crescent Reference Centres, setting global standards for the IFRC provision of Integration services, alongside furthering the development and mainstreaming of Movement cooperation and especially the SMCC initiative.

IFRC’s coordination involves collaborative efforts with member National Societies, encompassing assessments of the humanitarian context, agreeing on common priorities, co-developing strategies, mobilizing resources, ensuring consistent public messaging, and monitoring progress. The IFRC serves National Societies by acting as a permanent body for liaison, coordination, and study among them, providing support, and coordinating their participation in activities that safeguard public health and promote social welfare and a culture of non-violence and peace.

The goal is a mindset shift driving cultural change in how the IFRC operates as a distributed network. Achieving this shift involves leaders setting an example through collaborative behaviour, fostering continuous learning, shared accountability, and maintaining a balanced power dynamic.

Operational Membership Coordination reviews global processes for coordination, ensuring they are streamlined and made more inclusive to improve the functioning of the network as a system of independent interrelated parts. The goal is for the global IFRC to be viewed as one entity: truly networked and acting as one, applying principles of humanitarian action, with one standard of accountability and a single action plan.

Work is also done to ensure the global network is future-fit, with the value of its local and global work fully recognized. Member National Societies are supported by the IFRC to be seen as trusted partners of choice who deliver on their humanitarian mandates with efficiency and effectiveness.

National Society development services

National Society development services is a dedicated function to build the capacities and skills of IFRC’s 191 member National Societies. It does so by providing aligned, evidence-based, and forward-looking services and programmes to support National Societies who wish to build their capacities and strengthen their institutional functions, as well as assisting National Societies in fulfilling their statutory obligations.

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.

At its heart, National Society development is a driver of localization.

Strong National Societies, with well-managed capacities and robust systems of accountability, can provide all the services needed at the community level in their contexts, while also being a trusted implementing partner for national, regional and international actors.

National Society development is a multi-faceted process that involves more than just capacity strengthening. 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, ten 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; Disaster Law, and Innovation.

Strong support is given to peer-to-peer approaches such as Communities of Practice, and all activities are driven by the individual needs and ambitions of National Societies in line with the New Way of Working.

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 have National Society development, reach, and excellence at their heart: the first is "Supporting and developing National Societies as sustainable, 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 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.

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 authorities 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.

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 prevention of sexual- and gender-based violence; 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 advocacy and partnerships.

The unit works as a global team, with regional and country-level 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.

Volunteer Youth and Education Development

Work in this area places renewed emphasis on mobilizing, motivating, managing, developing and retaining volunteers with a focus on engaging young people through educational outreach initiatives.

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 formal and non-formal educational programmes 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, particularly through education.

This initiative builds upon the IFRC's ongoing efforts in developing its education strategy and activities, its innovative work on youth-led and co-created solutions (exemplified by programmes like Limitless, the Youth as Agents of Behavioural Change Football project and the Global Youth Mobilization initiative), 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 humanitarian values and non-formal life skills education.

The work has a three-fold focus. Firstly, 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 Global Education Network and supporting innovative youth engagement initiatives. 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.

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 through the Unlock the Future Coalition, the International Association of Volunteer Efforts, and participation in the Global Education Cluster and the Geneva Global Hub for Education in Emergencies.

Coordination and Knowledge Development

Work in this area includes the careful management of three National Society development funds, all designed to fuel the transformations of National Societies; ensuring that knowledge drives the development of National Societies and improves organizational performance, and the provision of essential coordination.

The Capacity Building Fund is a cornerstone initiative of IFRC. The other two funds are Movement mechanisms jointly managed by the IFRC and ICRC, namely the National Society Investment Alliance and the Empress Shôken Fund. All three are demand-driven funds which provide resources in the form of grants to National Societies, fostering sustainable and accountable entities that can effectively respond to local needs. The funds work in complementarity, each offering a dedicated value proposition.

The Capacity Building Fund is open to all National Societies at any time and provides a consecutive injection of funds promoting organizational transformation in a phasal approach.

The National Society Investment Alliance is open only to National Societies operating in fragile settings and provides larger and longer-term investments for sustainable development.

The Empress Shôken Fund supports innovation, experimentation and learning in National Societies.

The network also benefits from a Knowledge Hub. This hub guides strategic work in the institutional learning and knowledge management that underpin transformational processes for National Societies, anchored in *Strategy 2030* and the Agenda for Renewal. The overall objective is to ensure that IFRC staff and volunteers can design solutions, make decisions and deliver results based on the best available knowledge of the IFRC network. This work is advanced on three pillars:

- **Knowledge discovery:** Digital tools and services that make it easy to find relevant knowledge resources that are produced by experts within the IFRC, Reference Centres, National Societies and partners
- **Knowledge sharing and co-generation:** An online environment where IFRC staff and volunteers can build a sense of community around areas of common practice and support each other to learn, create and deliver impact
- **Knowledge application and learning:** Close collaboration with National Societies to provide knowledge resources tailored to their specific needs and capture learning that guides continuous improvement in knowledge resources and services.

IFRC Solferino Academy

The IFRC Solferino Academy is a Think and Do Tank specializing in innovation, leadership and strategic foresight.

Its primary focus is on supporting the evolution of National Societies and the IFRC so they are ready to face emerging contemporary contexts, and are fit for the challenges and opportunities of the future.

This work involves support to, and promotion of, systems, cultures and leadership that help the IFRC to be more anticipatory, agile and innovative, and encourage a more effective, just and sustainable IFRC network.

Disasters, Climate and Crises

Today's disasters and crises are increasingly complex, placing the international humanitarian system under unprecedented stress to meet the rising needs of communities affected by the climate crisis, population displacement, the lingering health and socio-economic impacts of COVID-19, geopolitical instability, and other hazards.

These needs far outstrip the resources available to meet them. A community-level approach to anticipation, risk reduction, mitigation, response, early recovery, and greater resilience is needed. The IFRC's Disasters, Climate and Crises department therefore takes an interlinked, whole-continuum approach to supporting the work of National Societies around the world.

In 2023, the department restructured into four units: Climate, Environment and Resilience; Operations Coordination; Migration and Displacement, and Socio-Economic Empowerment. The goal is to create an agile delivery ecosystem capable of rapidly and sustainably scaling up innovative and novel solutions that benefit everyone, everywhere.

Climate, environment and resilience

The objectives of the Climate, Environment and Resilience unit are to amplify climate and environmental action, with a focus on generating systemic and transformational change.

To do so, the team puts strong focus on large scale programming that enables National Societies to adapt to the rising and evolving risks, and better support at-risk communities to build knowledge and sustainable resilience.

For example, community-level climate resilience programming in 33 countries worldwide is supported by the **Global Climate Resilience Programme and Platform**.

National Societies are supported in establishing and mainstreaming their own climate vision through a **Climate Action Journey** that enhances their capacities, opens up new partnership opportunities, and facilitates access to funding from local to national levels.

The IFRC has also created a **Climate Champions** initiative to engage the leadership of 20 National Societies, elevating their profiles and positioning them as the preferred partners for climate action.

Country-level work in the Early Warnings for All initiative is now active in 17 countries, while the team also fosters climate-smart and environmentally sustainable operations through an environment strategy and mapping.

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.

This work ensures operations and programme 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. This includes provision of quality assurance of operations, provision of technical expertise, oversight and support to National Society capacity development, and global level networking in close coordination with other functions across the IFRC and with external partners.

In addition, the teams track and support National Society preparedness and response capacities, and provide guidance on the Preparedness for Effective Response (PER) approach.

IFRC specialists contribute to the ongoing professionalization of the shelter and urban resilience sector, and knowledge management and capacity enhancements 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.

Socio-economic empowerment

Vital cross-cutting work is carried out by National Societies every day, in communities large and small, to build resilience. Socio-economic empowerment is a vital part of ensuring sustainable resilience, and this area is tackled by IFRC teams with expertise in Food Security and Livelihoods,

Community Engagement and Accountability, and Cash and Voucher Assistance teams.

The overarching objective is to develop a nexus between humanitarian assistance and development response. The goal is that “Communities have agency to strengthen and sustain their social and economic resilience to climate, migration and other humanitarian crises, improve their well-being and take up opportunities to thrive”.

The IFRC network prioritizes communities at the centre of its activities, ensuring effective, inclusive, and sustainable local humanitarian action.

Communities are always at the heart of IFRC network activities, to ensure that all local humanitarian action is effective, inclusive, and sustainable. This is achieved through the adoption of a systematic, consistent, and high-quality approach to how the IFRC network engages with and is accountable to communities.

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

Continuous work is done to develop standards and technical guidance, and directly support practitioners within the IFRC, and National Societies across all regions and all thematic areas.

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.

The IFRC has pioneered cash as aid for many years. Work in this area includes extensive capacity enhancement through cash training, ensuring effective and timely implementation of cash in emergencies. Ten National Societies started to work in cash preparedness in 2023, joining the 73 already active in the area.

Migration and displacement

The migration and displacement unit provides the IFRC with 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 Red Cross and Red Crescent 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 the international network works 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.

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, to meet the unmet needs of all people at risk, particularly communities that are marginalized or hard to reach.

A new Health and Care Framework launched by the IFRC in March 2023 ensures that all support provided is firmly rooted in the needs, ambitions and priorities of National Societies.

It has four Pillars, which are: 1. Global Health Security; 2. Global Health Protection and Universal Health Coverage; 3. Global Water, Sanitation and Hygiene (WASH) Services, and 4. Transformative Partnership.

These Pillars are supported by three Enablers. These are: 1. Strengthening National Society Leadership on Health and WASH; 2. Strengthening IFRC Health Infrastructure at Country, Cluster, Regional and HQ Levels, and 3. Digital Solutions and Data.

Within this framework, 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.

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 are also carried out.

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.

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.

Activities in global health security include Epidemic and Pandemic Preparedness and Readiness – supporting National Societies in engaging with and training communities to prevent, detect and respond to disease outbreaks, saving lives and promoting healthier communities.

In Emergency Medicine Response and Pre-hospital Care, National Societies are supported to provide timely, high quality clinical, public health, WASH, and Mental Health and Psychosocial Support response in emergencies, and review existing emergency response mechanisms and how these can be optimized.

The community health workforce is supported and expanded through the National Society and IFRC network to build and strengthen the capacity, training and supervision of community health workers, as well as health systems globally.

Community-based Surveillance and Screening strengthens public health through the IFRC network's support for the expansion of community-based surveillance, analysis of integrated outbreak data, greater use of risk and hazard mapping, and the expansion of early detection systems.

In health policy, the IFRC supports National Societies in their engagement with relevant health and public health advocacy platforms with a focus on the annual World Health Assembly, UN General Assembly and World Health Summit.

Global Health Protection and Universal Health Coverage

Under this pillar, National Societies receive IFRC support to achieve universal health coverage through integrated and community-centred health programming, including health protection programmes.

National Societies are also encouraged to gain expertise, knowledge and practices to take a leading role in first aid through building capacities at both branch and national level.

In nutrition, the IFRC works to help National Societies to increase public awareness and build

their capacities to carry out nutrition-related work, and promote good nutrition practices.

With more than six million “zero dose” children at risk of vaccine-preventable disease worldwide, the IFRC and National Societies work to bring routine immunization to children everywhere, and to reinforce efforts to eradicate polio.

National Society health programming in mental health and psychosocial support; the prevention and treatment of malaria, tuberculosis, HIV, non-communicable diseases; healthy ageing; maternal childcare; blood centres, harm reduction and other vital community-based work is also supported by the IFRC with guidance, training and toolkits.

Support to National Societies in risk communication and community engagement assists local communities with ongoing and urgent health issues.

In Risk Communication and Community Engagement, National Societies are supported to develop, implement and monitor effective communication programmes with the public, through engaging communities and local leaders to support communities to prepare for a response to ongoing and urgent health issues.

In Climate Health Adaptation and Migration Health, National Societies are supported to establish community-based surveillance and early warning/early detection related to climate. The IFRC also supports National Societies in the provision of inclusive health services that respond to the health and access needs of migrants.

Water, sanitation and hygiene (WASH)

The IFRC encourages safer and more dignified communities across the world by working with National Societies to scale up water, sanitation and hygiene (WASH) activities, particularly in fragile contexts. This work also contributes to the reduction of the risks of pandemics and epidemics.

The IFRC’s work in WASH concentrates on four focus areas: the flagship Cholera Country Support Platform; One WASH (preparedness, emergency response, development, coordination); Climate Action and Adaptation (climate-resilient and environmentally sustainable WASH); Hygiene Promotion (supporting communities to modify their behaviour), and Urban WASH, the provision of WASH services in urban areas.

National Societies are supported in delivering WASH services through targeted support and collaboration with various partners – 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.

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, 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.

Public sector partnerships

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 concerned governments. Leadership is provided on fundraising for IFRC flagships such as the DREF and the Global Climate and Resilience Platform.

Another successful DREF pledging conference was held in 2023. The conference continued to attract donor interest and investment into the fund and to innovate the DREF Insurance mechanism.

Multilateral and IFI partnerships

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.

Private sector and innovative finance

In this area, the IFRC focuses on fundraising for the 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 the IFRC. In these cases, the 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 such thematic areas 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.

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.

The shared objectives include:

- Supporting the achievement of operational objectives around the five Strategic Priorities and the Enabling Functions.
- Increasing awareness and understanding of the IFRC globally and locally.
- Inspiring greater ambition and action.
- Mobilizing action with partners and supporters.
- Building lasting support and trust.

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 leading 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 to give 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 media team 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.

Web

With increasing numbers of people living their lives online, the redesigned, agile and future-fit [IFRC website](#) is an invaluable resource for volunteers, staff, the public, media and donors from around the world.

The site is available in the official languages of Arabic, English, French and Spanish, and contains information about National Societies, current operations, major Red Cross and Red Crescent campaigns and initiatives, and opportunities to get involved with the IFRC network. Human interest stories, showing the power of humanity and the dignity of communities supported by National Societies, are featured daily on the homepage.

The site is also a strong accountability platform. All information on ongoing IFRC Emergency Appeals is available at a glance, alongside all IFRC reports and publications. Visitors from the media are supported with an extensive photo library and access to the Newsroom service, which also provides audio-visual content from the field showcasing community resilience and current response operations.

In 2023, the IFRC web team fully implemented all recommendations to improve the digital accessibility of the website for people with disabilities, reaffirming the organization's commitment to serving all communities equally.

Marketing

IFRC Communications develops and implements a digital and social media strategy with the goal of using various digital media channels, such as social media, and other digital tools, to increase the visibility and impact of the humanitarian work carried out by National Societies and the IFRC. The work also allows the IFRC to engage with supporters and affected communities through campaigns, to build a stronger online community.

IFRC work in this area draws on the talent and experiences of individuals and teams at headquarters and regional offices, National Societies, involving leadership, staff, and volunteers, partners and donors, champions, supporters, and influencers.

Through this collaboration, the IFRC creates standards, and 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.

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 within 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. Surge communications training is also offered to National Societies to strengthen communications capacities across the network.

Digital Transformation 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 in 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. Digitally Transforming the IFRC and its 191 members is a complex process which requires collaborative action and support across the membership.

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, attracting partners and supporters on the shared 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.

Humanitarian diplomacy and Representation Offices

Humanitarian diplomacy is undertaken at all levels, where IFRC engages with its partners, forums and processes to influence policies and practices. Engagement may be around thematic issues, or specific contexts and needs.

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 to improve the humanitarian situation of the most vulnerable communities.
2. To mobilize EU resources for member National Societies' domestic and international work to maximize their reach and scope through a coordinated approach.
3. To serve member National Societies on EU-related issues by monitoring the legal framework, exchanging information and knowledge, and providing tailored capacity building and technical support.
4. 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 European National Society representatives) adopts common positions on EU policies and provides guidance and support to the RCEU Director.

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 the IFRC and National Societies.
2. To foster strategic partnerships for the 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 **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. These include work to manage 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 provide strategic, operational, and programmatic support to the organization, providing leadership on global 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 on 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 under the requirements of International Financial Reporting Standards. The team provides financial advice to the Global Leadership Team, the Senior Management Team, the member National Societies and the regional offices.

The IFRC's consolidated financial statements are prepared for the audit. The IFRC maintains its internal control framework. In addition, the IFRC maintains accounting systems and reporting tools to provide high-quality financial information and analysis that support 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.

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 support 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 the 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 as per 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.

Treasury and payment services

Treasury and payment services provide direction in the provision of treasury management and payment services. The 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 treasury team advises on banking, compliance, and risk-management matters, as they pertain to the treasury. The advisory role extends to National Societies on matters relating to the treasury, to strengthen 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.

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, for the benefit of National Societies, which receive faster and more cost-effective services.

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 offered by this unit are always in high demand within the multilingual IFRC network.

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 ensure 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.

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.

National Societies are supported 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 personnel 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 interests 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 to protect the organization. It also leads the insurance support response to arising operational needs and emergencies.

Human Resources Management

Strategic and operational advice and support are provided on human resources management issues through dedicated staff at Headquarters and the five Regional Offices.

Overall guidance and management and strategic advice are provided to the 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.

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.

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 ensure 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.

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.

Human Resources solutions, services and systems

Transactional and 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.

Occupational health, safety and wellbeing

Staff health and welfare are paramount. IFRC 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.

Continuous work is carried out to ensure the availability of counsellors in Headquarters and Regional Offices who can provide psychosocial support to staff in challenging environments or emergency situations.

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.

The IFRC takes special care to optimize and fully expend the network's existing capacities, as well as strengthen those capacities where needed.

The capacities of National Societies are a vital element of the IFRC supply chain process, with local knowledge informing and improving procurement processes helping to keep costs down.

All procurement activities are conducted in compliance with IFRC policies and procedures ensuring the best value for money for procured goods and services, at the lowest total cost of ownership, while collaborating closely with all other functions within the organization and with the suppliers.

More than 3,000 standardized items are offered in an online catalogue available to the membership, while non-standard items can also be procured and delivered to meet local operational contexts and needs.

Efficiency is ensured through the establishment of framework agreements at country, regional and global levels, which facilitate the fast procurement of quality assured items at the right price.

The IFRC provides fleet services with a diversified type of contracts to better meet the demand and needs of the National Societies, and delivers a range of stock management services from its offices worldwide, including the mobilization and continued maintenance of regional pre-positioned stocks to support operations.

Great importance is placed on environmental considerations across the services and supply chain portfolio, in line with commitments made in the Climate and Environment Charter. The IFRC is a member of the Sustainable Supply Chain Alliance and the WREC project for environmental sustainability in humanitarian logistics.

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.

This provides support to the network in many ways, including but not limited to IT, procurement and supply chain, human resources; surge training, the 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 improve 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 an 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.



IFRC workforce

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

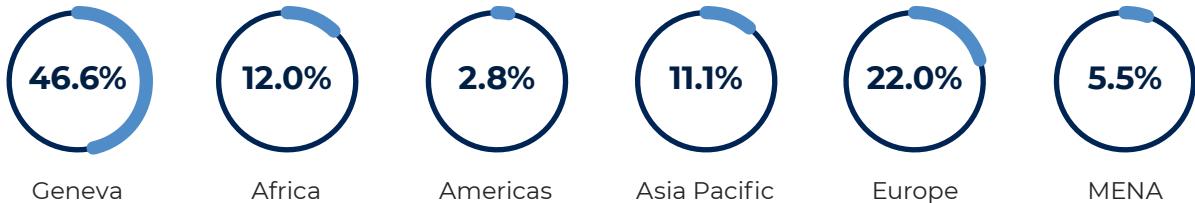
in regional and delegations globally. Staff includes international, national, staff on loan, integration agreement interns, contractors, etc.



Staff breakdown



765 Internationals



The IFRC network in fragile contexts

Many of the IFRC's member National Societies, are operating in contexts where conditions of vulnerability are significantly high. The reasons for vulnerability are as diverse as the National Societies themselves, and the communities they support.

Some countries are affected by conflict, violence, disasters, or prolonged crises complicated by new emergencies that result in an increased number of deaths, ill health, and livelihood disruptions.

In such contexts, States can have limited means to bring peace and stability, and have lower capacities to prevent, prepare, mitigate, respond to and recover from shocks. When communities cannot rely on authorities to ensure stability and provide robust legal and social protection mechanisms, many people – particularly the poorest and the marginalized – can be forced into negative coping mechanisms. Some will be at high risk of exploitation and abuse. Many others will seek safety elsewhere, joining the millions of people on the move in 2023.

In 2023, 82 countries were classed as being in severe humanitarian crisis. In each one, National Societies continued to deliver life-saving humanitarian services. They did so while facing the magnitude of needs, financial constraints and pressures from communities, local authorities, the national government and others – be these donors, influencers, or the humanitarian ecosystem.

The IFRC provides close support to National Societies operating in fragile contexts. This includes work to enhance capacities across each organization from its headquarters to its branches, chapters, sub-branches, or local committees, where volunteers have deep roots in communities.

It is precisely in these fragile and complex settings that a National Society's capacity to respond to the multi-faceted nature of crises can make the difference between life and death. The IFRC's support to National Societies in such contexts therefore focuses on a number of priorities:

Ensuring a principled approach for humanitarian action. It is essential that all partners in a country trust the capacity of National Society leaders, decision-makers, staff and volunteers to remain impartial and neutral in line with the Fundamental Principles, and trust that they will make their decisions independently from State authorities and with purely humanitarian objectives.

Increasing the skills, knowledge and expertise of staff and volunteers, including the inclusion of more volunteers from the affected communities as this is crucial for humanitarian access and for advocacy.

Reinforcing capacities to perform comprehensive needs assessments. National Societies working to meet long-term needs arising from protracted crises must retain the capacities and the agility to assess and meet new needs following a new emergency, while ensuring safeguarding and other ways to "do no harm".

Maintaining community presence. National Societies should ensure their continuous presence in at-risk communities, not only after a crisis but also during peace times to ensure stability and readiness to scale up when necessary.

Flexibility of financial resources is important for National Societies to ensure realistic plans that can address the needs of communities during crises, taking into account the particular challenges in



Syria 2023 Mental health and psychosocial support continues to be one of the key components of the earthquake response in Syria. Support includes teaching children tools for dealing with their emotions. © Syrian Arab Red Crescent

these contexts from logistic constraints to accessing affected communities.

Protection of volunteers and staff. Communities and authorities must be able to trust the National Society's capacity to provide relevant services including clear steps for safeguarding measures. This includes supporting National Societies to include duty of care as part of their operational work.

Long-term vision. This includes engagement with humanitarian and development partners and the National Society's capacity to influence the integration of long-term strategic vision into its planning processes, for growth and scalability over time while ensuring realistic and accountable delivery of services.

The IFRC's Capacity Building Fund is one channel available to support some of the above actions, even in the context of fragility (see the Funds section for more information).

For example, in 2023, the [Syrian Arab Red Crescent Society](#) completed a digital transformation project supported by the Capacity Building Fund. The National Society identified serious

gaps in IT security, and branches that were challenged by a lack of connectivity and resources. The National Society developed a Road Map for a sustainable transformation addressing these gaps and included training to volunteers and staff in data literacy.

From the operational perspective, National Societies facing a new crisis in a complex environment can request support from the IFRC-DREF (Disaster Response Emergency Fund).

For example, the [Yemen Red Crescent's](#) response to an October 2023 tropical storm was supported by 281,000 Swiss francs from the IFRC-DREF to support internally displaced people, host communities, returnees, marginalized groups, and people on the move.

The IFRC is committed to supporting National Societies operating in complex environments. The network's role is to help each one to develop according to their own priorities and ambitions. The National Society always has the leading role as a local actor listening respectfully to the needs of communities and delivering principled humanitarian assistance – no matter how challenging the context.

How the IFRC is funded

The IFRC's support to vulnerable communities through its members is dependent on financial support from the partners to the IFRC. 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 2023, a total of 32.8 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 2023, 945.5 million Swiss francs was received; of this, 26.7 million Swiss francs was unrestricted, which allows the IFRC the greatest flexibility to pursue its objectives.

Supplementary Service fees: The IFRC provides services to National Societies and other partners, such as procurement and logistics support, the provision of a 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.

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.
2. The rates of cost recovery for the provision of the 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.

There are a number of opportunities for dialogue with the IFRC's partners including engagement by the IFRC's leadership team as well as work done with National Societies to promote the action of the network. 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 ten million Swiss francs multilaterally to the IFRC annually for at least two consecutive years. There are currently 15 members and four observers. The was chaired by the EU/European Commission (DG ECHO) until June 2023 and then the Netherlands Government and Netherlands Red Cross.

The purpose 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 2023 (CHF millions)	
Donor country	Total value of voluntary funding 2023
European Commission*	303.1
United States of America	124.6
United Kingdom	57.7
Canada	51.8
Netherlands	50.6
Japan	38.9
Switzerland	38.1
Germany	36.3
Norway	25.7
Italy	20.9
Finland	20.2
Sweden	18.1
Australia	16.8
Total funding from DAG members	802.8
DAG observers	
Ireland	20.8
France	19.1
Total observers	39.9
Total funding from DAG members with observers	842.7

*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 2023 and prior years, especially for IFRC emergency appeals, such as the Ukraine and impacted countries crisis, Türkiye Earthquake, Syria Earthquake and some others, 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 135 million Swiss francs at the end of 2023 for the Ukraine crisis will be dedicated to continuing support in 2024/2025, in line with the appeal time-frame.

IFRC Funding and expenditure

IFRC Funding 2023 overview (CHF millions)		
Area of work	Funding requirement	Funding
Emergencies	1,162.0	683.6
Thematic programmes	585.0	358.2
Funds	102.0	108.9
Regular resources	130.0	126.2
European Social Safety Net	226.0	201.9
Total	2,205.0	1,478.8

Breakdown of IFRC special purpose funds (CHF millions)				
Fund	Funding requirement	Voluntary contributions	Other income	Total funding
DREF	75.0	70.3	15.8	86.1
CBFA	15.0	0.2	12.3	12.5
NSIA	12.0	4.2	6.0	10.3
Total	102.0	74.7	34.1	108.9

2023 Work by region (CHF millions)		
Region	Operating budget	Expenditure
Africa	168.2	134.8
Americas	52.6	45.7
Asia Pacific	115.2	104.4
Europe	361.8	338.3
MENA	61.2	56.8
Global	137.0	124.9
Total	896.1	804.9

2023 Work by thematic area (CHF millions)		
Thematic area	Operating budget	Expenditure
Climate and environment	14.4	10.7
Disasters and crises	397.9	369.9
Health and wellbeing	173.3	117.3
Migration and displacement	54.6	41.8
Values, power and inclusion	21.6	14.4
Strategic and operational coordination	28.4	64.6
National Society development	68.6	57.1
Humanitarian diplomacy	9.9	9.0
Accountability and agility	127.4	120.1
Total	896.1	804.9

Earmarking	%
Tightly earmarked	66
Earmarked	16
Softly earmarked	11
Unearmarked	7

IFRC Top Donors

Top Government Donors (CHF millions)		
1	United States Government	72.8
2	German Government	33.6
3	Swiss Government	19.5
4	Irish Government	15.0
5	Italian Government	14.3
6	Japanese Government	12.5
7	British Government	10.2
8	Swedish Government	9.8
9	French Government	8.9
10	Spanish Government	5.6
	Other	22.9
Total		225.1

Top National Society Donors (CHF millions)		
1	Netherlands Red Cross	50.6
2	The Canadian Red Cross Society	48.2
3	British Red Cross	39.7
4	American Red Cross	30.1
5	Japanese Red Cross Society	25.8
6	Norwegian Red Cross	25.5
7	Finnish Red Cross	20.2
8	Australian Red Cross	15.7
9	Austrian Red Cross	13.6
10	Danish Red Cross	13.1
	Other	70.3
Total		352.8

Top Multilateral Agency & NGO Donors (CHF millions)		
1	European Commission*	303.1
2	ICRC	3.9
3	Islamic Development Bank IsDB	2.3
4	United Nations	2.3
5	The OPEC Fund for International Development	2.1
6	Kuwait Society for Relief	1.4
7	GAVI Alliance	0.8
9	Corporación Andina de Fomento (CAF)	0.2
8	Norwegian Refugee Council	0.1
10	Caribbean Biodiversity Fund	0.1
	Other	0.2
Total		316.5
* 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 (CHF millions)		
1	The Bloomberg Family Foundation Inc	6.0
2	Bill & Melinda Gates Foundation	3.7
3	Danone	3.4
4	Fernwood Group Fund	2.5
5	Mastercard Foundation	2.5
6	Estates – United Kingdom	2.4
7	Fondation Botnar	2.2
8	Deloitte Global Services Limited	2.0
9	Johnson & Johnson Foundation	2.0
10	Z Zurich Foundation	1.5
	Other	22.5
Total		50.7

IFRC network

The IFRC's new unified planning approach is enabling increased coordination in planning, reporting and data collection. 2023 was first year of the unified planning process, resulting in an IFRC network country plan for more than 130 countries. It is now also the first year of reporting on the network country plans.

As part of this exercise, the IFRC has been working with National Societies to not only provide

information on activities carried out in 2023, but also on expenditure. In 2023, 16 Participating National Societies provided data on a voluntary basis, on their international support. The results are provided below.

The following table presents the 2023 expenditure of the network. This includes the IFRC, the international support of Participating National Societies and related work of Host National Societies.

2023 IFRC network expenditure (CHF millions)	
IFRC	804.9
Participating National Societies*	393.0
Host National Societies	498.0

* 16 Participating National Societies participated in a voluntary data collection. In 2023, they provided support to 105 countries.

Participating National Societies not only provide funding, but work closely with sister National Societies to enable their work. The below table details the support provided by the 16 Participating

National Societies that participated in the 2023 data collection as part of the reporting on 2023 IFRC network country plans.

Participating National Societies providing international support in 2023 (CHF millions)		
National Society	Number of countries supported	Expenditure
American Red Cross	25	18.3
Australian Red Cross	6	1.5
Austrian Red Cross	9	4.0
Belgian Red Cross	12	19.0
British Red Cross	14	18.9
Canadian Red Cross	17	10.7
Danish Red Cross	19	52.2
Finnish Red Cross	19	9.4
French Red Cross	17	81.1
Icelandic Red Cross	4	1.4
Italian Red Cross	34	5.0
Netherlands Red Cross	22	23.2
Norwegian Red Cross	23	50.2
Spanish Red Cross	29	32.9
Swedish Red Cross	14	19.4
Swiss Red Cross	34	46.6

Partnership profiles

The IFRC's partners provided invaluable support in 2023. The 'top donor' tables in the preceding pages are a valuable measure of the 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.

The IFRC continues to invest in and expand multi-year global platforms that take a locally implemented but globally coordinated approach, enabling partners to engage with the IFRC on specific thematic areas, to support in unique or multiple contexts. These platforms mostly support long-term resilience building of local communities.

The IFRC also continues to expand engagement with the private sector, and public-private sector partnerships including through innovative financing to better support National Societies.

Global Climate Resilience Platform

2023 marked the first full year of the IFRC Global Climate Resilience Platform (GCRP), which aims to mobilize 1 billion Swiss francs for locally led climate action by National Societies over a period of five years. In 2023, the IFRC network channelled more than 103 million Swiss francs in funding for climate action programming in 33 countries. Some of the largest donors to the platform included USAID and the [government of the Netherlands](#), with important contributions also coming from [Ireland](#), [Italy](#), [Spain](#) and the [United Kingdom](#), as well as the **Directorate-General for Climate Action of the European Commission**. This included humanitarian funding as well as climate-dedicated funding.

Digital Transformation Impact Platform

In 2023, **Microsoft** and the IFRC signed a new partnership agreement, which made Microsoft a founding member of the IFRC's Digital Transformation Impact Platform. This three-year partnership will boost digital maturity for 80 National Societies with Microsoft providing funding, software, innovation, expertise and AI for Good to help democratize tech access and skills in communities that need it most.

Kate Behncken, Corporate Vice President, Global Head of Microsoft Philanthropies said, "Since 1989, Microsoft has partnered with Red Cross and Red Crescent Societies to help ensure they have the infrastructure and technology to respond to disasters. Today the need is even greater, which is why Microsoft Philanthropies is a founding member of the IFRC Digital Transformation Impact Platform, strengthening the ability of IFRC to prepare and respond to disasters, to promote greater access and more efficient use of humanitarian aid, and to help communities become more resilient".

Microsoft has also engaged its partner KPMG to help support project management and roll out. The three components to the partnership are digital transformation, digital skilling of IFRC staff and volunteers, and AI use cases for disaster response.

IFRC-DREF

The third IFRC-DREF Pledging Conference was attended by more than 70 participants, from 35 governments and the private sector. More than 71 million Swiss francs were raised for the IFRC-DREF in 2023 (a 55 per cent increase compared to 2022).



The [Saudi Arabia](#), [Denmark](#), [Korea](#), [Lithuania](#), and [Estonia](#) governments made first-time contributions. [Australia](#), [Norway](#), [Belgium](#), and [USAID](#) significantly increased their contributions. As a result, Australia, Belgium, Denmark, Saudi Arabia and the United Kingdom met the criteria to join the **IFRC-DREF Council**, which now has 13 members. Australia has been supporting the IFRC-DREF since its first pledge at the Pledging Conference in November 2021.

ECHO contributed 14.7 million euros mainly through the DREF allocation and the support to the Türkiye earthquake operation.

In 2023, private sector contributions to DREF significantly increased with 2.4 million Swiss francs raised in total compared to 450,000 Swiss francs raised in 2022.

The innovative IFRC-DREF Insurance mechanism received strong support this year.

The UK's Foreign and Commonwealth Development Office, Nestlé, British Red Cross, Danish Red Cross and the IFRC invested a total of three million Swiss francs to buy insurance premiums, which enabled an insurance coverage of 15 million Swiss francs.

Although the insurance was not triggered in 2023, the insurance mechanism provided stability in the fund and has established the IFRC as an innovative leader in the humanitarian sector through its use of disaster risk finance.

InsuResilience Solution Funds also became a significant supporter of the new mechanism, contributing more than 2.2 million Swiss francs.

Strategic partnerships

Airbus Foundation

Since 2012, Airbus Foundation and the IFRC have contributed to sustainable solutions for a safe and united world. The partnership has focused on creating bespoke solutions for the humanitarian community, building upon Airbus' unique portfolio of high-tech products, services and know-how.

The Airbus Foundation has provided in-kind support for airlift, satellite imagery, communications solutions and other products and services. This includes access to leadership training that contribute to the development of the IFRC leaders of tomorrow.

Exploration into how the Foundation's services and expertise in innovative technology could be adapted to the IFRC network's needs and further expanded to the broader humanitarian community continues.

European Commission

DG ECHO

For the second year, the initial 67 million euros for the ECHO Pilot Programmatic Partnership reached 69.3 million euros. This is part of a three-year 210 million euro programme covering 24 countries. Information on the country- and community-level achievements of this innovative partnership can be found throughout the Strategic Priorities and Enabling Functions sections.

DG SANTE

Since the escalation of the international armed conflict between Russia and Ukraine, Red Cross and Red Crescent staff and volunteers have been working around the clock to support people affected, including by providing comprehensive mental health support. As the result of a crucial partnership with the European Commission's Directorate General for Health and Food Safety (DG SANTE), the IFRC is currently implementing one of its largest responses to mental health challenges in emergencies, 'Provision of quality and timely psychological first aid to people affected by the Ukraine crisis in impacted countries', across 25 states.

The generous support and the partnership with DG SANTE have enabled the IFRC and National Societies to implement a flagship Mental Health and Psychosocial Support project in 25 countries across Europe, providing establishing 61 helplines and other service platforms, enabling more than 210,000 people to reach out to the IFRC network for support, and providing training for 11,455 health and other professionals, volunteers and first aid responders.

In Europe, 10.8 million euros was secured from DG SANTE in 2023, as part of a three-year contribution of more than 31 million euros.

Isabel de la Mata, Principal Advisor for Health and Crisis management, European Commission, DG Health and Food Safety, stresses that: "This project builds on the strong collaboration and

trust established between the EU, the IFRC and National Red Cross Societies during the COVID-19 pandemic. It is a much valued partnership, which enhances the work of all sides in addressing health crises and in helping the most vulnerable people affected by them”.

DG HOME

A contribution of 5.5 million euros from DG HOME in support of the crisis affecting Ukraine and its neighbouring countries was received.

USAID’s Bureau for Global Health

The third phase of the PIO Health grant pre-positioned a budget of 150 million US dollars for five years for emergency and community health programmes. USAID’s Bureau for Humanitarian Assistance provided additional support to the IFRC’s Global Climate Resilience Platform in 2023 (13.5 million US dollars) and other climate initiatives, both around and outside of COP. USAID BHA also continued support to the IFRC’s emergency appeals and the IFRC-DREF.

Aon

Aon and the IFRC have created a strategic partnership focused on innovative financing solutions to help the IFRC address operational and funding challenges. The recent insurance product developed for the IFRC-DREF is an example. Aon created an innovative finance mechanism that leverages the power of the private sector to optimize the efficiency of grant contributions and build resilience both for the IFRC and the communities it serves. This product can generate 20 million Swiss francs of income for the IFRC-DREF annually. The insurance augments the value of grant contributions and transfers a portion of disaster risk to the private sector when DREF funding requests relating to natural hazards exceed available resources.

Donor Advisory Group

IFRC’s Donor Advisory Group (DAG) now has 15 members and four observers.

Spain and **Ireland** became a DAG observer and member respectively after tripling their contributions to the IFRC.

The **Danish Red Cross** and **Danish Government** have been invited as observers to the DAG for 2024 and new members of the DREF Council, following Denmark’s decision in 2023 to support the IFRC-DREF with 3.7 million Swiss francs.

Saudi Red Crescent and the **government of the Kingdom of Saudi Arabia** were invited as observers to the DAG for 2024 and new members of the DREF Council following Saudi Arabia’s decision to contribute ten million Swiss francs to the IFRC.

Norwegian government funding, through the **Norwegian Red Cross**, has more than doubled since 2021. Norway is a long-term contributor to the DREF and significantly increased its support to DREF in 2023, with a total of 6.7 million Swiss francs, accounting for 9 per cent of the total donor contributions to the IFRC-DREF in 2023.

Strengthening partnerships

The **Islamic Development Bank** contributed to emergencies in Pakistan and Libya, including the largest single contribution so far of 1.5 million US dollars for Libya.

Framework agreements were negotiated with **UNICEF, FAO, UNHCR, UNDRR, and WMO**. These are valuable not only to reiterate the desire for greater coordination and partnership, but also because they ensure that partnership opportunities can be seized in a more timely manner when they arise.

Regular resources

In 2023, the IFRC received 20.4 million Swiss francs in regular resources donations mainly from governments (with support from National Societies), with the top donors being: the **British** Government (10 million), **Swedish** Government (2.3 million), **Swiss** Government (3 million), **Irish** Government (1.2 million), the **Netherlands** Government (1.1 million) and the **Italian** Government (0.8 million). In addition, in-kind donations (total 3.1 million Swiss francs) were received from the **Hungarian** Government (1.1 million), **United Arab Emirates** Government (0.8 million), **Panama** Government (0.7 million) and **Swiss** Government (0.5 million).

IFRC special purpose funds

The IFRC Disaster Response Emergency Fund

The IFRC's Disaster Response Emergency Fund (IFRC-DREF) remains the simplest, fastest, most transparent, and localized way for National Societies to access reliable international emergency funding for life-saving support and emergency services before and immediately after small and medium scale disasters, when needs exceed the resources available at the country level. The IFRC-DREF's support to both anticipatory action and emergency response makes it an even more valuable resource for National Societies. See the brochure on [IFRC-DREF](#) and [IFRC-DREF Anticipatory Action](#) for more general information on the fund.

The average amount of international humanitarian funding that reaches the local level is around 1.2 per cent globally. In contrast, the IFRC-DREF channels a massive 82 per cent of its allocations directly to the National Societies.

From the inception of the fund in 1979 until the end of 2023, the IFRC-DREF provided more than 500 million Swiss francs to National Societies, who were able to reach and support more than 220 million people through a crisis, into early recovery, and towards a safer and more resilient future.

Improving access

An IFRC-DREF Evolution launched in 2022 has improved the way National Societies request and implement DREF-funded operations. Key changes included new ceilings and parameters – for instance up to 2 million Swiss francs for red-scale loans, and up to 1 million Swiss francs for orange and red-scale grants (see the Emergencies section for more details).

Furthermore, National Societies could pilot the new “DREF for assessment” that allows users to conduct detailed assessments, evaluate needs and build a better plan of action.

Under the Anticipatory Pillar, the new Simplified Early Action Protocol was further disseminated in 2023, bringing a new and lighter approach to Anticipatory Action and allowing National Societies to implement a plan with a two-year lifespan.

Allocations

Allocations by the IFRC-DREF have significantly increased, growing from 59 million Swiss francs in 154 operations in 2022, to **74.2 million Swiss francs in 160 operations, reaching more than 14.6 million people in 90 countries in 2023**. Of this amount, 9.1 million Swiss francs was allocated under the Anticipatory Pillar. This represents 12 per cent of the total allocations – well in line with ambitions to reach 25 per cent of the allocations being made from the Anticipatory Pillar by 2025.

The importance of supporting small-scale emergencies is a vital part of the IFRC-DREF's mission. With a ceiling of up to 500,000 Swiss francs for emergencies categorized as yellow, these responses accounted for 47.9 per cent of the total allocations in 2023.

The unprecedented increase in both allocations and people reached was made possible by increased levels of funding in 2023, with 71.2 million Swiss francs in income combining both pillars. This represents an increase of more than 40 per cent from 2022. See the partnership profiles section for more information on IFRC-DREF donors.

IFRC-DREF responses by emergency type	
Type of emergency	Number of DREF operations in 2023
Flood	115
Epidemic	18
Other	17
Cyclone	7
Civil unrest	7
Drought	5
Population movement	4
Earthquake	4
Cold wave	4
Volcanic eruption	2

The number of IFRC-DREF requests for imminent events also increased in comparison to previous years, with a total of 19 operations in 2023, anticipating epidemics, civil unrest, droughts, floods, and volcanic eruptions.

Response

In 2023, the IFRC-DREF was instrumental in addressing the surge in climate-induced disasters. The fund rapidly allocated resources to support National Societies in regions at high risk of, or hit by, extreme weather events, including devastating hurricanes, floods, and wildfires. These interventions were crucial to allow local actors to directly provide mitigation support to communities at risk and immediate relief and assistance where needed, underscoring the critical role of the IFRC-DREF in climate change adaptation and disaster response.

IFRC-DREF response to complex emergencies and population movement triggered by conflict was a trend in 2023. The IFRC-DREF provided kick-start funds to the multi-country emergency appeals. These loans supported National Societies to deliver assistance to displaced people and people affected by the crises through the Middle East Crisis Emergency Appeal, Sudan Crisis Regional Population Movement, and Sudan Complex Emergency. Altogether, 8.5 million Swiss francs was allocated to emergency appeals in response of complex emergencies, for 12 National Societies.

As epidemics remained in 2023 the second type of hazard most supported by the IFRC-DREF, the fund's role in public health emergencies remains significant. The fund supported operations to manage the ongoing cholera outbreak in Africa, lethal outbreaks as the Marburg virus disease, and the alarming dengue surge in Asia Pacific and the Americas among other health crises, thereby contributing to global health security.

For more information on the scope and diversity of operations supported by the DREF in 2023, please see the [DREF live operational dashboard](#) and the Emergencies section of this report.

Anticipatory action

Under the DREF anticipatory pillar, eight Early Action Protocols were activated in 2023, with six targeting extreme weather events and two targeting lower scale events. Additional allocations supported stock prepositioning and readiness activities for the 12 approved Early Action Protocols and Simplified Early Action Protocols.

In 2023, the IFRC partnered with Aon, Lloyd's Disaster Risk Facility, and the Centre for Disaster Protection to introduce an **innovative risk transfer mechanism** for disaster response. The new insurance policy, signed in August, offered up to 20 million Swiss francs, acting as a contingency fund, triggered when DREF's allocated funding for natural hazards reaches 33 million Swiss francs.

In total for 2023, the IFRC DREF allocated, in grants and loans, 28.6 million Swiss francs in response to natural hazards in ODA countries – 86.9% of the 33 million Swiss francs trigger point mentioned above.

Transparency and learning

In 2023, the DREF team created three dashboards to contribute to the transparency and visibility of DREF's work while enabling systematic monitoring of its performance. With support from the British Red Cross, the team developed a public dashboard with live data on DREF-funded operations; an internal KPI dashboard for strategic decision-making, and a dashboard for IFRC staff classifying donor feedback on DREF operations, used on DREF application reviews and operational learning.

The IFRC-DREF also introduced quarterly compliance reviews, analyzing compliance and accountability issues linked to IFRC-DREF supported operations. These reports help ensure better control, accountability, and risk management. This compliance is key to guarantee the steady growth of the IFRC-DREF and ensure that trust of partners and donors is maintained.

The IFRC-DREF continued to strengthen risk assessment exercises, financial audits and coordination and information exchange. For example, ECHO conducted an external audit of 24 IFRC-DREF operations, where findings indicated that 99.7 per cent of funds were eligible.

The IFRC Capacity Building Fund

The IFRC supports National Societies to develop themselves as strong, accountable, sustainable local humanitarian actors.

This kind of organizational transformation is fundamental for effective, long-term humanitarian action. However, it does not attract the same level of donor interest as immediate emergency response. The Capacity Building Fund was developed by the IFRC to drive this transformation. Investment in organizational capacity, directly improving the operational reach, efficiency and sustainability of National Societies, enabling them to achieve a lasting humanitarian impact.

The Capacity Building Fund is a cornerstone of the IFRC's National Society development work. It is integrated into a wider ecosystem of support to National Societies to assess needs, plan for future development, and lead and manage change.

It is demand-driven and 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.

The fund invests in seven critical focus areas of effective local humanitarian action.

The first group of focus consists of: **1. Branch development**, **2. volunteering development** and **3. youth engagement and development**. All are crucial for National Societies to be able to mobilize, train, equip and support volunteers and staff that are close to communities.

The second group comprises: **4. Integrity, transparency and accountability** and **5. Protection, gender and inclusion**. These ensure that services provided are effective and accountable and protect at-risk people from abuse and exploitation.

The next area of focus is: **6. Systems development and digital transformation**. This focus enables more accountable, effective and efficient humanitarian work through rapid communication and data sharing, collation and analysis, as well as presenting opportunities to develop new humanitarian services and responses in the future.

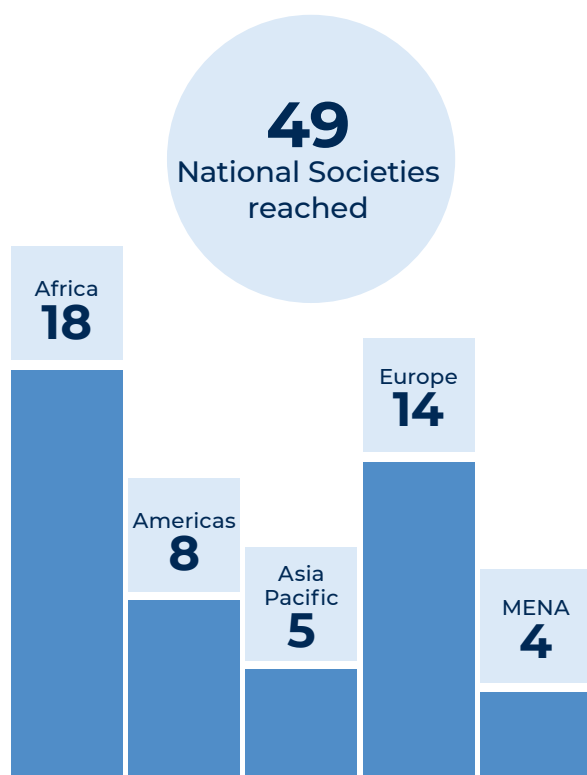
The final area is: **7. Financial sustainability**. This is a focus of utmost importance for National Societies and the fund supports National Societies to develop core capabilities for this and to manage the finances accountably.

Improving access

Over the years, the Capacity Building Fund has undergone revisions to make it more agile and responsive to National Societies' development needs.

For example, the governing rules of the fund were reviewed and updated in 2023 to include two new focus areas – branch development, and protection, gender, and inclusion. At the same time, the youth and volunteering category was split into two

Capacity Building Fund support by region



new categories – volunteering development, and youth engagement and development, enabling a more concentrated emphasis on each of these developmental priorities.

The standard funding threshold was doubled during this process, from 50,000 to 100,000 Swiss francs, to allow more substantial initiatives to be supported. An exceptional funding avenue was also established, where up to 150,000 Swiss francs

can be allocated for successful multi-category applications that include either youth engagement or protection, gender and inclusion as a development component. This was done to encourage National Societies to undertake development work in these areas.

Allocations

Since 2021, the areas in highest demand for funding support have been systems development and digital transformation (44 funded initiatives), closely followed by financial sustainability (43), measures to strengthen integrity (28), volunteer development (23) and youth engagement (20).

In 2023 the Capacity Building Fund funded 50 new initiatives around the world, supporting 49 National Societies with 3.9 million Swiss francs in grants.

The Capacity Building Fund support a variety of areas of work. The most frequently supported area in 2023 was systems development and digital transformation, followed by financial sustainability.

In the past two and a half years since the fund was revamped, it has disbursed 9.1 million Swiss francs in grants. 117 National Societies have been supported by the Capacity Building Fund at least once in that time, and 62 initiatives have been completed and reported – including 35 in 2023. Results from this investment are already being seen. Detailed examples of investment and impact can be found in the National Society development section of this report.

CBF initiatives funded in 2023, by focus

(A single CBF grant may address more than one of the seven focus areas.)

Focus	Number of initiatives in 2023
Integrity, transparency and accountability	11
Financial sustainability	21
Systems development and digital transformation	24
Branch development	2
Protection, gender and inclusion	2
Volunteering development	8
Youth engagement and development	10

Each IFRC special purpose fund is unique, but all support National Societies to grow, deliver more effective services and become more accountable.

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 operating in fragile contexts.

The sharp focus on fragility allows investment to be channelled to where it will have the greatest impact for the people at greatest risk.

National Societies from these countries are eligible to apply for NSIA funds if they operate in very high or high-risk contexts, or in the most fragile countries in a medium-risk context (risk score up to 3.7 inclusive). For more information on the INFORM index, please visit: inform-index.org.

The fund has issued 65 grants worth 13.4 million Swiss francs to 51 National Societies since 2019. It is designed to contribute to the sustainable development of National Societies 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)
- Bridge awards to build National Society readiness for future larger investment (up to 50,000 Swiss francs).

Three of the four National Societies who were selected to receive Accelerator funding in 2023 had previously received NSIA Bridge awards, proving the relevance and effectiveness of the fund's phased approach.

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 fund is jointly managed by the IFRC and the ICRC and supports projects showing innovation in addressing humanitarian challenges and strengthening National Societies.

The number and diversity of inventive applications continues to rise every year, underscoring the fund's crucial role in fostering innovation and experimentation across National Societies.

The fund received 60 applications in 2023 for the 103rd distribution of income, representing the largest number of applications ever received, covering a diverse range of humanitarian projects run by National Societies globally.

While the quality of applications submitted increases each year thanks to various learning supports, they also present more innovative proposals, confirming the need for ESF to support innovation/experimentation and learning within National Societies.

With a total value of over 14 million Swiss francs, ESF supports projects run by National Societies that benefit the communities they serve in many different ways. The first grant was awarded in 1921 to help five European National Societies fight the spread of tuberculosis.

Since then, over 16 million Swiss francs have been allocated to 172 National Societies. The grants are announced every year on 11 April, the anniversary of the death of Her Majesty Empress Shôken.

Examples of how the Capacity Building Fund, National Society Investment Alliance and the Empress Shôken Fund have powered transformation and implementation across the IFRC network can be found under Enabling Function 2: National Society Development.

Three funds boost transformation in Syria

The three National Society development funds can be used complementarily to help an organization to improve its services and expand its reach.

For example, the [Syrian Arab Red Crescent](#) – ranking ninth in the [INFORM Risk index](#) – a National Society operating in a fragile context, has used grants from all three funding mechanisms totaling 730,00 Swiss francs to achieve great improvements to its structure and services.

A four-year National Society Investment Alliance grant focused on the Syrian Arab Red Crescent's organizational structure, financial sustainability and programme performance. The contribution from the IFRC Capacity Building Fund laid the foundations for a digital transformation, and the Empress Shôken Fund's endowment allowed for advances in digital learning and knowledge sharing



Syria 2023 Syrian Red Crescent volunteers and staff work with the people affected by the 2023 earthquake and the extended crisis in Syria, providing them tools to cope with difficult situations. © Syrian Arab Republic.

Federation-wide data and reporting

The Federation-wide Databank and Reporting System (FDRS) is an IFRC platform dedicated to providing insights into the IFRC network. The data is gathered through a yearly data collection from 191 National Societies.

The platform includes information on the network as a whole and individual National Society's information can be explored as well.

The platform is accessible to all at data.ifrc.org/fdrs/.

Situated within the IFRC's National Society development framework, the FDRS:

- Provides IFRC staff, National Societies, partners, researchers and other stakeholders with immediate and engaging access to data and documents about National Societies worldwide.
- Reliably measures performance dimensions from *Strategy 2030* (coverage, compliance, quality, efficiency and impact) while capturing diversity and scale of programming.
- Allows better understanding of the true scale, capacities, services, and potential of Red Cross and Red Crescent humanitarian assistance.
- Promotes greater awareness of the of National Societies, to boost their self-development and external profile.
- Facilitates monitoring and reporting of National Society performance in a consistent, transparent and accountable manner.
- Ensures institutional history and continuity.

Reporting by National Societies to the FDRS is a requirement of the [IFRC Constitution](#).

As the FDRS collects data from the entire network, the timeframe is different than that of this report. The following data represents the IFRC network's actions in 2022.



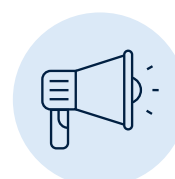
Provides
data



Measures
performance



Allows
understanding



Promotes
awareness



Facilitates
monitoring



Ensures
continuity

IFRC network activities in 2022

People reached in millions

National Societies engage in a wide range of activities depending upon the specific need in each country. Here are some of the most widespread

activities and the number of people reached under each across the network.

297.1

People reached **DIRECTLY** by disaster response and early recovery services

176.9

People reached **DIRECTLY** by long-term services and development programmes



166.3

Health



23.9

People trained in first aid



20.9

People donating blood



47.5

WASH



49.0

Disaster risk reduction



41.3

Livelihoods



10.7

CASH



14.6

Migration



8.0

Shelter



12.8

Social inclusion

2022 income and expenditure

In order to carry out the activities listed above, National Societies relied on support from partners ranging from governments to multilateral organizations, companies and individuals. The IFRC also provides financial support to National Societies

through emergency appeals, global platforms and specialized funds such as the IFRC DREF or Capacity Building Fund. The below data indicates the total income and expenditure for National Societies in 2022.

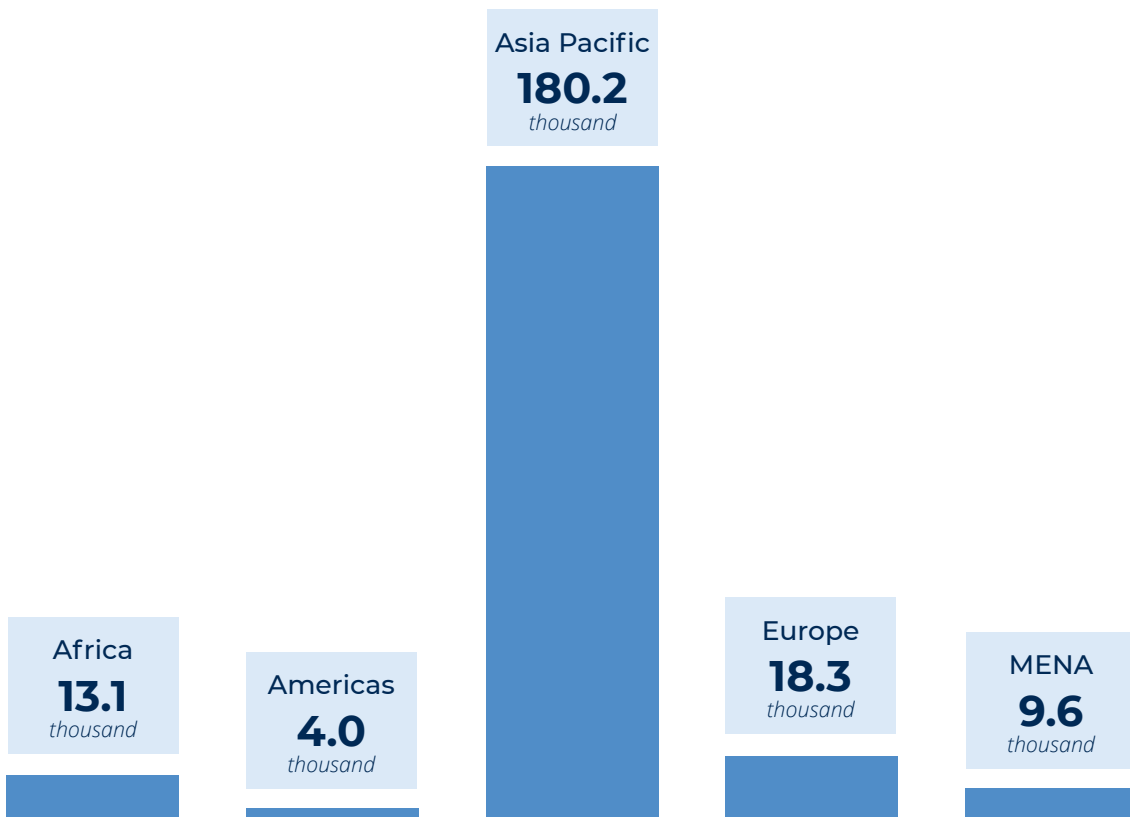


Local units

National Societies are local organizations rooted in communities. Their structure reflects their localized nature with many local units. These local units are embedded in communities which makes

them well placed not only to respond during emergencies, but to accompany communities to reduce their risk and have a year-round focus on prevention and resilience building.

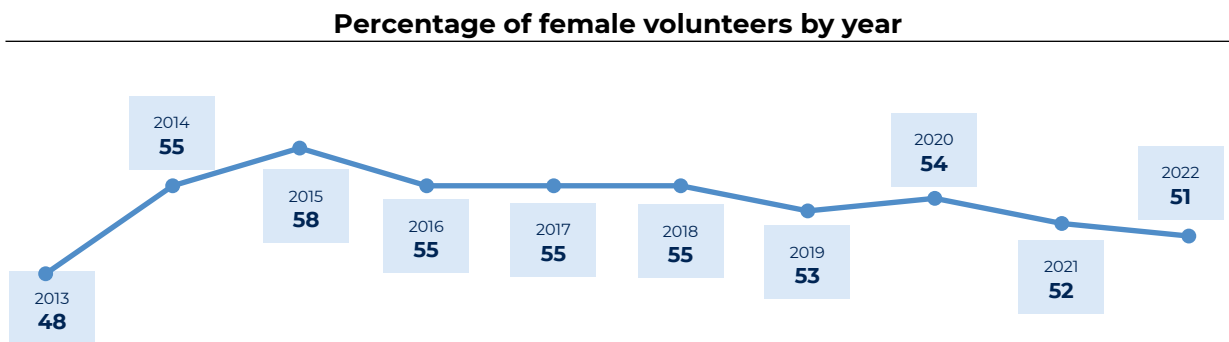
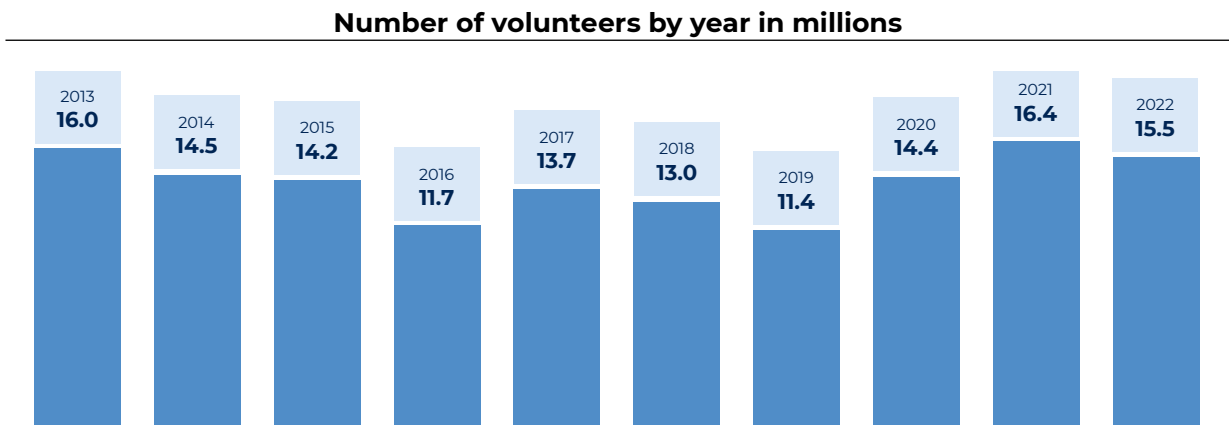
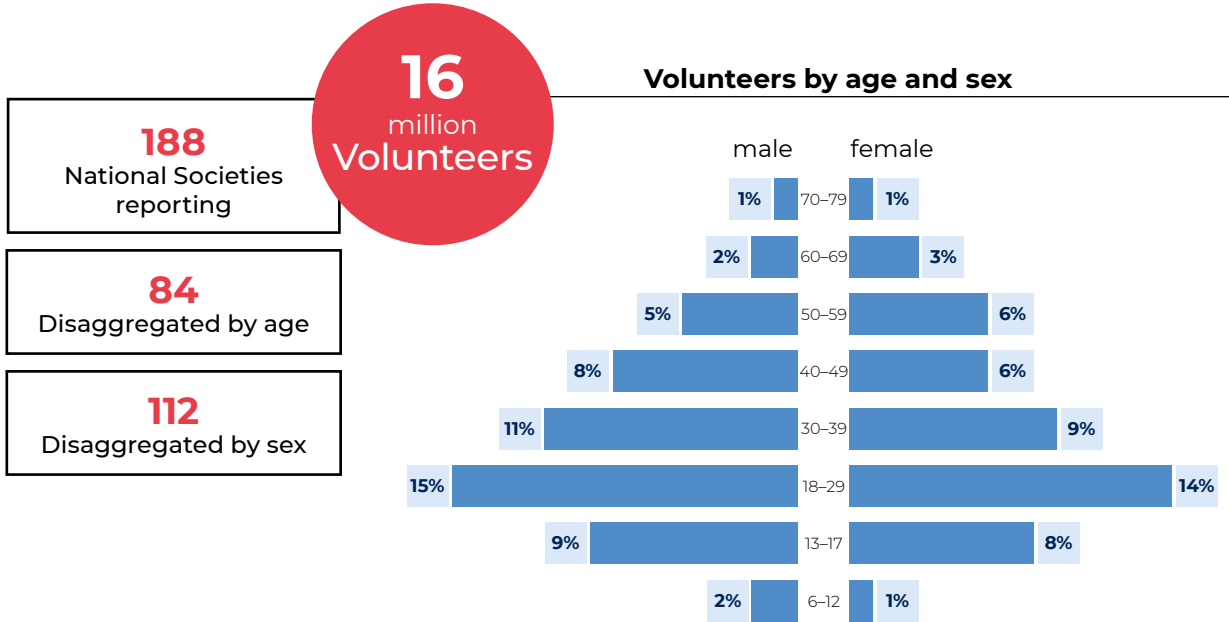
In 2022, National Societies had **225,300** local units around the world



Volunteers

The IFRC network had 16 million volunteers in 2022. Volunteers are at the heart of all the network does. Volunteers are people who gave their time of their own free will for at least four hours in the

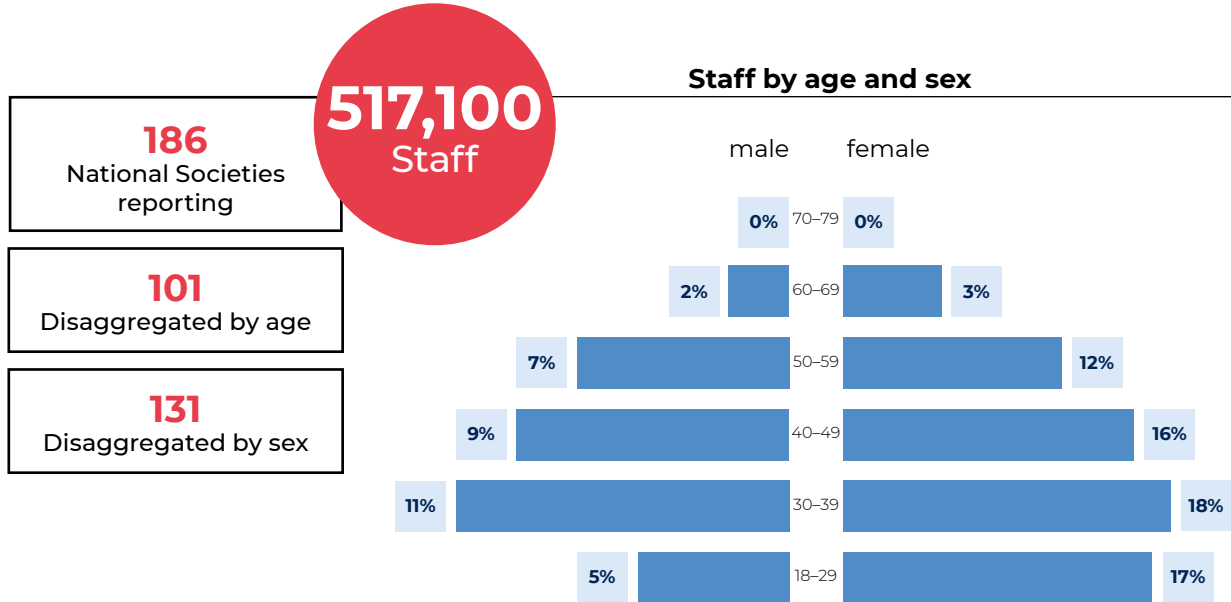
year to be counted. About 22 National Societies have more than 100,000 volunteers and collectively represent 85 per cent of the total number of volunteers.



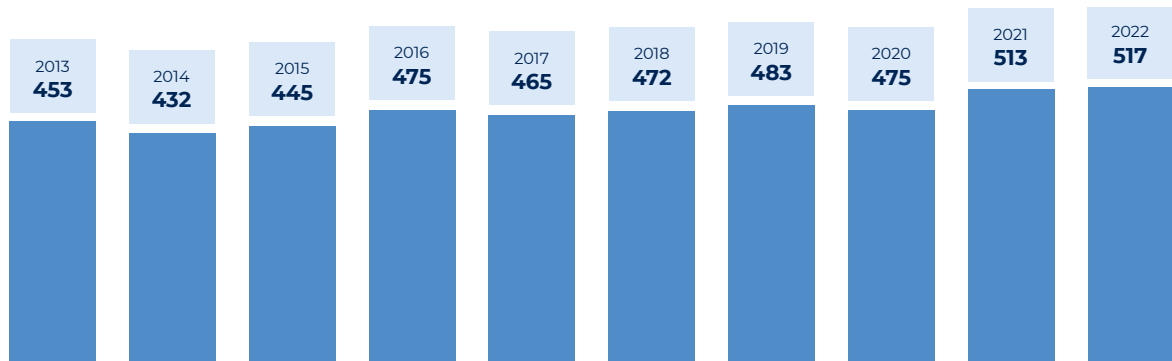
National Society staff

National Societies had 517,100 staff members in 2022. Staff are people who are contracted by National Societies for at least three months and

are remunerated. Forty-one National Societies reported engaging more than 1,000 paid staff, representing 95 per cent of the total.



Number of staff by year in thousands



Percentage of female staff by year



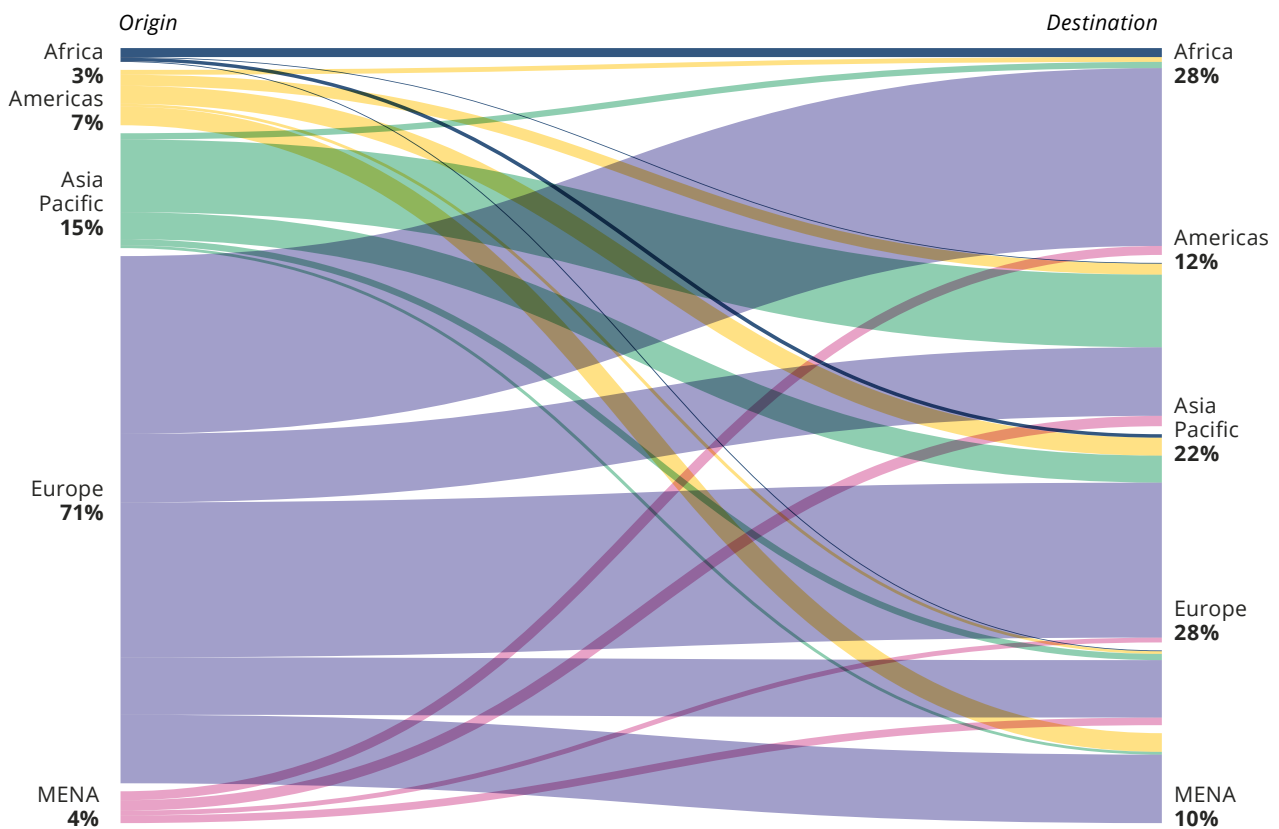
IFRC network support

As part of the largest humanitarian network in the world, National Societies can count upon the support of both their IFRC and their sister National Societies.

The following information represents assistance provided to a National Society by another – whether it be financial, human or technical.

The data is aggregated by regions. The left side contains the ‘origin’ of support, or which region the support came from. The right side represents the destination of support, or which region received support.

Number of support links between National Societies



Number of support links between National Societies

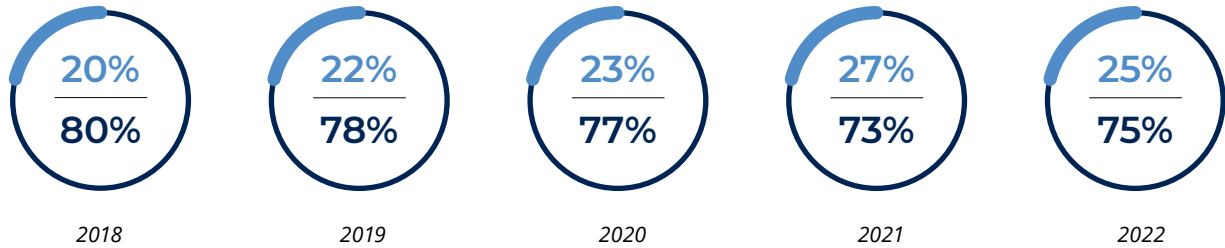
Origin	Destination				
	Africa	Americas	Asia Pacific	Europe	MENA
Africa	13	0	1	5	1
Americas	7	27	16	26	4
Asia Pacific	9	4	105	39	9
Europe	257	99	99	224	83
MENA	13	0	15	7	11

Governance

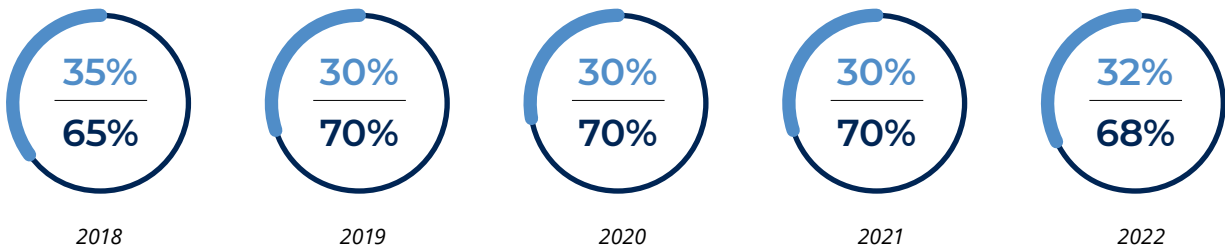
The FDRS collects data about National Societies' leadership structure. This data is disaggregated by sex, enabling an overview of the proportions of males and females among the leadership of National Societies.

President

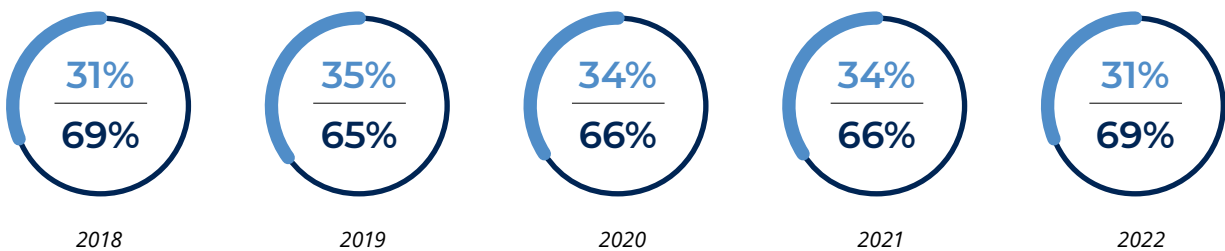
■ female ■ male



Secretary General



Governing Board

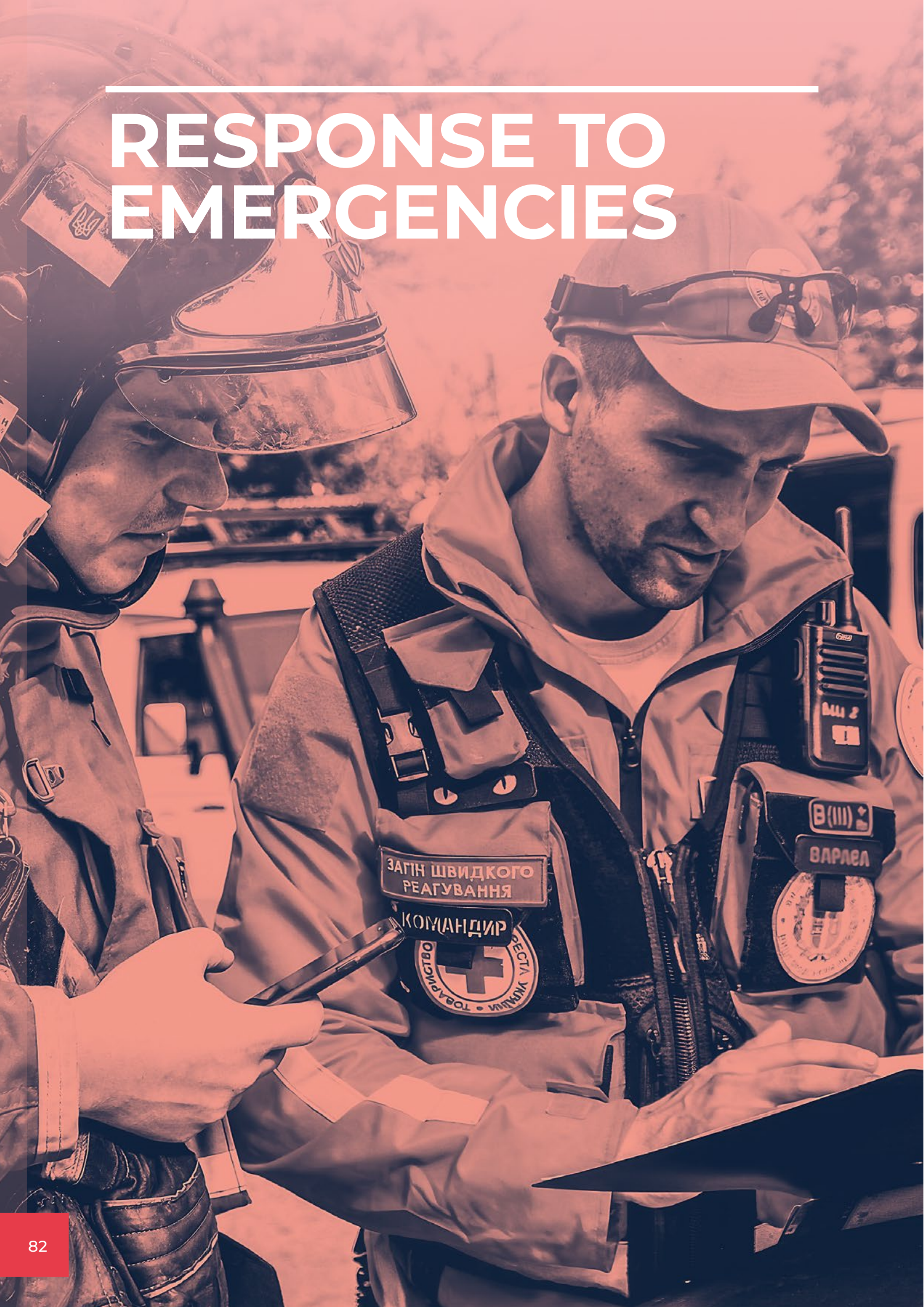


Documents

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 the internal processes of National Societies, which might not coincide with the FDRS data collection cycle and thus can be reported in following years. In 2022, the FDRS received:

- 114 Annual reports
- 128 Strategic plans
- 94 Financial statements (of which 81 were audited)

RESPONSE TO EMERGENCIES



Overview

The following is an overview of the IFRC network's response to emergencies in 2023. This covers major emergencies that have received significant public and media attention, but also protracted crises and forgotten or underfunded emergencies that are less in the public eye, but still devastate the lives of millions.

It is important to note that response to an emergency is only a small part of Red Cross and Red Crescent work in a country and should not be viewed in isolation. The majority of the IFRC's work with National Societies in disasters and crises centres on National Society preparedness and their ability to deliver services sustainably, long-term.

The work of the IFRC network in Disaster and Crises is guided by the [IFRC Disaster Risk Management Policy](#) and the [Principles and Rules for the Red Cross and Red Crescent for Humanitarian Assistance](#).

The IFRC network works to *prevent or lessen the impacts* of crises and disasters and respond where needed. It strives to save lives, reduce suffering and uphold human dignity.

The IFRC prioritizes investment *before* an event through disaster risk reduction and climate adaptation, across all areas of our work.

The IFRC *anticipates* risks and disasters, supports proactive early action and provides predictive financing.

The IFRC ensures the *right capacity* is available, coordinating across the global network, and helping National Societies to build needed skills and use their capacities to the greatest effect.

The IFRC always ensures that *affected people and communities are at the centre* of preparedness and response, and supports response models that are as localized as possible.

The Disasters and Crises section of this report includes more detail on work with communities to reduce risk and build resilience, and the IFRC's work with National Societies to ensure they have needed capacities and skills to respond to crises when needed.

Each emergency covered will also be linked to its country information page, to illustrate how the network comes together to provide support to at-risk people across the spectrum of its work.

2023 Emergency Operations

● DREF ● Early Action Protocols activations ● Emergency Appeals

867M
Total funding requirements (CHF)*

27.2M
Total number of people targeted

** Includes EA, EAP allocations and further allocations to existing DREF operations from the previous year. Does not include DREF loans repaid for EAs.*



179

Total number of operations in 2023

19

Emergency appeals launched

141

Operations launched in 2023 supported by the DREF**

18

Total number of early action protocols in 2023 triggered and approved

*** Includes DREF grants, loans to EA and EAP activations.*

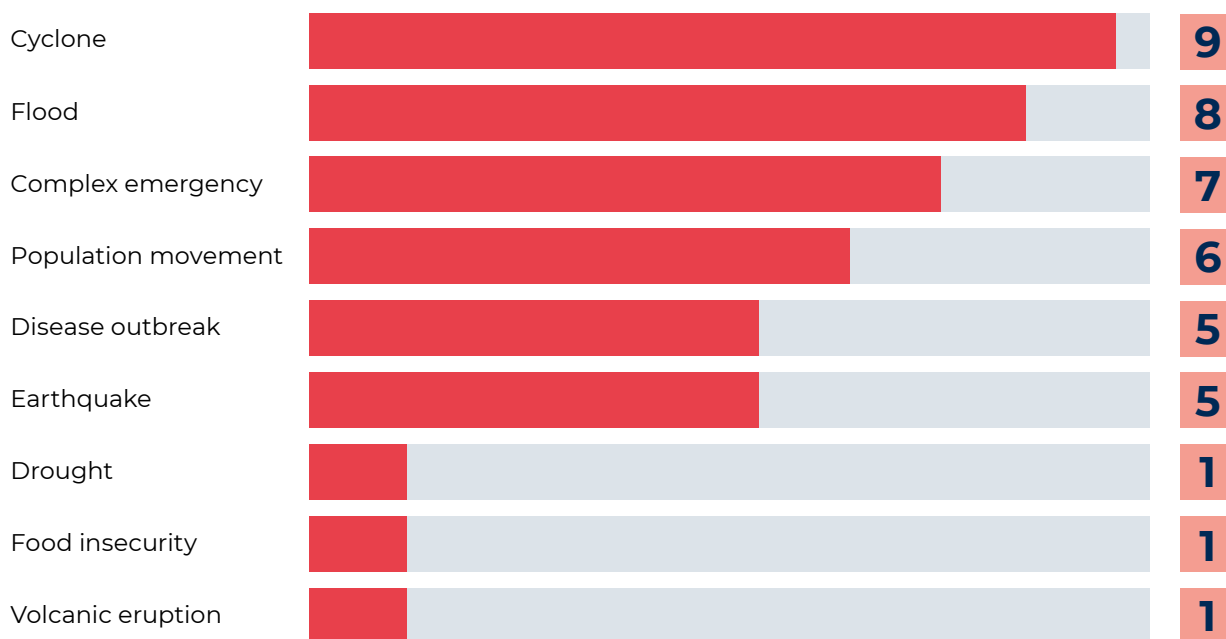
Emergency appeals

As disasters are increasing in both frequency and severity, even the most developed countries can find themselves in a position where they are not able to fully respond. In other countries, an unrelenting repletion of emergencies make it impossible to keep pace. An IFRC Emergency Appeal is issued for an emergency where there are significant needs, for which international assistance is required. An Emergency Appeal is always based on a request from a member National Society. Funds raised through the emergency appeal are used in support of the response of the National Society in the country where the emergency occurs.

The IFRC uses a three-tiered system to categorize emergencies. This determines a set of protocols to be followed, and roles and responsibilities as detailed in the IFRC's Emergency Response Framework.

- **Yellow:** corresponds to disasters with a relative narrow geographical scope, affecting a particular province or region, with a relatively low number of affected people and targeted households and small media attention.
- **Orange:** corresponds to wider disasters with a significant part of a country affected and a large number of affected people and targeted households. It also often occurs with a higher degree of complexity and more media attention from the country or the region.
- **Red:** corresponds to large-scale disasters affecting a large area and a very large number of affected people. A red emergency would also trigger a higher level of ambition to respond to the humanitarian situation from the IFRC requiring specific protocols and mechanism to be triggered.

Types of emergency appeals active in 2023



Top 10 emergency appeals in 2023 *(funding requirements in CHF millions)*

Appeal name	Appeal number	Funding requirement
Ukraine and impacted countries crisis	MGR65002	800.0
Türkiye – Earthquake	MDRTR004	400.0
Africa – Hunger crisis	MGR60001	232.5
Bangladesh – Population movement	MDRBD018	133.2
Afghanistan – Humanitarian crises	MDRAF007	120.0
Syria – Earthquake	MDRSY009	100.0
Middle East – Complex emergency crisis	MDRS5002	86.0
Morocco – Earthquake	MDRMA010	75.0
Pakistan – Monsoon floods	MDRPK023	40.0
Sudan – Africa complex emergency	MDRSD033	40.0

Underfunded emergency appeals in 2023*Emergency appeals active in 2023 with funding coverage below 20% by end of year*

Appeal name	Appeal number	Coverage
Iran – Drought	MDRIR009	4%
Central America & Mexico – Migration crisis	MDR43008	7%
Togo – Population movement Savannah region	MDRTG010	8%
Nigeria – Diphtheria outbreak	MDRNG037	9%
Equatorial Guinea – Marburg outbreak	MDRGQ003	11%
Africa – Hunger crisis	MGR60001	11%
Kenya – Floods	MDRKE058	13%
Uganda – Population movement from DRC	MDRUG045	13%
Sudan Crisis – Regional population movement	MDRS1001	14%
South Africa – Floods and landslides	MDRZA012	15%
Tanzania – Floods	MDRTZ035	15%
Sudan – Africa complex emergency	MDRSD033	18%
Sri Lanka – Complex emergency	MDRLK014	19%

Examples of response

Afghanistan humanitarian crises

- **Emergency Appeal MDRAF007**



The situation in Afghanistan is considered a red-level emergency. It has assisted two million people with a network-wide funding requirement of 300 million Swiss francs, of which 120 million Swiss francs for the IFRC. At the end of 2023, the appeal had funding coverage of 40 per cent and an expenditure of 42.4 million Swiss francs.

Afghanistan is ranked the fourth most [at-risk country](#) in the world.

The staggering humanitarian needs in Afghanistan are driven by drought, climate disasters, protection issues, economic hardship, and limited access to essential services, while still reeling from the pre-existing effects of decades-long conflict. Two-thirds of its population are in dire need of humanitarian assistance. This emergency appeal takes a comprehensive approach to respond to the multitude of challenges (including the 2023 earthquake in Herat).

The Afghan Red Crescent's volunteers play a critical role in assessment, identification, and registration of selected communities and internally displaced populations, and provision of services.

The response is being implemented using a Federation-wide approach which facilitates coordinated assistance, effectively using available resources and existing expertise. It is based on three pillars which include addressing immediate humanitarian needs, supporting early recovery that bridges to development and sustainable resilience, and strengthening local response capacity. This is also carried out through the [IFRC network country plan](#), which brings together both emergency work and longer-term support.

The IFRC Afghanistan Country Delegation continued to strengthen its accountability mechanisms to support the National Society in managing its resources. This included reinforcing systems and measures to facilitate the tracking of funds, minimizing the risk that donor funds be misappropriated or diverted, including controlled by or paid to individuals and entities designated under applicable sanctions regimes. Regular screening of individuals and suppliers and services providers was conducted. Additionally, the IFRC supported the Afghan Red Crescent in procurement procedures, ensuring alignment with IFRC standards for items purchased using IFRC funds.

Achievements

- 1.2 million people received medical and health-care assistance.
- 650,000 people received food and livelihood assistance.
- 173,000 people received emergency cash.
- 247,000 people received WASH support.

See more information on emergency and longer-term support in [Afghanistan](#).

Photo: Afghanistan IFRC is supporting the Afghan Red Crescent to distribute winter kits. © IFRC

Armenia population movement

- Emergency Appeal [MDRAM012](#)



The number of people who arrived in Armenia after the escalation of hostilities remains stable at nearly 102,000 people. Shelter remained a priority need of at-risk people, particularly during the winter season.

Armenian Red Cross Society volunteers and staff worked at reception points to distribute essential household items, food, and hygiene materials, and in the operation of child-friendly learning spaces. The response focused on the distribution of in-kind assistance, provision of mental health and psychosocial support services, educational activities and cash and voucher assistance. Protection, gender and inclusion, and community engagement and accountability were embedded within all activities. More than 89,000 people received mental health and psychosocial support services, more than 43,000 people received WASH services, and more than 20,000 people received shelter services. This emergency appeal was 36 per cent funded by the end of 2023.

Photo: Armenia Armenian Red Cross volunteers are offloading a truck carrying kitchen sets, intended to serve 700 vulnerable families who were displaced. © Nora Peter / IFRC

Cuba Hurricane Ian

- Emergency Appeal [MDRZW021](#)



Hurricane Ian made landfall in September 2023, with sustained winds of more than 200 km/h, a significant storm surge and coastal flooding. The category 4 storm left a trail of destruction, directly affecting 3.2 million people.

Assessments indicated critical damage to housing, access to drinking water and electricity, health and educational institutions, facilities that store or distribute food, agricultural and livestock production and fisheries – the fundamental means of local livelihoods.

As an auxiliary to government, and with a role in the Council of Civil Defence, the Cuban Red Cross had the mandate to evacuate designated affected populations through its trained staff and volunteers. This process began three days before landfall. The National Society also conducted damage assessments and provided first aid and psychosocial support.

The IFRC deployed regional response teams to support the response, which reached 25,000 people. The IFRC and Cuban Red Cross teams worked consistently to overcome obstacles related to customs and in-country transportation which resulted in the delivery of shelter tool kits, roof kits, hygiene kits, kitchen sets, and mosquito nets among other items.

Photo: Cuba The IFRC supported the Cuban Red Cross providing roofing kits to families. © Cuban Red Cross / IFRC

Morocco earthquake

- Emergency Appeal [MDRMA010](#)



In September 2023, a 6.8-magnitude earthquake shook Morocco. With nearly 60,000 houses damaged or destroyed, many families had to move into temporary settlements.

The Moroccan Red Crescent approach prioritized hard-to-reach communities and vulnerable populations living in remote areas.

The National Society took a twin-track approach to address immediate needs as well as early recovery integrated assistance. It deployed emergency response teams trained in search and rescue and first aid to provide essential and life-saving support, also releasing relief items from its disaster preparedness stocks.

Once the search and rescue phase was over, the Moroccan Red Crescent continued to provide first aid and psychosocial support services in communities; distributed emergency tents and relief items, and installed temporary WASH facilities with support from partner National Societies and the IFRC. More than 60,000 people were supported, 50,000 of them with first aid. In addition, 133 latrines have been built and 135 water points constructed or rehabilitated.

Photo: Morocco The Moroccan Red Crescent, with the support of the Qatar Red Crescent, has distributed tents, mattresses, blankets and kitchen kits. © Benoit Carpentier / IFRC

Myanmar cyclone Mocha

- Emergency Appeal [MDRMM018](#)



Myanmar is ranked as the eleventh [most at-risk country](#) in the world.

Cyclone Mocha caused significant damage in Myanmar in May 2023, particularly in areas that were already grappling with civil unrest, internally displaced people, armed clashes, and fragile economic conditions. In addition to the destruction of public and private infrastructure and housing, the aftermath of the cyclone raised prices of basic goods, affecting the physical and mental health of the affected population. Healthcare access was disrupted, compounded by shortages of medicine.

In anticipation of the cyclone, the Myanmar Red Cross Society activated its Emergency Operations Centre one week before landfall and initiated preparedness measures and early actions. National Society volunteers assisted with evacuations, conducted awareness campaigns and gathered preliminary data.

After landfall, Myanmar Red Cross branches mobilized over 900 volunteers to engage in rescue operations, clear roads and debris, provide first aid and psychological first aid, and collect data. As of November 2023, more than 290,000 people were assisted with safe drinking water, shelter, livelihoods support, health and hygiene items, and multi-purpose cash assistance. The emergency operation will be continuing until May 2024.

Photo: Myanmar Myanmar Red Cross provided relief, healthcare and health awareness education. © Myanmar Red Cross

Sudan complex emergency

- **Emergency Appeal MDRSD033**



The complex emergency in Sudan is classified as a red-level emergency. By end of 2023, 80,000 people were assisted. The appeal seeks a total of 60 million Swiss francs for the IFRC network, of which 40 million Swiss francs is for the IFRC's support to the National Society and the response. The funding coverage stood at only 12 per cent by December 2023, and the expenditure totalled nearly 2.5 million.

Areas of emergency response included food, health, WASH and shelter.

Sudan is ranked the eighth most [at-risk country](#) in the world.

Armed clashes between Sudanese Armed forces and Rapid Support Forces began in April 2023. Since then, the conflict spread to other states across the country, causing widespread displacement and a catastrophic humanitarian crisis.

Response efforts have been active, despite significant challenges in logistics, funding, and security. The IFRC network focused on addressing the immediate needs of displaced populations and host communities and trying to mitigate the impact of the conflict on vulnerable groups.

The IFRC network is supporting the Sudanese Red Crescent to respond to the humanitarian crisis and widespread displacement.

Some of the many services provided by the Sudanese Red Crescent included registration of internally displaced persons, provision of first aid, medical referrals, provision of food, psycho-social support, and the dignified management of the dead.

IFRC global surge capacity (Rapid Response personnel) was activated for the roles of operations management, information management, logistics, finance, security, and communications.

Achievements

- 150,300 people reached with food assistance.
- 147,000 people on the move reached through 20 humanitarian service points.
- 124,002 people reached with water, sanitation, and hygiene assistance.
- 71,315 people reached with health and nutrition services.
- 64,000 kg of relief supplies facilitated by the IFRC.

Photo: Sudan A batch of IFRC humanitarian supplies, weighing 17 tons, arrived in Port Sudan. © IFRC

Syria/Türkiye earthquake

Syria

- **Emergency Appeal [MDRSY009](#)**



This response was classified as a red-level emergency. By end of 2023, 2.5 million people were assisted. The appeal called for 200 million Swiss francs for the network, of which 100 million Swiss francs for the IFRC. The funding coverage was 60 per cent by December 2023 and expenditure was 20.1 million Swiss francs.

Syria is ranked as the fifth most [at-risk country](#) in the world.

The devastating earthquakes that struck Syria and Türkiye (magnitudes of 7.8 and 7.5), in February 2023, had severe consequences for the more than 15.3 million people across Syria who were already in desperate need of humanitarian aid, in one of the world's most significant protracted crises in a particularly fragile context. Hossam Elsharkawi, Regional Director for MENA, reflected that, 'Protracted crises don't receive enough attention. Some affected people in Syria actually expressed relief after the disaster – that 'thanks' to the earthquake, aid arrived, and they could finally eat'.

It is estimated that the earthquakes killed more than 5,000 people, and injured more than 11,000. More than eight million people were directly affected. The risk of spillover of the Gaza conflict into neighbouring countries saw the IFRC launch an Emergency Appeal to support neighbouring National Societies, including Syria.

As a humanitarian auxiliary to the public authorities, the Syrian Red Crescent is the national coordinator for humanitarian aid. It provides life-saving assistance, emergency response, shelter services, emergency medical services and first aid, primary health care, clinic and hospital services, psychosocial and mental health support, water and rehabilitation, sanitation, and hygiene promotion, protection, livelihoods and food security which aim at early recovery.

Even during the response, the IFRC has worked with the National Society to continue to improve its capacity. Based on lessons learned from the earthquake response and previous emergency response operations, the Syrian Arab Red Crescent has improved its contingency and response plans and the coordination mechanisms for effective response. It is also integrating community engagement and accountability approaches across earthquake response operations through a feedback mechanism pilot in four affected branches, as well as with cash assistance in Aleppo and Hama.

The IFRC has supported with procurement of IT and Telecom equipment for the Syrian Arab Red Crescent, for its headquarters and branches, and its Emergency Medical Services. This equipment for staff and volunteers is essential in providing them with the required tools for data protection, planning and reporting.

Achievements

- 2.8 million people have received medical services.
- 403,711 people reached with protection and community services.
- 21,690 people were evacuated.
- 34,157 people reached with psychological first aid.

See more information on emergency and longer-term support in [Syria](#).

Photo: Syria First emergency medical teams from the Syrian Arab Red Crescent reached collapsed and damaged buildings quickly and started lifesaving work right away. © Syrian Arab Red Crescent

Türkiye

- **Emergency Appeal [MDRTR004](#)**



The emergency appeal for the response to the earthquake in Türkiye supported the assistance of 1.6 million people. The appeal sought 750 million Swiss francs, of which 400 million Swiss francs for the IFRC. The funding coverage of the appeal was 35 per cent by the end of 2023, with an expenditure of 93.2 million Swiss francs.

Türkiye is ranked as the fortieth most [at-risk country](#) in the world.

More than 50,000 people died following the earthquakes in Türkiye and approximately three million people were displaced. The affected area posed challenges for the residents even before the disaster, particularly during its harsh winters. In addition, it was home to around 1.8 million Syrian refugees, who were already experiencing vulnerability. As Ruben Cano, Head of the IFRC's delegation in Türkiye said, "We have seen astounding resilience in communities, but people still find themselves stuck in a very difficult situation".

Turkish Red Crescent provided support in tech-communication, health, logistics, shelter, psychosocial support, communication, (search and rescue), blood services, and fundraising. Emergency shelter continues to be a significant priority during the recovery phase.

The IFRC coordinated the international elements of the response at the request of the National Society and provided 50 surge personnel to support various areas of the operation such as operations management, membership coordination, health in emergencies, and communications.

An operational field base was established by the IFRC and the National Society, using structures already in place as part of the Emergency Social Safety Net (ESSN) programme previously co-run by the two organizations.

Achievements

- 426 million hot meals distributed in more than 1,000 distribution points.
- 431,241,000 Turkish lira distributed through ESSN card with IFRC.
- 1.5 million blood donations made.
- 583,275 blankets distributed.
- 140,000 shopping vouchers distributed to 76,314 households.
- 47,127 people received health services.

See more information on emergency and longer-term support in [Türkiye](#).

Photo: Türkiye Lebanese Red Crescent deployed its teams to help Türkiye search and rescue people under the rubble after the deadly earthquakes. © Lebanese Red Cross

Ukraine and impacted countries

• Emergency Appeal [MDRAF007](#)



This response is classified as a red-level emergency. By end 2023, 18 million people had been assisted in 18 affected countries. The funding requirement for the emergency appeal was 2.7 billion Swiss francs for the network, of which 800 million Swiss francs were for the IFRC. The funding coverage for the appeal was 62 per cent, by December 2023 and expenditure was 354.3 million Swiss francs.

Ukraine is ranked the thirty-third most [at-risk country](#) in the world.

The international conflict between Russia and Ukraine continues to inflict a devastating toll across the country. The protracted crisis has resulted in massive civilian casualties, severe harm to critical infrastructure and livelihoods, and widespread displacement from front-line communities, leading to an alarming escalation in humanitarian needs, inside and outside of Ukraine. The suffering worsened in 2023 as winter set in, as the conflict had disrupted energy infrastructure, water and gas systems.

Not only have many lost everything but millions of Ukrainians also struggled with increasing debt. A survey commissioned by the IFRC in 2023 found

that more than 50 per cent of people in Ukraine and living in other parts of Europe still have urgent unmet needs like medical assistance, accommodation, and employment. This forced many to assume debt or to accept underpaid, marginalized, or dangerous employment.

Cash and voucher assistance remained a vital part of the Red Cross and Red Crescent response this year. In December 2023, up to 73 per cent of the cash and voucher assistance provided to affected people by National Societies came from multilateral funding under the IFRC's Ukraine and Impacted Countries Crisis Emergency Appeal and collected via the RedRose system of the IFRC. IFRC Head of Emergency Operations for the Ukraine response, Anne Katherine Moore, said, "The longer the conflict continues, the greater the needs become... Millions of people have lost their jobs, and their savings are dwindling. Through a new mobile app, we have been able to ramp up our support to help people facing these financial challenges".

Achievements

- 60 National Red Cross and Red Crescent Societies responding globally.
- 18 million people reached with relief assistance for basic needs.
- 1.3 million people reached with primary health services.
- 1.1 million people reached with cash and voucher assistance.
- 281,000 people reached with temporary collective shelter or accommodation.

Photo: Ukraine Emergency Response Unit in Ukraine. © Italian Red Cross

Vanuatu tropical cyclone Lola

- Emergency Appeal [MDRVU011](#)



Tropical cyclone Lola made landfall as a Category 4 storm, with winds of 205 km/h, affecting 91,000 people.

The Vanuatu Red Cross Society undertook assessments while carrying out initial relief distributions with existing stock (emergency shelter assistance, essential household items, and hygiene kits). This highlights the importance of prepositioned humanitarian assistance supplies to enable quick response. As of 30 November 2023, all the National Society prepositioned stocks and initial National Disaster Management Office stocks allotted to them had been distributed.

As co-lead of the National Shelter Cluster, with IFRC support, the Vanuatu Red Cross assisted the National Disaster Management Office in mapping out the shelter response strategy, and reached more than 14,600 people with shelter services. More than 8,400 people were supported with WASH services and 5,200 with health services.

Photo: Vanuatu Vanuatu Red Cross volunteers reached severely affected communities with immediate relief assistance after double cyclones. © Philippe Carillo / IFRC

Zimbabwe cholera

- Emergency Appeal [MDRZW021](#)



The cholera outbreak in Zimbabwe started in February 2023. Very soon, the official health capacities were stretched to breaking point, and the community health care system responsible for ensuring people adhere to safe water, sanitation, and hygiene practices was overwhelmed.

From the outset, the Zimbabwe Red Cross Society worked closely with the Ministry of Health and Childcare and other organizations to ensure their operation was in line with the national response plan.

Despite the Emergency Appeal of three million Swiss francs being only ten per cent funded, the Zimbabwe Red Cross Society was able to reach and support 570,000 people. It distributed 254,000 aqua tabs (which kill micro-organisms in water), established 14 oral rehydration points, and conducted 320,000 household visits.

Photo: Zimbabwe In a response to the cholera outbreak in Zimbabwe, volunteers from the Zimbabwe Red Cross Society are setting up Oral Rehydration Points as cases spike. © Fleur Verwer / IFRC

Crisis in the Middle East

The dramatic escalation of hostilities in Israel and occupied Palestinian territory since 7 October 2023 left millions of people living in fear, interrupted critical services, and left families on both sides grieving the loss of loved ones. Humanitarian needs are immense, and the situation continues to deteriorate. While the humanitarian response is ongoing, this section of the IFRC's 2023 Annual Report details the actions of the Egyptian Red Crescent, Magen David Adom in Israel, and the Palestine Red Crescent Society from October to December 2023. The IFRC has also launched an emergency appeal in December of 2023. Through this Emergency Appeal, the IFRC and its membership will support the Lebanese Red Cross, Egyptian Red Crescent, Syrian Arab Red Crescent and Jordanian Red Crescent in preparing and strengthening their readiness and response.

The Egyptian Red Crescent Response

Egyptian Red Crescent teams worked around the clock to bring life-saving aid to the Gaza Strip. It is the only organization with access to North Sinai.

The Rafah border crossing between Egypt and Gaza is a vital lifeline, but only a limited number of humanitarian aid trucks have been allowed into the Gaza Strip.

The Egyptian Red Crescent offloads trucks at the Rafah crossing point to the Palestine Red Crescent (this modality is not present in the Karem Abu Salem crossing), through complex security protocols, to ensure that supplies will be allowed into Gaza. Aid items include food, safe drinking water, medical supplies and medicine, relief items, milk and nappies for children, tents, and cleaning materials.

The Egyptian National Society set up two portable bakeries and an emergency food supply centre humanitarian kitchen. The bakeries have produced and distributed more than 1.4 million loaves of bread, while more than 900 volunteers in the emergency humanitarian kitchens provided hot meals.

While the Egyptian Ministry of Health and Population is responsible for the care for medical evacuees, The Egyptian Red Crescent plays its auxiliary role at its 61 [humanitarian service points](#), including at the border crossing, in hospitals, and in accommodation centres, by providing mental health and psychosocial services, distribution of relief items, WASH and restoring family links.

The Magen David Adom in Israel (MDA) response

The MDA supported affected communities in Israel. On 7 October 2023, 2,500 field responders (staff and volunteers) including medics and paramedics responded to more than 8,000 incidents, the result of rockets fired and direct attacks on communities in the south of Israel.

Since then, more than 2,300 ambulances (basic and advanced life support) and medicycles operated throughout the country. MDA treats, evacuates and supports Israelis affected by the conflict. It operates a national blood bank and runs a mother's milk bank to feed nursing babies, including those whose mothers were affected by the 7 October attacks.

MDA is also prioritizing duty of care towards its staff and volunteers. Sadly, four volunteers and staff were killed while treating patients during the attacks on 7 October, two MDA members were seriously injured and two suffered minor injuries while on duty. Nine ambulances were damaged.

MDA is also working with communities to increase their resilience through free nationwide basic civilian first aid training and instruction. Civilians in Israel continue to be affected by rocket and UAV attacks. Other needs include rebuilding and repairing residential and other buildings, and schooling for evacuee children.

There are significant mental health and psychosocial support needs, particularly for the population affected by the 7 October attacks where many were exposed to highly traumatic events. In addition, many continue to experience distress due to family members and friends still missing.

The Palestine Red Crescent Society response

Following 7 October, The Palestine Red Crescent Society declared a state of emergency across the Gaza Strip and the West Bank.

The Palestine Red Crescent has been the leading provider of emergency medical services in Palestine, receiving and distributing aid alongside the United Nations, even though only very limited aid has been allowed into Gaza.

In Gaza, Palestine Red Crescent teams have delivered first aid, emergency healthcare, support for internally displaced individuals, aid distribution and psychosocial first aid to some 200,000 people. Fourteen camps set up by the Palestine Red Crescent across Rafah (three camps), Deir Al-Balah (one camp), and Khan Younis (eight camps), have provided shelter to some 30,000 people. This includes two Al-Mawasi camps in Khan Younis, managed by the Egyptian Red Crescent in collaboration with the Palestine Red Crescent.

Both Red Crescent-run hospitals, Al Quds in Gaza City and Al Amal in Khan Younis, were forced to close after coming under bombardment, costing the lives of patients, and denying care to thousands. The closure of Al Amal Hospital led to further displacement for thousands who had sought shelter there.

Despite being deeply affected by the crises they are addressing, including shortages of food and water and the lack of shelter, staff and volunteers in Gaza continue their life-saving work, often while coping with personal losses and trauma. To date, 17 staff and volunteers have been killed in the line of duty.

The IFRC

The IFRC supported National Societies in Israel, Palestine and neighbouring countries through a wide array of actions. This included providing funding, technical support and expertise (e.g. in procurement, logistics, warehousing). The IFRC provided initial financial support through the IFRC-DREF to support Palestine Red Crescent and MDA responses and launched a [MENA Regional Appeal](#) to support the National Societies of Lebanon, Egypt, Syria and Jordan in scaling up their preparedness to respond to potential humanitarian needs. The IFRC also supported the channelling of funds to the Palestine Red Crescent's own appeal. Surge staff provided support under the IFRC appeal on operations, logistics, planning, monitoring and evaluation, communications, information management and fund-raising.

The IFRC has supported the response through the provision of funding and technical support in areas like procurement, logistics, warehousing and through humanitarian diplomacy.

The IFRC also conducted humanitarian diplomacy on the crisis in the Middle East, advocating for respect for IHL and the protection of civilians, including notably humanitarian and health workers; for increased humanitarian access into and across the Gaza strip; and to highlight the massive humanitarian needs, as well as the role of the IFRC network in the response. This included high-level engagement by the IFRC leadership in key multilateral forums and events, such as the International Humanitarian Conference on the Civilian Population in Gaza organized by France, and bilaterally with influential stakeholders.



IFRC-DREF

When disasters strike, vulnerable communities often struggle to receive the necessary funding to recover and rebuild.

The IFRC Disaster Response Emergency Fund (DREF) has been instrumental in addressing this issue, providing short-term emergency funding for more than 40 years.

The IFRC-DREF is the simplest, fastest, most transparent, and truly localized way for National Societies to access reliable international emergency funding for community action in all kinds of disasters, when needs exceed the resources available at the national level.

The IFRC-DREF supports both disaster response and anticipatory action, making it an even more

valuable resource for National Societies to provide lifesaving support and emergency services before and immediately after a disaster.

IFRC-DREF is a model for localization. While the average of international humanitarian funding directly channelled to local actors every year lies around 1.2 per cent globally, a massive 86 per cent of DREF allocations is directly transferred to the National Societies.

By the end of 2023, National Societies had supported more than 220 million people through DREF since its inception, and the fund had provided more than 500 million Swiss francs to National Societies.

Top 10 IFRC-DREF operations launched in 2023 (CHF)

Appeal name	Appeal number	Funding requirement
Palestine – Complex emergency	MDRPS015	1,000,000
Slovenia – Floods	MDRSI003	999,726
Israel – Complex emergency	MDRIL004	999,396
Mozambique – Floods	MDRMZ020	973,954
Mexico – Hurricane	MDRMX005	951,574
Vanuatu – Tropical cyclone Judy and Kevin	MDRVU010	799,389
Syria – Drought	MDRSY011	799,070
Afghanistan – Population movement	MDRAF013	750,000
Iran – Earthquake	MDRIR013	686,925

Examples of response

Bangladesh dengue

- [MDRBD031](#)



Bangladesh is ranked as the 25th most [at-risk country](#) in the world.

During 2023, Bangladesh faced a significant escalation in the dengue outbreak, with a distressing 321,179 hospitalizations and 1,705 fatalities between January and December.

In response, the Bangladesh Red Crescent mobilized volunteers to provide emergency health and WASH assistance. The focus was primarily on the three most affected major cities – Dhaka, Chattogram, and Barisal, which had the highest incidence of dengue cases. The IFRC provided technical assistance to analyze the dengue situation and to develop the dengue response plan.

The IFRC and Bangladesh Red Crescent mobilized contingency stocks from warehouses, while the IFRC procured medical items like Dengue NS1 testing kits, apheresis kits, blood screening kits and triple blood bags. The DREF provided 305,871 Swiss francs to support 500,000 people.

The IFRC-DREF support was aligned with ongoing work by the Bangladesh Red Crescent under the Pilot Programmatic Partnership between DG ECHO and IFRC, with implementation support from the Danish Red Cross, with handover of 20,000 Dengue NS1 testing kits, a community-driven public health clean-up drive for dengue and the distribution of 6,000 mosquito nets.

See more information on emergency and longer-term support in [Bangladesh](#).

Photo: Bangladesh Bangladesh Red Crescent, with the American Red Cross and the IFRC, have taken mitigation measures to save the lives of Rohingya people endangered by landslides. © Communications Manager- Population Movement Operation

Cameroon landslides

- [MDRCM036](#)

Cameroon is ranked as the 19th most [at-risk country](#) in the world.

Following landslides caused by torrential rains, the IFRC-DREF provided funds for emergency humanitarian support for 100 households (i.e. 700 people) through emergency relief services and psychological first aid, multi-purpose cash assistance covering shelter, health, food and essential items while ensuring risk prevention in terms of health and WASH as well as preventing the risks of landslides in the area. The DREF provided 61,882 Swiss francs to support 700 people.

See more information on emergency and longer-term support in [Cameroon](#).

Costa Rica dengue

- [MDRCR023](#)

In 2023, Costa Rica faced a worrying increase in dengue cases, a situation that alerted the country's health authorities and prompted them to ask for support from the Costa Rican Red Cross. This collaboration focused on public education activities, prevention, elimination of breeding sites, use of larvicides, and support in fumigation campaigns, especially in the most affected provinces.

The management of dengue in Costa Rica during 2023 has highlighted the importance of the collaboration between the Costa Rican Red Cross and the Ministry of Health. This alliance helped to address the challenge from different fronts: prevention, education, and rapid response. The contribution of the National Society in mobilizing resources and volunteers was crucial, especially in high-risk areas, and helped to create a solid model of collaboration for future public health interventions in the country. The DREF provided 413,678 Swiss francs to support 26,665 people.

See more information on emergency and longer-term support in [Costa Rica](#).

Ethiopia multiple crises

Ethiopia is ranked as the 12th most [at-risk country](#) in the world.

Ethiopia has been hit by one crisis after another in 2023. IFRC-DREF allocations were made during this year for droughts, floods, epidemics and civil unrest.

There are several DREF operations in Ethiopia. These are MDRET028 (cholera); MDRET031 (civil unrest); MDRET029 (complex emergency). The IFRC-DREF allocated 549,508 Swiss francs to assist 385,052 people affected by a cholera epidemic that began in September 2022 and was still affecting communities into 2023. Ethiopian Red Cross support during this year included house visits, community sensitization, first aid training and the distribution of WASH kits. The IFRC deployed surge staff, provided monitoring, and strengthened coordination.

More than 686,000 Swiss francs was allocated to assist 64,725 people affected by conflict between the Federal Army and Amhara Militia in the Amhara region. Despite the fragility of the context, and the withdrawal of many other aid organizations, the Ethiopian Red Cross – through its mandate and presence in more than 70 per cent of the country – was able to respond and proved itself as a strong local actor and dependable partner able to reach even previously inaccessible areas. With support from the IFRC it delivered services in WASH, health, protection and livelihoods, through multipurpose cash, in-kind support and community sensitization activities.

Following the signature of a ceasefire agreement, humanitarian access to Tigray improved, allowing the Ethiopian Red Cross to complete an assessment in March 2023 that showed urgent needs in the newly accessible areas. Services provided by the National Society include food access, shelter, access to safe WASH, basic life-saving health services, and distribution of critical relief items as part of the pressing needs for most of the people, especially in the context of high displacement of the communities and linkage to the overall food insecurity crisis in the North.

See more information on emergency and longer-term support in [Ethiopia](#).

Libya population movement

- **MDRLY004**



In July 2023, the Libyan Red Crescent was informed by the local authorities that 1,100 migrants had been detected on the country's border with Tunisia. The authorities requested the Libyan Red Crescent to respond to the event.

The National Society responded immediately and provided first aid services, drinking water and food to the migrants being hosted by local authorities. The DREF provided 357,308 Swiss francs to support 3,000 people. .

The response became far more complex weeks after the approval of the IFRC-DREF, as Storm Daniel hit Libya's north-east causing one of the biggest catastrophes in the modern history of the country with 10,000 dead.

See more information on emergency and longer-term support in [Libya](#).

Photo: Libya SOS Méditerranée focuses on sea rescue, while IFRC provides post-rescue services. © Stefano Belacchi / SOS Méditerranée

Congo cholera

- **[MDRCG021](#)**

The Republic of Congo is ranked as the 36th most [at-risk country](#) in the world.

In July 2023, the Republic of Congo declared an epidemic of cholera in the city of Dolisie, with children aged five to 14 years old being the most affected group. Other waterborne related diseases began to emerge, increasing concern and confirming WASH as the main factors driving the outbreak.

The National Society took part in initial assessments, with volunteers mobilized to support Ministry of Health evaluation. They also engaged in active case-finding in collaboration with the departmental epidemiological Surveillance Department. Volunteers raised awareness with affected populations to reduce the immediate risk of cholera transmission in affected communities by adopting a community-based approach to cholera prevention and control activities. The DREF provided 26,809 Swiss francs to support 84,240 people.

See more information on emergency and longer-term support in the [Congo](#).

Slovenia floods

- **[MDRSI003](#)**

In August 2023, severe weather brought extensive flooding and landslides to Slovenia. Some areas became inaccessible, leading to necessary evacuations of residents. Considering the scale of the affected areas, the number of people affected, lives lost, and the severity of the impact on housing, livelihoods, and infrastructure, this disaster stands as the largest in the history of Slovenia. The DREF provided 999,726 Swiss francs to support 40,070 people.

Slovenian Red Cross activities focused on needs assessments, evacuations, first aid, mental health and psychosocial support, cash and livelihoods support, disease prevention, temporary shelter management, and distribution of food and relief items. These resulted so far in:

- 19,188 people reached with food parcels.
- 12,090 people reached with hygiene items.
- 288,090 euros distributed as cash assistance.

Uruguay drought

- **[MDRUY004](#)**

The entire country of Uruguay was affected by drought this year, with more than 20 per cent of the territory classed as experiencing extreme drought. In January 2023, the Uruguayan government made a formal request to the Uruguayan Red Cross to assist in the assessment of needs and possible response to the consequences of the drought.

Needs assessments by the Uruguayan Red Cross directed the course of the response to drought.

The Needs Assessment was designed with a participatory approach, in coordination with government authorities and partners from the different selected departments. It revealed that the main needs were mainly related to water access and availability, as well as loss of resources related to the livelihoods of families affected by the droughts. The DREF provided 381,390 Swiss francs to assist 12,000 people.

The Uruguayan Red Cross actions focused on the areas of livelihoods, WASH and multi-purpose cash. This included:

- 15,000 litres of bottled water distributed in the metropolitan area.
- 191 families received cash vouchers of 500 Swiss francs for the recovery and/or protection of the livelihoods of 191 families.
- 5,514 people reached with awareness activities on water care, potabilization and correct storage of water.
- 400 family water purification kits distributed and 50 pumps for semi-surgent wells.

See more information on emergency and longer-term support in [Uruguay](#).

Anticipatory Pillar of the IFRC-DREF

The Anticipatory Pillar of DREF is a fast, reliable and efficient way of getting funding to National Societies in anticipation of hazards, to mitigate or reduce their impact.

There are three distinct IFRC-DREF anticipatory pillar tools:

1. An **Early Action Protocol** is a mechanism that brings together a trigger, predefined early action and pre-agreed financing. Once approved, it has a five-year lifespan. If the trigger is reached, funds are released, and early actions are implemented in advance of the impact of the hazard.
2. A **Simplified Early Action Protocol** also brings together a trigger, predefined early action and pre-agreed financing. It is open to any National Society, may be developed autonomously by a National Society and is not dependent upon external funding. It has a two-year lifespan. If the trigger is reached, funds are released, and early actions are implemented in advance of the impact of the hazard.
3. **Imminent DREF** is a mechanism to support the implementation of anticipatory action to protect lives and livelihood and mitigate the impact of an imminent disaster expected to be of above average scale. An imminent DREF can also help cover the gap with the response with immediate lifesaving activities in case the disaster materializes. National Societies can request an imminent DREF allocation when the event has a likelihood of materializing.

In 2023, 9.1 million Swiss francs were allocated under the anticipatory pillar of the IFRC-DREF for 35 operations, assisting more than 3.9 million people. This equates to 12 per cent of the total

allocation of the IFRC-DREF, up from ten per cent in 2022.

There were six early action protocols triggered and two simplified early action protocols triggered in 2023. These covered hazards including floods (five in total), drought (two in total) and one cold wave.

In 2023, the first ever early action protocol for population movement was approved in Honduras. For more information on this, please see the Disasters and Crises section of this report.

Early action protocols triggered in 2023

Zambia floods

In January 2023, Zambia activated its flood early action protocol to protect 5,000 families from the dangers of displacement, waterborne disease and consequences of crops damage. When the trigger was hit in Kafue, the Zambia Red Cross had only six to seven days to implement the mitigation measures including:

- Community sensitization, dissemination of forecast information, early crop harvesting, proper food storage and preservation and proper hygiene
- Distribution of relief items.
- Reinforce/dig trenches to divert water and unclog trenches.
- Assessment of safe havens and improve sanitation facilities.

This was possible thanks to previously procured stocks and previous identification and mapping of relocation sites and training of volunteers.

The Kalomo, Namwala and Choma districts of the Southern Province experienced flash floods. By end January, 500 households had been displaced in Namwala and were accommodated in schools. Immediate needs included WASH, food, relief items, shelter and protection.

These actions were followed by a response DREF request for the Southern Province.

See more information on emergency and longer-term support in [Zambia](#).

Honduras drought

In June 2023, Honduras activated its drought early action protocol to assist 10,300 people at risk of crops and livestock losses, food insecurity due to food price increases and waterborne disease due to lack of access to clean water.

To mitigate those risks, the National Society distributed multipurpose cash, early warning messages and household purification kits.

Ecuador floods

Between August 2023 and early 2024, based on a three-phase trigger, the Ecuadorian Red Cross assisted 5,000 at-risk people endangered by floods with dissemination of early warning messages, access to safe water and proper sanitation facilities and multipurpose cash assistance.

See more information on emergency and longer-term support in [Ecuador](#).

El Niño

In September 2023, the [Zimbabwean Red Cross](#) activated their early action protocols to assist 21,000 people whose livelihoods were at risk from expected drought with early warning messages, distribution of drought-tolerant crops, livestock support, cash and vouchers assistance and school feeding.

The [Kenya Red Cross](#) activated its Flood Early Action Protocol to assist 150,000 at-risk people with distribution of shelter, relief items, multipurpose cash grants, early warning messages and advocacy for evacuation, distribution of water treatment chemicals and psychosocial support.

The [Uganda Red Cross](#) assisted 11,200 at-risk people against the expected effects of floods through early warning messages, cash and

vouchers assistance, shelter strengthening and ensuring access to safe water.

See more information on emergency and longer-term support in [Kenya](#), and [Uganda](#).

Simplified early action protocols triggered in 2023

Djibouti floods

The first activation of a simplified early action protocol took place in Djibouti in November 2023. With this activation, the Djibouti Red Crescent intended to reduce the impact of floods for 2,500 at-risk people through early warning messages, shelter strengthening and ensuring access to safe water.

See more information on emergency and longer-term support in [Djibouti](#).

Kazakhstan cold wave

In December 2023, the Kazakhstan cold wave simplified early action protocol was activated. This operation targeted 82,000 at-risk people, including unhoused people, elders living alone, and people with special needs.

The trigger was reached in the Northern Kazakhstan region of the country where temperatures were expected to go below -45 degrees Celsius.

This met the pre-agreed trigger of activation. The Red Crescent Society of the Republic of Kazakhstan had two days to reduce the risks of hypothermia, food insecurity, injuries and road accidents through:

- Mobilization of homeless to social adaptation centres.
- Provision of hot meals to unhoused people.
- Provision of hot meals to drivers and passengers.
- Distribution of relief items.
- Distribution of heaters.
- Awareness-raising activities on cold weather safety and first aid.
- Provision of first aid.

This short timeframe was possible due to the pre-stocking and readiness activities implemented before the trigger was hit, and strong coordination between the National Society and local authorities.



Philippines 2023 The Philippine Red Cross (PRC) activated their contingency plan and mobilized trained volunteers in response to the threat of Mount Mayon. © Philippine Red Cross

Imminent DREF

Twenty imminent DREF were allocated in 2023. This includes:

- Six imminent DREF to help National Societies anticipate risks of electoral-related violence in **Nigeria**, **Ethiopia**, **Zimbabwe**, **Gabon**, **Madagascar** and **Democratic Republic of Congo** (between February and December 2023, in chronological order).
- Six imminent DREF to anticipate potentially devastating impact of El Niño-related floods in **Mongolia**, **Venezuela**, **Ghana**, **Niger** and **Somalia**.
- 4 imminent DREF in Asia Pacific (**Nepal**, **Malaysia**) and Africa (**Cameroon**, **Gabon**) to support the National Societies mitigate the risk of widespread of expected dengue and Marburg outbreaks.
- 2 imminent DREF were granted to **Colombia** and **Philippines** ahead of volcanic eruptions to support evacuation and awareness messaging.
- 1 imminent DREF was granted to the **Niger Red Cross** for a complex emergency linked to an anticipated social-political crisis.
- 1 imminent DREF was granted to the **Micronesia Red Cross** ahead of the anticipated El Niño related drought.

STRATEGIC PRIORITIES



Climate and environment

Reducing the current and future humanitarian impacts of climate and environmental crises, and supporting people to adapt to new challenges and thrive.

Context

Climate change is a global humanitarian crisis with worsening impacts. 2023 was the warmest year on record (WMO, 2023). More than 200 climate- and weather-related disasters were recorded worldwide, affecting about 77 million people.

The year saw unprecedented extreme events, such as the second longest-lived tropical cyclone on record, Freddy, in the South Indian Ocean; Cyclone Mocha, one of the heaviest cyclones ever in the Bay of Bengal, and Storm Daniel in Libya (WMO, 2023).

The Red Cross Red Crescent Climate Centre is part of the [World Weather Attribution studies](#) which found that, amongst others, climate change increased the intensity of heavy rainfall in Libya during Daniel by up to 50 per cent, while intense heatwaves in 2023 in China, Europe and North America would have been extremely rare or impossible without climate change.

At the same time, environmental degradation continued to undermine community livelihoods and safety. The world is facing a triple planetary crisis of biodiversity loss and a waste and pollution crisis, which further undermine the lives and livelihoods of local communities (UNEP, 2023).

Between 3.3–3.6 billion people live in contexts highly vulnerable to climate change. It is the world's poorest and most exposed people who suffer the most (IPCC 2023).

In [Africa](#), food and water systems rely heavily on rain-fed agriculture and pastoralism, which are extremely vulnerable to climate change. These challenges worsened the continent's existing and overlapping drivers of vulnerability such as poverty, and limited resources, leading to displacement, food insecurity and deaths.

The [Americas](#) face high exposure to warming temperatures, sea level rise, coastal erosion and ocean acidification. The region was affected by a range of extreme events in 2023, including hurricanes and floods and dry seasons generating droughts affecting agriculture and industry production.

In [Asia Pacific](#), climate change is raising the risks of cyclones, and contributing to a rise in vector-borne diseases such as dengue. Small Island Developing States faced an existential threat from storms and rising sea levels. Heatwaves posed a deadly threat: an estimated 500–700 million people in Asia will face a 20 per cent increase in the probability of lethal heatwaves by 2050.

Heatwaves caused needless death and misery in [Europe and Central Asia](#) and many countries were also badly affected by heavy flooding. Projections indicate that heatwaves and forest fires will become more frequent and severe, particularly in southern Europe.

In the [Middle East and North Africa](#), where many communities already endure harsh climate conditions, the hazards included extremely high temperatures, limited water resources and a lack of rainfall, alongside flooding and heavy storms. Water stress is expected to affect 80–100 million people by 2025.

Our approach

The IFRC network has been working for more than a century to reduce disaster risks and support communities under threat.

However, climate- and environment-related hazards are growing and predictions for future climate change require new approaches. IFRC data

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

The increased risks posed by climate change rule out a “business as usual” mindset. This prompted the IFRC network to explore how best to build on its long-running climate action through systemic and transformational change to avoid or better respond to climate and environmental crises; to identify what needs to be done differently and which new approaches should be adopted, and explore ways that National Societies can develop the right capacities and skills.

As a result, the IFRC focuses on creating long-term solutions and fresh approaches to emerging challenges such as the rising (and under-resourced) dangers of extreme heat around the world, and the risks facing coastal communities.

For example, the IFRC stresses the simplicity and efficiency of [nature-based solutions](#) in reducing climate and environmental hazards. Strong focus is placed on climate-smart risk reduction strategies, and the “greening” of programmes and operations to ensure that the humanitarian work of today helps to protect the environment of tomorrow.

All of this requires increased resources at a time when the international humanitarian sector is overstretched, and little adaptation and mitigation funding is reaching the countries and communities in greatest need of support.

In response, the IFRC worked with National Societies to create the Global Climate Resilience Platform to bridge opportunities across the humanitarian, development and private sectors, while also harnessing the potential of innovative financing. The platform aims to raise one billion Swiss francs to support locally led climate action in the world’s 100 most climate-vulnerable countries by 2027.

IFRC network activities to address climate and environmental risks do not happen in isolation. They are fully embedded in the IFRC’s local-to-global disaster risk management work, spanning community-based disaster risk reduction, preparedness, resilient recovery, and fast financial support provided through the Disaster Response

Emergency Fund for both anticipatory action and disaster response.

IFRC initiatives such as Youth as Agents of Behavioural Change and Limitless drew on the talents and innovation of young people in nearly 80 National Societies to get involved, participate and generate ideas and small projects inspiring practical initiatives around climate adaptation led by youth.

For details of IFRC network progress in reducing the impact of extreme weather and climate related disasters at community level, including through early warning and early action, please see Strategic Priority 2: Disasters and crises.

Progress towards targets

The summary below represents 2023 annual progress status. Data was collected from 113 National Societies. 2023 is the first year of reporting under the new unified planning approach, which brings together the host National Society, the IFRC and participating National Societies. Therefore, the results matrix was revised in 2023 to make all indicators network-wide, and to adapt to unified planning. This led to some indicators being discontinued and/or replaced. This reporting may consist of partial data collection, based on available data from key projects and branches. Entire network results are covered by annual FDRS reporting.

13.3 million – Number of people reached with activities to address rising climate risks (annual target 50 million)

2.5 million – Number of people reached with heatwave risk reduction, preparedness or response (annual target 50 million)

2023 results

In 2023, the IFRC network continued to significantly increase its climate-smart disaster risk reduction efforts worldwide, while engaging in humanitarian diplomacy to advocate for greater country-level investment in climate change adaptation and making its own programmes and activities climate-smart. Some of the major initiatives are outlined below, with more information available on [ifrc.org](#). The IFRC works closely with the [Red](#)

The Platform's four targets for 2027



Increasing resilience

The IFRC network will support at least 500 million people to increase their resilience to the impacts of climate change and improve their adaptive capacities in the most climate vulnerable countries.



Supporting National Societies

The IFRC network will support at least 100 National Societies in developing and implementing climate resilient strategies and plans. This includes ensuring resources, knowledge and skills are available to "last mile" communities.



Meaningful participation

The IFRC network will support women, communities, Indigenous peoples, youth and other underrepresented groups in development and implementation of locally-led climate resilience programmes in 100 countries.



Climate finance participation

The IFRC network will raise at least one billion Swiss francs in financing to support a five-year global programme to scale up local and community-based climate action.

[Cross Red Crescent Climate Centre](#), hosted by the [Netherlands Red Cross](#) in The Hague, which supports the Movement and its partners in reducing the impacts of climate change and extreme weather events on at-risk people.

Global Climate Resilience Platform

In 2023, the IFRC's innovative Climate Resilience Platform mobilized 103 million Swiss francs for community-based programming in 33 countries across three focus areas – anticipatory action and early warning, nature-based solutions, and shock-responsive social protection.

Vital work was carried out in:

- **Africa** – Burkina Faso, Burundi, Cameroon, Côte d'Ivoire, Democratic Republic of Congo, Ethiopia, Ghana, Kenya, Madagascar, Malawi, Mauritania, Mozambique, Nigeria, Rwanda, South Sudan, Sudan, Tanzania, Uganda, Eswatini and Namibia.
- **Americas** – Colombia, Dominican Republic, El Salvador, Honduras and Jamaica.
- **Asia Pacific** – Bangladesh, Indonesia, Pakistan, the Philippines, Timor-Leste, Vietnam and Mongolia.
- **Middle East and North Africa** – Iraq, occupied Palestinian territory, Syria and Yemen.

With the exception of Rwanda, the [ND-GAIN Index](#) includes all these countries among the 100 most climate-vulnerable in the world. The work has already had a huge impact at the community level.

In drought-affected eastern [Africa](#), for instance, National Societies helped communities adapt through the development of integrated water systems and participate in multi-partner initiatives such as [The Water at the Heart of Climate Action](#) programme.

Water at the Heart of Climate Action

While water holds the key to life, all too often it kills – whether through floods, drought or pollution.

[Water at the Heart of Climate Action](#) is an ambitious partnership between the IFRC network, including the IFRC, the [Netherlands Red Cross](#), the [Climate Centre](#) and host National Societies in the target countries, the United Nations Office for Disaster Risk Reduction, the World Meteorological Organization and the Systematic Observations Financing Facility. It combines local knowledge and global technology to help communities understand and act on the water-related risks they face – before they become disasters.

The government of the **Netherlands** generously provided 52 million Swiss francs in funding in June 2023. A one-year inception phase then began to connect global partners with National Societies, whose country-specific climate experts and skilled volunteers will deliver local action and impact at the community level.

Initially, it will support **Ethiopia, Rwanda, South Sudan, Sudan, and Uganda**, all of which are highly vulnerable to the impacts of climate change.

In **South Sudan**, for example, the National Society began working with the Ministry of Environment, the Ministry of Water Resources, and the meteorological department to develop a Water at the Heart project.

The Water at the Heart model has been designed to scale up wherever needed, and it is hoped that it will be replicated as an example of effective people-centred early warning and early action.

Resilient Islands: Nature-based solutions in action

In 2023, the successful Resilient Islands programme – a joint endeavour between the IFRC and The Nature Conservancy since 2017 – drew to a close. The initiative used nature-based solutions to address climate and environmental impacts in the Caribbean and build community knowledge and resilience.

Hazards were addressed in three high-risk communities – Miches in the **Dominican Republic**, Grenville Bay in **Grenada**, and **Jamaica's** Old Harbour Bay – by protecting and restoring vital ecosystems such as mangroves and coral reefs.

The affected communities took a leading role, ensuring that the project was responsive to local needs, fully inclusive, and sustainable.

In the **Dominican Republic**, Resilient Islands communities worked directly with local ranchers and farmers to improve agricultural practices in mountainous regions. The work supported livelihoods while also reducing downstream flooding risks from future storms.

In both Grenville Bay, Grenada and Old Harbour, **Jamaica**, the fishing industry and economy are reliant on the very same ecosystems that form the first line of community defence against storms. Resilient Islands communities worked closely with

the fishers to protect and restore the mangroves and offshore reefs that are vital for everyone's safety and prosperity.

The success of the Resilient Islands model demonstrated once again the efficiency and effectiveness of working with nature to protect people, and it is hoped that the approach will be replicated in other climate-vulnerable contexts.

Zurich Foundation climate initiatives

The IFRC's long-running partnership with the Zurich Foundation was expanded this year with two new initiatives.

The Zurich Foundation's support enabled the creation of an Urban Climate Resilience Programme, which was launched in June 2023.

The three-year initiative enables 25 cities across nine countries to analyze climate-related issues, with a strong focus on highly vulnerable urban communities. It will then deliver customized solutions and use learning to take the programmes to scale in collaboration with the public and private sectors.

Other partners in this programme include the International Council for Local Environmental Initiatives, Cities40, Resilience Cities Network, Plan International, and Zurich Business Units.

This programme was followed, in September, by the launch of the **Zurich Climate Resilience Alliance**. The initial phase is a four-year 8.2 million Swiss franc programme in partnership with Concern Worldwide, Practical Action, Mercy Corps, Plan International, International Institute for applied Systems Analysis, Institute for Social and Environmental Transition, and the London School of Economics.

The alliance will enable 15 countries to lead climate resilience efforts through 19 programmes at local, sub-national, and national levels.

Specific lines of action include integrating and extending the national disaster risk management system; enhancing early warning systems for floods and heatwaves; harmonizing climate resilience actions across the humanitarian sector; and strengthening local voices in climate change adaptation planning.



Indonesia 2023 The Indonesian Red Cross deploys water tanks in response to ongoing land fires in April.
© Indonesian Red Cross

Climate Champions and the Climate Action Journey

IFRC's Climate Champions initiative was launched in July 2023, to scale up climate-smart risk reduction and locally-led adaptation.

Each Climate Champion (from three to five National Societies per region) acts as an ambassador for the IFRC network in climate action and community resilience. Activities include capacity strengthening and mentoring, joint advocacy and humanitarian diplomacy, and peer-to-peer learning from the local and national to the global level.

The Champions are also engaged in a systematic approach to scaling-up climate action, the Climate Action Journey, which was developed by the IFRC and the **Climate Centre**. This saw 15 National Climate Planning and Strategy processes launched and the assignment of Climate Action Officers and focal points in National Societies in 2023.

This has enabled the effective implementation of projects funded under the Global Climate Resilience Platform (see above) in areas such as early warning early action, nature-based solutions, climate resilient food and water systems, locally led adaptation and disaster risk reduction.

Many National Societies active in the initiative have used their Climate Champion status to strengthen their relationships with their national authorities, with the **Maldives** Red Crescent and **Bangladesh** Red Crescent Society signing official Memoranda of Understanding with their respective governments.

All National Societies in the initiative have developed action plans, while many have reviewed or developed new climate strategies. Others are scaling up existing programming or launching new projects to support communities.

For example, the Red Crescent Society of the Islamic Republic of **Iran** has piloted an integrated drought mitigation programme supporting some 12,000 people across three provinces. They also set up Red Crescent Houses in 7,000 villages, focusing on water conservation, environmental protection and climate change education. In addition, the National Society has launched a tree-planting initiative in 31 provinces.

In **Indonesia**, the National Society – Palang Merah Indonesia – set up a climate working group and launched a resilience and adaptation strategy, as well as being involved in the Coastal City Resilience and Extreme Heat Action Project. The National Society has also embraced nature-based solutions aimed at community level ecosystem rehabilitation.

The USAID Locally led Adaptation and Transforming Humanitarian Responses to Climate Change project in **Malawi**, **Nigeria** and **Pakistan** piloted the full Climate Action Journey process all the way to the design of locally led adaptation initiatives with branches and communities, adding a strong community engagement and accountability lens. USAID also supported the Coastal City and Extreme Heat Action project, which takes an innovative approach to urban coastal climate resilience

in nine cities in [Bangladesh, Honduras, Indonesia](#) and [Tanzania](#).

In 2023, the IFRC and the [Red Cross Red Crescent Climate Centre](#) launched a Guide to Climate-Smart Humanitarian Programmes and Operations, supported by the DG ECHO-IFRC Pilot Programmatic Partnership.

The guide provides National Societies and other humanitarian actors with a road map for reducing the impact of climate change at the community level through running climate smart operations. Climate-smart programming is the first and most critical component of the **Climate Action Journey** of National Societies (see below).

National Societies in [Europe](#) received additional support this year through the creation of an extensive Climate Road Map which provides a framework for risk reduction and response activities in a region facing increasing climate risks.

Climate and Environment Charter for Humanitarian Organizations

By the close of 2023, the joint [IFRC-ICRC Climate and Environment Charter for Humanitarian Organizations](#) had been signed by nearly 400 organizations, including 135 National Societies.

An implementation plan and an IFRC strategy were created this year to help translate the Charter's ambitions into action. This includes development

of climate strategies and environmental policies, promotion of carbon accounting across the IFRC network, developing climate and environmental programming, integrating climate and environment risks into programmes and operations, and promotion of Green Response with a close link to logistics and supply chain. New projects under the Global Climate Resilience Platform are directly contributing to IFRC's Charter targets.

Greening the supply chain

A Green Logistics Guide for National Societies was launched in November 2023, funded under the DG ECHO-IFRC Pilot Programmatic Partnership. This was a project under the Green Response approach.

The guide covers climate-smart procurement, supply chain, fleet and waste management to improve the environmental sustainability of the IFRC network while also avoiding and minimizing damage to the environment and climate.

The IFRC's new supply chain strategy also includes a strong emphasis on environmental sustainability and greening. In the course of 2023, the IFRC worked with National Societies and the ICRC to develop a Carbon Calculator to measure the carbon footprint of Red Cross and Red Crescent offices and operations. Also in 2023, the IFRC Global Fleet started introducing electric vehicles and low-emission hybrids.

Italy: helping communities to endure "heatwave hell"

2023 was the hottest year on record, with extreme heat putting lives at risk in several countries around the world. In Italy, where temperatures surged to 48.8°C (118.4°F), the Italian Red Cross had anticipated the dangers and swung into action to boost community preparedness.

The National Society relaunched its successful *Effetto Terra* (Earth Effect) information campaign, raising awareness and giving trusted advice on how to reduce the risks.

Local branches provided direct support to vulnerable families and individuals, supplying items to help cool down houses, while the National Response Call Centre was used to disseminate safety information and manage calls for help.

In-person support was also provided, such as ambulance services, the home delivery of essentials like food or medicine, or access to companionship over the phone. In addition, volunteers distributed water and set up cooling centres.

Disasters and crises

Helping communities take action to reduce risk to prevent disasters where we can and helping them to prepare for everything we cannot prevent.

Context

The sad trend of growing humanitarian needs driven by disasters and crises continued in 2023 while the link between many of these disasters and climate change became increasingly evident.

According to the [2023 Disasters in Numbers Report](#) using Emergency Events Database information, there were 399 disasters related to natural hazards, affecting 93.1 million people. These include major disasters like the earthquakes that devastated Türkiye and Syria, as well as earthquakes in Afghanistan and Morocco; Tropical Cyclone Freddy in Malawi and Cyclone Mocha in Myanmar, and Storm Daniel in Libya, among others.

At the same time, many other disasters and emergencies did not receive wide media notice. The IFRC has worked to raise awareness of and support for [neglected or overlooked emergencies](#) that do not garner international media attention. In 2023, these included El Niño in Ecuador, cholera in Zimbabwe, floods in Bosnia and Herzegovina, storms that compound other disasters like in Yemen, fires in Chile, a deadly Marburg outbreak in Gabon, hailstorms in Armenia, population movement in Benin, cold waves in Mongolia and drought in Uruguay.

With disasters and emergencies increasing in both frequency and severity, according to the [Global Assessment Report on Disaster Risk Reduction](#), only 50 per cent of countries have operational early-warning systems and even fewer have legislation in place to connect these systems to preparedness and response plans.

Countries in the IFRC's [Africa](#) region experienced emergencies including food insecurity and/or drought, population movement, disease outbreaks and climate-related disasters.

In the [Americas](#), communities were threatened by earthquakes, hurricanes, volcanic eruptions and floods. In addition, increasing numbers of people experienced vulnerability while on the move.

[Asia Pacific](#) remained vulnerable to high category land-falling storms, such as those in [Bangladesh](#) (Cyclone Mocha) and the Philippines. The risks associated with [Afghanistan's](#) protracted crisis remained high, and the large number of displaced communities in Cox's Bazar continued to face daily threats to their safety and dignity.

In [Europe](#), people were at risk of floods, wildfires and other climate-related emergencies, as well as earthquakes. Population movement – including that linked to the crisis in [Ukraine](#) – continued to evolve, and other crisis areas across the continent.

Millions of people in the [Middle East and North Africa](#) region were also living with protracted crises as well as earthquakes, population movement, conflict, and climate-related crises such as drought and flooding.

Our approach

The IFRC recognizes that, in an increasingly fragile world where projections indicate that a possible 560 disasters could occur per year by 2030, there is only one sustainable option available to an overstretched humanitarian system. It must act before a disaster strikes – **anticipate** hazards, **reduce the risks**, **mitigate** the impacts and – wherever possible – **prevent** hazards from escalating into disasters and crises.

To this end, the IFRC works across the disaster management continuum, with the needs and strengths of communities at the heart of all programmes and operations.

21 Early action protocols covering 15 National Societies were in place at the end of 2023. This means that they will be ready to be activated in anticipation of a hazard.

Disaster risk reduction, including community preparedness and early warning early/anticipatory action, is a key area of focus for the IFRC network worldwide. The aim is not only to help communities to survive the growing threats to their safety and security, but also to build their resilience and skills so they may thrive.

With increasing numbers of disasters being driven by the climate crisis, the IFRC also works to implement fully climate-smart risk reduction programming and “green” its operations, reducing the risk of any environmental damage from Red Cross and Red Crescent humanitarian work (see Strategic Priority 1: Climate and environment for more details).

Local action is the key to community risk reduction and resilience. To this end, the IFRC works to help its member National Societies to strengthen their preparedness and disaster risk management capacities and ensure that their community-based volunteers are trained, equipped and as ready to prevent a crisis as they are to respond to one.

Preparing for disasters saves countless lives. It helps affected people to recover more quickly, attain greater resilience and protect development gains. It also saves a lot of money.

However, the scale of some crises may outstrip a National Society’s response capacities. When needed, the IFRC plays a strong role in enhancing their local action with international support. It does this through its global surge function, and a global logistics and supply chain service that places cost-effective relief goods and equipment where they are most likely to be needed in an emergency.

In addition, the IFRC provides strong information management systems that inform all partners in prevention and response, encourage greater collaboration across the network, and provide communities, partners and donors with a transparent and accountable view of work being done to reduce risks worldwide.

Progress towards targets

The summary below represents 2023 annual progress status. Data was collected from 113 National Societies. 2023 is the first year of reporting under the new unified planning approach, which brings together the host National Society, the IFRC and participating National Societies. Therefore, the results matrix was revised in 2023 to make all indicators network-wide, and to adapt to unified planning. This led to some indicators being discontinued and/or replaced. This reporting may consist of partial data collection, based on available data from key projects and branches. Entire network results are covered by annual FDRS reporting.

8.9 million – Number of people reached per year with support services, in-kind, cash and voucher assistance for emergency response and recovery (annual target 50 million)

13.5 million – Number of people reached with disasters risk reduction (annual target 50 million)

15.3 million – Number of people targeted through programmes funded from the IFRC DREF and anticipatory funding (annual target 15 million)

1.5 million – Number of people reached with shelter support (annual target 15 million)

769 million Swiss francs – Funds mobilized through IFRC mechanisms for National Society responses to crises and disasters (including 100 million Swiss francs via the IFRC DREF—annual target 500 million Swiss francs)



Türkiye 2023 The Turkish Red Crescent deployed more than 5,000 staff and volunteers in ten affected provinces with basic aid items to support the injured and evacuated, providing psychosocial support to people in distress. © Turkish Red Crescent

2023 results

The IFRC network is well known worldwide for high-profile response efforts in the aftermath of major crises. Disaster response is a vital part of the IFRC network's humanitarian support in communities large and small every day. (see the Emergencies section for full details of disasters, responses and IFRC-DREF support in 2023).

ECHO Pilot Programmatic Partnership (PPP)

The PPP contributes significantly to the IFRC's work in disasters and crises. In fact, the Disaster preparedness and response pillar is the largest of the three pillars. This partnership engages the IFRC and National Societies across multiple priority areas of the IFRC. Some 5.4 million people were supported through this pillar by the end of 2023.

Community Capacity Building

The training and equipping of communities and National Society volunteers in disaster management, first aid, and climate-smart practices have enhanced local capacities to respond effectively to emergencies and mitigate disaster impacts. The creation of Community Response Teams ([Democratic Republic of Congo](#), [Congo](#), [Chad](#), [Niger](#), [Mali](#)) and the distribution of essential supplies ([Somalia](#)) and equipment ([Democratic Republic of Congo](#), [Congo](#)) directly empowers communities to manage risks and respond promptly to disasters.

Climate-Smart Livelihoods

Initiatives focusing on the distribution of seedlings, promotion of organic farming, and training in sustainable agricultural practices contributed to the communities' livelihood resilience in [Uganda](#) and [Lebanon](#). Efforts aimed not only to restore vegetation cover but also to improve food security and economic stability in the face of climate variability, which is crucial for long-term resilience. Developing community-led sustainable fisheries management practices in [Madagascar](#) will ensure the long-term health of marine ecosystems while providing livelihoods.

Risk Information and Contingency Planning

Conducting risk assessments, developing disaster risk reduction plans, and engaging in simulation exercises increased understanding of local vulnerabilities and prepared communities for potential disasters ([Chad](#), [Madagascar](#), [Tajikistan](#)).

The establishment and strengthening of Early Warning Systems are vital for timely disaster response. For example, the [Palestine Red Crescent Society](#) developed specialized response plans for earthquakes in the Ramallah governorate and floods in the Jericho and Tubas governorates. Equipment was provided to operationalize early warning systems in [Mali](#) as part of an effort to strengthen local disaster response and early warning capacities.

Activities towards Preparedness for the Effective Response were conducted in [Ecuador](#), [El Salvador](#), [Kyrgyzstan](#), [Panama](#) and [South Sudan](#), strengthening National Societies' readiness to addressing future risks and crises.

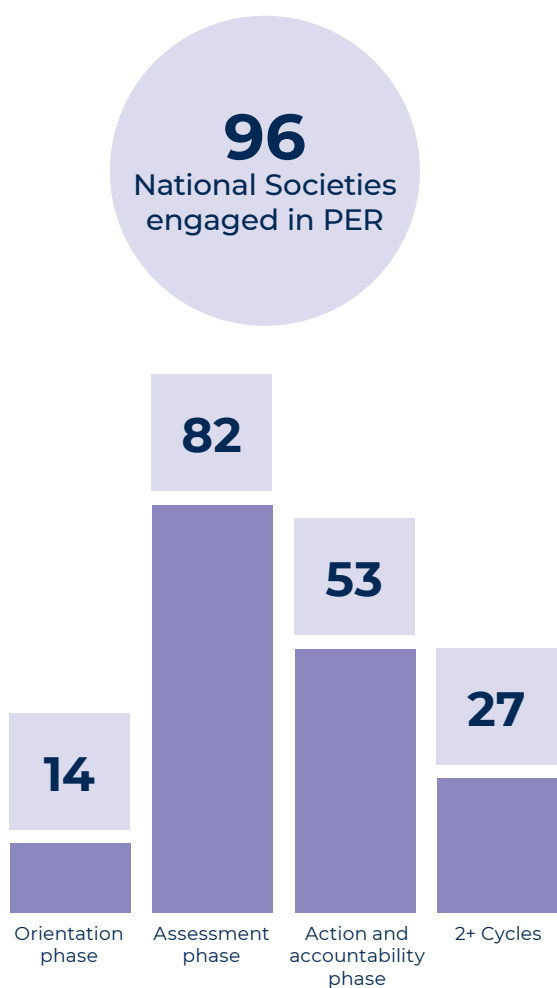
Disaster risk reduction and preparedness

The IFRC network is one of the biggest community-based disaster risk reduction actors in the world. The IFRC supports National Societies in achieving and maintaining local risk reduction, preparedness, anticipatory action and response capacities. National Societies, in turn, work within communities to help them to anticipate and manage specific hazards, so that those hazards do not become deadly and costly disasters.

The [Enhanced Vulnerability and Capacity Assessment](#) (EVCA) remained a vital tool for IFRC network practitioners to work with communities in a participatory manner to analyze their risks and come up with risk-informed community action plans, forming the basis for most longer-term programming, in line with the *Roadmap to Community Resilience*. In 2023, extensive training opportunities were made available across the network.

For example, the IFRC worked with the [British Red Cross Society](#) to facilitate an EVCA training of

National Societies engaged in the PER progress in 2023



trainers session for 30 staff from the Red Cross Societies of [Ghana](#) and [Nigeria](#). The [Nigeria Red Cross Society](#) branches in Lagos State will use EVCA findings in support of their disaster risk reduction programming.

Training was also provided in the [Democratic Republic of Congo](#) (supported by the [Swedish Red Cross](#)), [Eswatini](#) (supported by the [Finnish Red Cross](#)); [Liberia](#), [Mozambique](#) and the Indian Ocean countries of [Comoros](#) (supported by the [French Red Cross](#)), [Madagascar](#), and [Mauritius](#).

Risk reduction work is critical in contexts or countries in situations of fragility given increased vulnerability to hazards. However, programme implementation and delivery can be very challenging under such circumstances.

To support affected National Societies, the IFRC worked with the [German Red Cross](#) and the [ICRC](#) in 2023 to produce guidance on adjusting and implementing risk reduction activities in fragile contexts – including those affected by conflict and violence.

Community preparedness and risk reduction work in the [Americas](#) was boosted by 2023's Hurricanes Pre-Season Conference, which is open to the public. More than a thousand people attended from 66 different countries, with 56 National Societies being represented.

National Society Preparedness for Effective Response

National Society preparedness for the increasing demands on their capacities is vital and a main priority for the IFRC.

The National Society [Preparedness for Effective Response](#) approach, or PER for short, is the IFRC's commitment to ensuring that all 191 of its members are ready to anticipate and respond to future hazards.

PER places high importance on building and reinforcing sector-specific technical capacities that meet the needs of individual National Societies and are aligned with international standards. IFRC network reference centres – such as the [Livelihoods Resource Centre](#), the [Shelter Research Unit](#) and the [Global Disaster Preparedness Reference Centre](#) – provide strong support in this work.

By the end of 2023, 96 National Societies were engaged in PER, 27 of whom had gone through the process at least twice to monitor their own progress. The [Honduras Red Cross](#), for example, has refined its capacities through four cycles of the PER.

PER is a cyclical approach that allows for a National Society's response system to be analysed so that its strengths can be capitalized on, and any weaknesses addressed. It is based on decades of experience across the IFRC network in disaster preparedness, risk reduction, and response.

The process is entirely voluntary, putting the National Society in complete control of its development. It is also continuous, not stopping even

Surge support in Tonga

The Hunga-Tonga-Hunga-Ha'apai volcanic eruption and tsunami in Tonga in 2022 impacted approximately 84 per cent of the population.

An IFRC Operations Manager was deployed from March 2023 to February 2024 to support the implementation of recovery activities as part of the emergency appeal. The length of the mission ensured that the National Society could be supported within the emergency but also on future capacity development.

As part of the Government household recovery plan, new houses were built and planned to be given to the communities. However, the government requested communities to provide five per cent contribution. Thanks to successful negotiations between the Tonga Red Cross, the IFRC and the government, it was agreed that the IFRC would provide the five per cent to support communities and alleviate them from this burden. The IFRC Operations

Manager also worked with the Tonga Red Cross and the government to ensure that the design of the houses considered the specific needs of people with disabilities.

The IFRC Operations Manager contributed to increased accountability in the operation through regular contact with donors as well as working with the Tonga Red Cross to complement gaps in their capacity while helping them to strengthen their capacity.

Tonga Red Cross board members acknowledged that the Tonga Tsunami Operation yielded valuable lessons in coordinating with government agencies, significantly enhancing its standing within Tonga's communities and government. This experience solidified Tonga Red Cross' role as a trusted partner in disaster management and humanitarian assistance, fostering stronger relationships and bolstering resilience across Tonga.

if a disaster happens, as National Societies refine the improvements being made during their active response operations.

Effective preparedness saves lives and time when an emergency takes place. For example, in **Morocco**, the National Society used PER to improve its preparedness and response capacities, including creating contingency plans and conducting simulation exercises with local authorities.

When a deadly earthquake hit the country on 8 September 2023, the **Moroccan Red Crescent** had plans in place for exactly this scenario and launched an immediate response while maintaining close coordination with the national authorities and other partners.

Volunteers and staff were able to provide swift and effective services such as first aid and psychosocial support, safe evacuation of people from damaged buildings, transportation of injured people to hospitals, and dignified management of the dead.

Early warning early action

Early warning and early action, also known as anticipatory action or forecast-based action, gives people at risk the knowledge and skills they need to prepare and act before a disaster strikes, based on early warnings or forecasts.

However, half the world's countries still do not have adequate early warning systems, even though these are a relatively cheap and very effective way of protecting communities from harm. Even fewer countries have regulatory frameworks that link early warnings to early action.

Community knowledge is key to effective early warning systems. National Societies ensure meaningful engagement with communities long before a hazard emerges, enabling them to take a leading role in reducing their own risks and ensuring they are ready and able to act on alerts, including through supporting the establishment of Community Early Warning Systems.



Libya 2023 Libyan Red Crescent teams and volunteers were first on the ground when Storm Daniel hit, evacuating people and providing first aid and search and rescue efforts. © Libyan Red Crescent

The IFRC has continued to work across the Early Warning System value chain, supporting the integration of early warning and early action in disaster risk governance; community risk assessments (EVCAs); the contextualization of [actionable messages](#) that can be included in official alerts; ensuring alerts reach even the most remote and marginalized communities; and training community response teams.

National Societies in 11 countries across [Africa](#), [Europe](#) and the [Caribbean](#) were supported in 2023 to reinforce the use of the Common Alerting Protocol (CAP), the internationally recognized standard for issuing early warning alerts, for multi-hazard early warning.

Work continued in 2023 to build the [WhatNow Service](#) – developed by the American Red Cross-hosted Global Disaster Preparedness Centre in partnership with Google – to increase the speed and dissemination of disaster preparedness and risk reduction messages. As a result, community members are more informed on how to prepare for a disaster alert, and how to respond to the alert safely.

Twenty-five National Societies have contextualized IFRC’s [Public Awareness and Public Education](#) messages on what action to take once alerts are disseminated, and uploaded them onto the WhatNow platform.

With support from the government of [Ireland](#), the IFRC kick-started a one-year 1.8 million Swiss franc project, “Expanding Cross-Pillar Early Warning Early Action for Climate-related Hazards”, in November 2023. This project will support five National Societies in the Americas and Europe regions.

Anticipatory action by the IFRC-DREF

The Anticipatory Action pillar of IFRC’s Disaster Response Emergency Fund (IFRC-DREF) is a forecast-based financing tool providing predictable funding for National Society work in advance of a predicted crisis.

The IFRC supported the development of IFRC-DREF [Early Action Protocols](#) to ensure National Societies’ rapid response to alerts to protect people ahead of hazards (see the Funds section for more details of how IFRC-DREF supports anticipatory action).

By the end of 2023, nine Early Action Protocols (EAP) or simplified EAPs for different hazards had been approved by the IFRC-DREF and 31 EAPs were submitted.

In advance of the projected El Niño in 2023, National Societies and the IFRC worked together in several at-risk countries to reduce the risks of disasters including flooding, drought, and storms.

In [Ecuador](#), an Early Action Protocol was created to address the increased likelihood of flooding in

the rainy season. This allowed the National Society to access funding through the Anticipatory Action pillar of the IFRC-DREF to help protect lives and livelihoods based on warnings of flooding. In **Central America**, Early Action Protocols were put in place to cover an increased likelihood of drought.

Anticipatory action work before the arrival of El Niño included the reinforcement of homes and essential infrastructure, the pre-positioning of food and water stocks, and the creation and dissemination of clear evacuation routes.

Early Warnings for All

The United Nations and the IFRC are accelerating action to ensure that everyone on Earth is protected by early warning systems by 2027, through the Early Warnings for All (EW4All) initiative.

In 2022, IFRC was appointed the global lead for Pillar 4: Preparedness to Respond to Warnings. The IFRC is also a key member of Pillar 1 on Disaster Risk Knowledge and Pillar 3 on Warning Dissemination and Communication. Under Pillar 3, the IFRC advocated for increased use of Common Alerting Protocol (CAP), the internationally recognized standard for issuing early warning alerts.

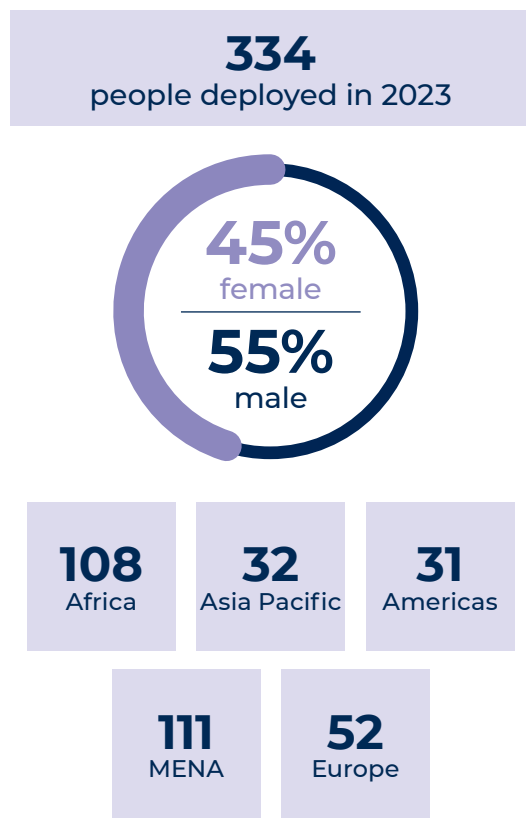
The IFRC worked with 17 National Societies to engage in country-level EW4All launches. While the focus was on supporting country-level roll-out, at the global level IFRC also set up coordination modalities within the IFRC network and with implementing partners to ensure more effective programming.

At the close of the year, agreements were signed with **Sweden** and **Denmark** for EW4All inter-pillar accelerator projects to support the finalization of the gap analyses and roadmaps and start the implementation of activities in nine countries in Africa, the Americas and Asia Pacific, with nearly one million Euro overall under each project for IFRC to support Pillar 4 activities.

Water at the Heart of Climate Action

Water at the Heart of Climate Action is an ambitious partnership between the IFRC network, including the IFRC, The **Netherlands Red Cross**, the **Red Cross Red Crescent Climate Centre** and host National Societies in the target countries, the United Nations Office for Disaster Risk Reduction, the World Meteorological Organization and the

2023 Surge deployments



Systematic Observations Financing Facility. It combines local knowledge and global technology to help communities understand and act on the water-related risks they face – before they become disasters. It contributes to the EW4All initiative and supports work across the four EWS pillars, while also supporting locally led adaptation (see more in the Climate and environment section of this report).

Surge

Surge differs from some other functions of the IFRC in that its efficiency is marked by its numbers going down, not up. IFRC support to National Societies is designed to build their capacities and reach to the extent that hands-on international involvement is needed less, in line with localization efforts.

However, no matter how large or effective a National Society may be, some crises will always outstrip its capacity to respond. At such times, on the request of the National Society, the IFRC will deploy highly trained sector professionals to join the local response.

Emergency response unit deployment in 2023



These professionals are recruited for a surge roster from across the IFRC network. The roster had nearly 3,300 experts available in 2023. This creates a unique ability to ensure the right skills can be available in the right place at the right time.

In 2023, there were 334 people deployed (55 per cent male and 45 per cent female). This included 108 in Africa, 31 in the Americas, 32 in Asia-Pacific, 52 in Europe and 111 in MENA.

More than 5,000 surge training opportunities took place in 2023, with the majority online and decentralized (80 per cent) to ensure better adaptation to local contexts. More women and non-binary individuals were trained in 2023 than men, so it is hoped that gender balance in future deployments will continue to improve.

The majority of deployments were to the Middle East and North Africa (111) and Africa (108), with 52 deployments in Europe, 32 in Asia Pacific, and 31 in the Americas.

Emergency Response Units (ERUs) can be deployed in a large-scale emergency, or when a National Society's capacity is stretched, by the IFRC and several National Societies. They are made up of expert personnel and equipment to prevent, detect and respond to people's health needs.

ERUs prevent and treat illnesses and improve health and dignity for communities affected by slow- and sudden-onset disasters or outbreaks, and working in support of government health systems.

In 2023, 14 ERUs were deployed to support National Societies.

The IFRC continued to build operational leadership capacities across the network through its Heads of Emergency Operations and Developing Heads of Emergency Operations programmes. Five Heads of Emergency Operations missions were conducted for operations across the Middle East and Europe in 2023, including for earthquakes in **Türkiye/Syria** and in **Morocco**.

The IFRC currently has three full-time Heads of Emergency Operations on retainer and ready to deploy to crises around the world within 48 hours, where they will provide strategic and operational leadership support to the affected National Society.

In 2023, the Heads of Emergency Operations programme closed the first cohort of its Preparatory Track programme, designed to build the skills and capacities of operational leaders from the Global South. Successful candidates will be integrated into the Developing Heads of Emergency Operations programme.

Cash and voucher assistance

The IFRC network continues to be a world leader in cash assistance as a vital method of providing humanitarian support, giving crisis-affected people choice, preserving their dignity and respecting their agency.

People reached with CVA support by type



In 2023, a total of 95 National Societies were engaged in cash preparedness, with strong support from the [British Red Cross](#)-hosted [Cash Hub](#).

The success of cash work in [Ukraine](#) and neighbouring countries has inspired sister National Societies in Europe to build cash skills and expertise in their own contexts.

People affected by the ongoing crisis in [Ukraine](#) received cash and voucher assistance through the IFRC's innovative [AccessRC self-enrolment app](#).

The app was used in nine countries to digitally enrol people displaced by the conflict, validate their identities and eligibility for assistance, communicate critical information, provide cash payments, and enable feedback on assistance received.

Since the start of this crisis in 2022, 75.1 million Swiss francs have been distributed through AccessRC to more than 251,000 people.

The app is fully accessible in many languages, has strong inbuilt fraud prevention systems and will allow for scalability to provide other humanitarian services.

Its success in [Ukraine](#) and neighbouring countries has been a model for digital cash assistance in other parts of the world. For example, in [Colombia](#), the National Society conducted a successful pilot of AccessRC in Spanish, and in a very different context from its use in Europe.

The IFRC continued its cash innovations in 2023 with the successful completion of the Dignified Identities in Cash Assistance project piloted with [Kenya Red Cross Society](#) and [Uganda Red Cross Society](#).

Cash continues to be a vital tool in fragile contexts. For example, in [Yemen](#), cash assistance has allowed people in situations of extreme vulnerability to not only meet their immediate needs, but also to rebuild their livelihoods.

In [Eswatini](#), cash is a vital part of the support provided through the ECHO-IFRC Pilot Programmatic Partnership. Communities at risk receive cash assistance alongside work to reduce climate risks and build health resilience, with the goal of improving food security. The project is implemented by the [Baphalali Eswatini Red Cross Society](#), IFRC, and partners including the [Finnish Red Cross](#) and [Belgian Red Cross](#).

While figures for 2023 had not been finalized as this report went to press, the data for 2022 showed that the IFRC network had distributed some 721 million Swiss francs in cash and voucher assistance to more than five million people.

In 2023, some 47 per cent of all IFRC-DREF and Emergency Appeals included the distribution of cash and voucher assistance, building on previous success.

Information management

The IFRC tracks disaster risk reduction and response work worldwide in communities large and small, to analyze trends and to share knowledge across the network. To this end, the IFRC has rigorous information management systems in place at all levels and operates a surge roster to deploy information management professionals to large-scale crises when needed.

The IFRC operates the successful [GO platform](#), which aims to make disaster-related information universally accessible and useful to IFRC network responders to inform better decision-making.

It is an accessible public-facing platform showing IFRC network action happening in real time. GO also serves National Society preparedness, anticipatory action, operational learning and crisis analysis, as well as core data management and mapping.

Capacities were built and personnel upskilled in 2023 through training in information management coordination (hybrid), fundamentals of field surveys and secondary data analysis (online) and in-person training for humanitarian information analysis and mobile data collection.

The IFRC worked with the National Societies in [Colombia](#), [Costa Rica](#), [Honduras](#) and [Panama](#) to pilot the Global Crisis Data Bank project through a sub-regional workshop in August 2023.

In collaboration with Solferino Academy, the [Netherlands Red Cross 510 Initiative](#), the [British Red Cross](#) and the IFRC, a Generative 'Artificial Intelligence' workshop for Movement data scientists was conducted and a Community of Practice established to cover a broader audience and scope.

Health and wellbeing

Ensuring that everyone has access to the health services they need, including during emergencies.

Context

Far too many communities and individuals still do not benefit from health progress. Health systems continue to be overstretched as inequalities and vulnerabilities become even more entrenched.

Communities faced increasing risks driven or worsened by changes in disease patterns, urbanization, infectious diseases, and climate change. Millions of people were unable to access health services at all in 2023, including people on the move.

Geopolitical instability has increased pressure on the community-based health work of National Societies, while shrinking humanitarian access and politicization of principled humanitarian aid complicated the delivery of health services.

In 2023, efforts were made to get progress back on track following major disruptions in many health areas due to the COVID-19 pandemic. Global immunization services reached four million more children in 2022 compared to the previous year and this positive progress continued in 2023. Trends were positive for reducing the number of “zero dose children” to levels similar to pre-COVID, but significant efforts will be required to achieve targets, particularly at community level. For malaria, while cases continued to rise, WHO recommended new innovations to add to the toolbox to fight against the disease and address insecticide resistance, and new vaccines to protect children under five from malaria infection.

Non-communicable diseases contributed to 70 per cent of global deaths and disabilities in low- and middle-income countries (WHO, 2023), while vaccine-preventable diseases such as measles and polio made a resurgence.

According to WHO, climate-related health crises affected at least 3.5 billion people – nearly half of the global population. This includes extreme heat,

weather events and air pollution that caused millions of deaths in 2023; and increased incidence and spread of vector-borne diseases. By end of 2023, over five million cases of dengue and 5,000 deaths were reported worldwide from over 80 countries, increasing in part due to climate change consequences, including El Niño and complex humanitarian crises.

Globally, two billion people (26 per cent of the population) do not have safe drinking water and 3.6 billion (46 per cent) lack access to safely managed sanitation. Forced migration due to natural disasters, conflict, economics and climate events puts [an increased strain on water and sanitation resources](#).

Our approach

The IFRC continued to adapt its approach to health and wellbeing based on local needs and learning. In March of 2023, the IFRC launched its new [Health and Care Framework](#) – informed by National Society country-level planning and extensive experience from emergency health responses since 2021, including the COVID-19 pandemic.

The approach recognizes the complexities of the evolving global health landscape while keeping its focus on communities, where resilience is built and health hazards are identified, addressed, and eliminated.

The IFRC network focuses on the needs of the most at-risk or least resilient people during emergencies, in fragile settings, or outside formal health systems. It prioritizes the prevention and detection of disease outbreaks, emerging pathogens, antimicrobial resistance, and the potential for zoonotic spill over.

The network recognizes that climate change and health are intrinsically connected and creates climate-resilient strategies to strengthen the ability of National Societies to address the worsening impacts of disasters on health outcomes.

Above all, the IFRC network puts people at the centre of all humanitarian actions so that they are empowered, informed, and able to make healthy lifestyle choices, and have access quality and sustainable health, and WASH services.

Progress towards targets

The summary below represents 2023 annual progress status. Data was collected from 113 National Societies. 2023 is the first year of reporting under the new unified planning approach, which brings together the host National Society, the IFRC and participating National Societies. Therefore, the results matrix was revised in 2023 to make all indicators network-wide, and to adapt to unified planning. This led to some indicators being discontinued and/or replaced. This reporting may consist of partial data collection, based on available data from key projects and branches. Entire network results are covered by annual FDRS reporting.

79.8 million – Number of people reached with contextually appropriate health services (annual target 150 million)

27.5 million – Number of people reached with contextually appropriate water, sanitation and hygiene services (annual target 30 million)

2.6 million – Number of people trained in first aid (annual target 20 million)

2.6 million – Number of people reached with psychosocial and mental health services (annual target 15 million)

2023 results

The four Pillars of the IFRC's Health and Care Framework are: 1. Global Health Security; 2. Global Health Protection and Universal Health Coverage; 3. Global Water, Sanitation and Hygiene (WASH) Services, and 4. Transformative Partnership. These Pillars are implemented by: 1. Strengthening National Society Leadership on Health and WASH; 2. Strengthening IFRC Health Infrastructure at

Country, Cluster, Regional and HQ Levels, and 3. Digital Solutions and Data.

Global health security

The IFRC network supports the strengthening of community and public health systems that can prevent, detect and respond to health threats.

Community-based health

Communities are vital partners in delivering health services and creating change for healthier living.

The implementation phase of the **Resilient and Empowered Community Health Workers (REACH)** initiative is an ambitious partnership between the IFRC and Africa Centre for Disease Control and Prevention, to strengthen the community health workforce, and health systems, across the continent. It was launched in **Zimbabwe** in March 2023 by the National Societies of **Burkina Faso, Central African Republic, Eswatini, Malawi, Nigeria, South Sudan, and Zimbabwe**.

Engagements with ministries of health in 12 REACH priority countries have been underway to ensure alignment with national strategies. A REACH microplanning initiative was held in **South Sudan** in September, through a country planning meeting, to develop a structured framework for partners, under the leadership of the Ministry of Health, to scale up the role of community health workers.

In Afghanistan, to increase community abilities to bring much-needed services to people at risk in a very fragile context, the **Afghanistan Red Crescent Society** conducted a successful community-based health and first aid training session, boosting their while National Societies in the Middle East North Africa and Asia Pacific regions built a joint roadmap for their work to increase learning and effectiveness.

Epidemic and pandemic preparedness and response

The IFRC supports National Societies to prevent, detect and quickly respond to outbreaks – saving countless lives and promoting healthier communities. It draws on the many lessons learned from the network's unprecedented response to the COVID-19 pandemic, as well as outbreaks of cholera, Ebola, Marburg, anthrax and other health crises. At the same time, the IFRC has continued to advocate for the need to empower and work alongside at-risk communities and local actors.

Multilingual epidemic control site for volunteers



In March 2022, the IFRC launched an [epidemic control microsite](#) where volunteers can easily find information on prevention and response to outbreaks, and where managers have access to evidence-based guidance for health programming. By the end of 2023 it was viewed 230,500 times in 195 countries.

The seven countries active in the IFRC's USAID-funded **Community Pandemic Preparedness Programme** (Cameroon, Democratic Republic of Congo, Guinea, Indonesia, Kenya, Sierra Leone, Uganda) had nearly 3,500 volunteers directly involved in community-based surveillance – identifying 19 different diseases in the course of 2023. The programme has facilitated more than 1.6 million epidemic preparedness household visits since it began in 2018.

ECHO Pilot Programmatic Partnership

The innovative ECHO Pilot Programmatic Partnership also contributes to the IFRC's work in health through the Epidemic and pandemic preparedness and response pillar. Community-based surveillance plays a key role, as communities who

are trained in this technique can identify emerging epidemics quickly.

In 2023, funding from the Pilot Programmatic Partnership and the **Norwegian Red Cross** was used to significantly advance online training materials for [community-based surveillance](#). In Africa, ten countries (**Burkina Faso, Burundi, Cameroon, Comoros, Côte d'Ivoire, Democratic Republic of Congo, Guinea, Madagascar, Niger and Senegal**) received community-based surveillance training and can now be deployed to Francophone countries to support training of others.

In **Bangladesh**, the Pilot Programmatic Partnership enabled a community-based surveillance system to be established with a focus on dengue outbreak management. More than 240 community health volunteers were trained to use a specific community-based surveillance app for real-time data collection on disease symptoms.

In **El Salvador**, the National Society conducted a feasibility analysis for a community-based surveillance implementation strategy in collaboration with the country's Ministry of Health, focusing on enhancing early detection and response to outbreaks through community engagement.

In **Burkina Faso**, the National Society introduced community-based surveillance systems in nine communes and provided training to volunteers on disease surveillance and response.

Health in emergencies

The first deployment of Community Case Management of cholera took place in **Malawi** in 2023, expanding the pool of trained and experienced community cholera practitioners across southern Africa.

In **Europe**, a Public Health in Emergencies training was conducted for the first time to health focal points of Russian-speaking National Societies in Almaty, **Kazakhstan**, with participants from eight National Societies. The aim was to improve community protection by preparing National Societies for efficient health emergency responses, advancing regional emergency medical capacities for agile and safe clinical care in emergencies, increasing access to medical countermeasures, and actively participating in effective health emergency coordination across the European region.

A first training for the Infection Prevention and Control Emergency Response Unit was held in

2023, resulting in deployable workers from the [French Red Cross](#).

The IFRC became part of a new network that seeks to address the continuum of care challenges from the community health worker to community level hospital care, pre-hospital services and emergency department care. The initiative brings together the IFRC, the Acute Care Network of multiple academic institutions and humanitarian partners, led by WHO, to strengthen integrative health services.

Global health protection

National Societies are supported by the IFRC to achieve Universal Health Coverage through health programming that is integrated and community centred.

Climate change and health

The climate crisis puts public health and vital healthcare infrastructure – hospitals, clinics, supply chains and the goods they transport – at increasing risk. This not only makes climate change a major environmental determinant of health, but also undermines progress towards universal health coverage.

In 2023, the IFRC developed a comprehensive approach to addressing the health impacts of the climate crisis, with specific pillars to support development of climate-resilient health systems, climate-smart health workforce, climate-informed surveillance and early warning systems and risk communication and community engagement.

The IFRC reinforced its commitment to the links between climate change and health during COP28, where the IFRC, together with WHO and Climate Champions, launched the Health Pillar of Sharm El Sheikh Adaptation Agenda. The IFRC worked alongside the Green Climate Fund and partnered with the Prudence Foundation and Climate Centre on Research on Compound effect of Heat, Humidity and Air Pollution.

First aid

First aid, with proper training, saves lives. To ensure coherence and quality, the IFRC First Aid Policy and First Aid Vision 2030, including an operational framework, were launched in 2023.

A new [First Aid app](#) was launched in 41 languages and made available in more than 100 countries. It provides easy-to-understand information to respond to a range of everyday first aid scenarios. It can also guide users through life-saving steps for emergencies. National Societies can customize the app according to their own needs and languages.

Three open online first aid courses for children, adults and the elderly were launched in Arabic, expanding access around the world.

During the network's response to the **Ukraine and impacted countries crisis, 446,000 people have been trained in first aid**. The Ukrainian Red Cross has moved first aid training to a blended platform (online and offline). The first phase of research on pedagogical features for people with physical disabilities has started, including the inclusion of people with disabilities in the learning process.

[Zambia](#) has expanded its workplace first aid services through the establishment of a new training centre. Not only does this increase access to lifesaving training, but the provision of first aid training can also support National Society financial sustainability. As part of their financial sustainability efforts, the [Dominica Red Cross](#) and [Grenada Red Cross](#) rolled out a new first aid training product called Adventure First Aid thanks to funding provided by the [Netherlands Red Cross](#).

Immunization

Vaccination is crucial to preventing outbreaks of many diseases. In 2023, the IFRC worked to address systemic barriers to improving coverage of routine immunizations, by reaching “zero dose” and under-vaccinated children.

Several countries experienced large and disruptive outbreaks of measles and other vaccine-preventable diseases in 2023. The IFRC supported National Societies in their immunization work in [Afghanistan](#), [Central African Republic](#), [Democratic Republic of Congo](#), [Kyrgyzstan](#), [Nigeria](#), [the Philippines](#), and [Pakistan](#). This work made a significant contribution to the Immunization Agenda- 2030 Strategic Action Agenda of ‘Regaining control of measles’.

In [Afghanistan](#), a fragile context where the National Society's trust and community access is critical to the delivery of integrated health and

wellbeing services, nearly 400,000 doses of vaccine were given to children aged under 59 months. These numbers include more than 5,000 children aged between 12 and 23 months old who were vaccinated against measles as part of “catch-up” efforts. Work towards polio eradication continued with more than 46,000 doses of oral polio vaccine being given to children aged between 24 and 59 months.

In 2023, the IFRC and Afghanistan Red Crescent administered over 390,000 doses of vaccines to children under 59 months of age.

National Society capacities in cholera prevention and response were boosted in **Democratic Republic of Congo, Ethiopia, Ghana, Malawi, Mozambique, Nigeria and Zimbabwe** through training in oral cholera vaccine delivery. Further training was provided in oral cholera vaccine campaigns in Ethiopia, Kenya, Malawi, Mozambique, South Sudan, Sudan and Zambia.

Malaria

Through the Alliance for Malaria Prevention, which is housed and chaired by the IFRC, technical assistance, based on requests from national malaria programmes and partners, was provided to 20 countries in **sub-Saharan Africa** and **Pakistan** to support insecticide-treated net mass distribution campaigns or distribution.

Alliance for Malaria Prevention’s Net Mapping Project data in October 2023 showed that, globally, three billion insecticide-treated nets have been procured and delivered to malaria-endemic countries since 2004. The data shows a vastly improved prioritization of new types of nets to fight documented insecticide resistance.

The IFRC and Alliance for Malaria Prevention also provided guidance and tools to support National Society work in clustered lot quality assurance sampling, a data analysis method that allows for careful monitoring of service delivery and rapid course correction if needed.

Dengue

The IFRC moved quickly to support National Societies in Asia Pacific, where there was a sharp rise in dengue infections in 2023.

For example, a resurgence of dengue in **Bangladesh** caused 1,705 deaths and more than 320,000 hospitalizations in 2023. In response, Bangladesh Red Crescent mobilized volunteers to provide emergency health and WASH assistance in the three most-affected cities – Dhaka, Chattogram, and Barisal.

The IFRC provided technical assistance to analyze the situation and to develop the dengue response plan. Contingency stocks were mobilized from warehouses, and the IFRC procured medical items like Dengue NS1 testing kits, apheresis kits, blood screening kits and triple blood bags.

In **Sudan**, which was affected by a complex emergency in 2023, the IFRC supported the Sudanese Red Crescent in preventing and responding to outbreaks of dengue in camps for internally displaced people.

Mental health and psychosocial support

A [global report on MHPSS provision](#) across the Movement was released in 2023, with 163 National Societies surveyed.

In June 2023, the UN General Assembly adopted, for the first time ever, a resolution on Mental Health. The IFRC, through its New York delegation, actively contributed to the process throughout the drafting process in line with the Resolution “Addressing mental health and psychosocial needs of people affected by armed conflicts, natural disasters and other emergencies” passed at the 33rd International Conference of the Red Cross and Red Crescent in 2019.

Capacities continue to be built across the network. For example, the IFRC, the network’s expert [Psychosocial Centre](#), and National Red Cross Societies in **Ukraine and 24 European countries** have been working together to meet mental health and psychosocial support needs since June 2022 through the **EU4Health programme**. This provides psychological first aid via helplines and other service platforms. During the response to the Ukraine and impacted countries crisis, 1.2 million people were reached with mental health and psychosocial support services.



Malawi 2023 Malawi Red Cross Society volunteers at a cholera treatment centre in Mangochi. Malawi's cholera outbreak started in March 2022, it spread to all 29 districts of Malawi and is the worst such outbreak in decades. © Viktor Lacken / IFRC

Water, sanitation and hygiene (WASH)

IFRC WASH teams worked with National Societies to drive “One WASH” programming throughout 2023.

One WASH was initially focused primarily on cholera response and elimination. However, in 2023, the initiative broadened its scope to be IFRC’s programmatic approach to providing access to WASH services across the preparedness, emergency, and development nexus, using the approach to deliver impact on wellbeing, food security, poverty reduction in fragile contexts, and other areas for which access to WASH services improves human health and dignity.

WASH infrastructure improvements, such as the rehabilitation of water points and the construction of latrine blocks, were carried out in **Burkina Faso** and **Cameroon**. Efforts were also made to promote hygiene practices and ensure access to clean water, contributing to disease prevention in Burkina Faso, Cameroon, **Congo**, **Ecuador**, **El Salvador** and **Yemen**.

During this year, WASH teams conducted the mapping of existing WASH staff, response kits, and training needs for emergencies and outbreak responses for 34 National Societies in Africa. The detailed mapping shows where human resource capacity needs strengthening and where there are gaps that need to be filled.

In 2023, the IFRC was selected as a water, peace, and security partner by KOICA, the Korean International Cooperation Agency.

Cholera

National Society and IFRC capacities in the prevention and control of cholera were broadened in 2023 through several events and initiatives in cholera-affected countries.

Particular focus was given to the countries involved in IFRC’s Cholera Country Support Platform, which is the operational arm of the Global Task Force for Cholera Control.

The Country Support Platform provides multisectoral operational support, advocacy, and technical guidance necessary for countries to develop, fund, implement, and monitor their National Cholera Plans effectively. The approach is to work closely with countries to understand context-specific

needs and adapt the support accordingly while honouring donor agreements and remaining fully transparent and accountable.

Six countries – **Bangladesh**, **Cameroon**, **Democratic Republic of Congo**, **Mozambique**, **Nigeria** and **Zambia** – are being supported in the development of a National Cholera Plan.

For example, following sustained advocacy by the Country Support Platform in **Bangladesh**, there has been a five-fold increase in the national budget towards a Cholera Plan, and indicator-based surveillance has been expanded to cover the entire country.

The IFRC also built African National Society capacities in cholera and oral cholera vaccines through training in **Democratic Republic of Congo**, **Ethiopia**, **Ghana**, **Malawi**, **Mozambique**, **Nigeria** and **Zimbabwe**, and through engagement on oral cholera vaccine campaigns in Ethiopia, Kenya, Malawi, Mozambique, South Sudan, Sudan and Zambia.

The IFRC worked with the **Tanzania** Red Cross Society to produce a concept note for a proposed five-year programme in the country, focusing on several recognized cholera hotspots.

A soft expansion of the programme, to **Cameroon**, **Kenya** and **Nepal**, began during 2023.

The IFRC-DREF supported the cholera response operations of eight National Societies in 2023, disbursing more than three million Swiss francs for life-saving work supporting nearly two million people at risk.

At the end of 2023, the IFRC was granted 1.3 million US dollars for its **Zimbabwe** Food Security and WASH programme. The aim is to improve access to a safe water supply for at-risk communities in cholera affected Mudzi district, improve agricultural productivity, and generally improve public health.

Emergency WASH

More than 50 emergency operations with multiple large-scale emergency WASH operations were undertaken in 2023, including covering the cholera epidemic in southern **Africa**, the dam collapse in **Ukraine** and the earthquake in **Morocco**.

A total of 23 emergency responses were supported across Africa, responding to flooding, droughts, landslides, population movement and cholera.

Migration and displacement

Supporting people on the move to cope with the risks and challenges of migration while protecting their dignity.

Context

People on the move – whether they are migrating for work or family reasons, or if they have been uprooted from their communities following a disaster, crisis or conflict – face unacceptable humanitarian needs and risks every day. At the same time, communities hosting migrants and displaced people along global migratory routes continue to require support.

The life-shattering impacts of conflict, violence disasters, and climate change continue to force people to flee their homes – inside their own countries or across international borders – throughout 2023. The climate crisis will be a threat multiplier. According to the latest Intergovernmental Panel on Climate Change [Synthesis Report \(AR6\)](#), climate and weather-related hazards are increasingly driving displacement across the world.

The International Organization for Migration's [World Migration Report 2024](#) states that there are an estimated 281 million international migrants worldwide. People that have been displaced due to conflict, violence, disaster, and other reasons have been on the increase and now stand at approximately 117 million.

Refugees and other displaced people face unacceptable risks to their safety and dignity, whether in transit along land or sea-based migration routes, at borders, or in host countries. Since 2014, more than 59,000 people have died along land- and sea-based migration routes, according to the [Missing Migrants Project](#).

Upon reaching borders, refugees and other displaced people are too often turned away without due consideration of their protection claims or detained and separated from their families. After arrival in host countries, refugees and other displaced people must frequently contend with

discriminatory and restrictive laws and policies, creating formal and informal barriers to accessing essential services like healthcare, shelter, food, clean drinking water, legal advice, and education.

For example, in **Africa**, the crisis in Sudan has newly displaced 5.4 million people within Sudan and driven over 1.4 million people into neighbouring countries including Chad, Egypt, Ethiopia, and South Sudan, while communities in Djibouti became host to large numbers of people fleeing Ethiopia and Somalia after successive droughts.

The situation in **Asia Pacific** was marked by complex and protected crises in Bangladesh – particularly for people displaced from Myanmar – Pakistan, and Afghanistan.

Around 42 nationalities are on the move in the **Americas**. This includes people from the continent and trans-continental migrants, particularly from Africa and Asia. All the routes have risks hence protection is critical, particularly for people using treacherous routes such as the Darién jungle.

The needs of people fleeing the conflict in Ukraine continued to evolve across **Europe**, with new focus placed on integration, inclusion and social cohesion. At the same time, humanitarian needs and risks persisted for people on the move across the region, including on the Balkans route and for people who continued to risk everything on the deadly Mediterranean Sea route. More than 2,300 people drowned trying to reach safety in 2023.

The humanitarian needs for migrants, refugees and other people on the move across the **Middle East and North Africa** continued to evolve in 2023, including connected to new and protracted conflict, disasters and crises, as well as due to changes in migration routes.

Our approach

The IFRC network works with and advocates for all people on the move, whether they are refugees, asylum seekers, migrant workers, internally displaced persons, stateless persons or in other situations of vulnerability away from their home.

This support provided is based solely on humanitarian need, regardless of who they are, where they have come from, their migration status or whether they are in a country of origin, transit, destination, or return.

The IFRC network also works to meet the needs of the many host communities around the world, providing support and working with local and national authorities to promote understanding, interaction, inclusion, and social cohesion.

At the same time, the IFRC network uses humanitarian diplomacy to advocate for the collective responsibility to save lives, reduce risks and promote the safety and dignity of people on the move. The IFRC network also leverages international initiatives such as the ECHO Programmatic Partnership to reach and support more people on the move, especially those who are particularly vulnerable along dangerous migration routes and in fragile settings.

In addition, the IFRC network 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.

Progress towards targets

The summary below represents 2023 annual progress status. Data was collected from 113 National Societies. 2023 is the first year of reporting under the new unified planning approach, which brings together the host National Society, the IFRC and participating National Societies. Therefore, the results matrix was revised in 2023 to make all indicators network-wide, and to adapt to unified planning. This led to some indicators being discontinued and/or replaced. This reporting may consist of partial data collection, based on available data from key projects and branches. Entire network results are covered by annual FDRS reporting.

3.1 million – Number of migrants and displaced persons reached with services for assistance and protection (annual target 4 million)

41 – Percentage of National Societies that have conducted a migration and displacement needs assessment and/or have integrated migration into their strategic planning (target 75 per cent by 2025)

528 – Number of humanitarian service points that provided assistance and/or protection to people on the move along land-based migration routes

2023 results

As the number of people on the move continued to rise in 2023, the IFRC and 166 National Societies stepped up the available support, including through the Global Route-Based Migration Programme, Humanitarian Service Points on land and at sea, and emergency operations in response to the needs of migrants and displaced populations.

This active response work was supported worldwide by IFRC efforts to improve the services available to, and the inclusion of, migrants and displaced people through sustained advocacy and humanitarian diplomacy at national, regional, and international levels.

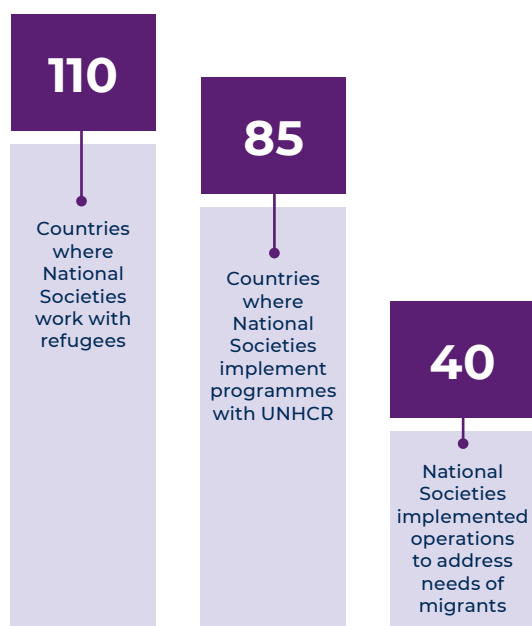
Global Route-Based Migration Programme

IFRC's Global Route-Based Migration Programme works to improve the safety and dignity of migrants and displaced persons, particularly those taking dangerous paths to reach safety and security.

It combines the expertise and experience of the IFRC and 57 National Societies in Africa, the Americas, Europe, and the Middle East and North Africa.

This coordinated approach ensures that people on the move – and host communities – receive consistent and quality support along global migratory routes.

National Society support to migrants in 2023



The programme also involves IFRC support to develop National Society capacities through training for volunteers and staff, cross-border exchanges of knowledge and best practices, and peer support.

The programme is implemented through **Humanitarian Service Points**, an IFRC innovation that delivers services and information to migrants and displaced persons. Humanitarian Service Points provide a safe, welcoming and neutral space at strategic locations along migration routes. Each one is designed to meet the needs of people in that particular context – there is no “one size fits all” approach. As such, the Humanitarian Service Point might be in a fixed location, or mobile.

For example, in Poprad, **Slovakia**, the Slovak Red Cross set up a temporary Humanitarian Service Point in a branch office to support people displaced by the crisis in Ukraine. When the crisis became protracted, its services were expanded as part of the National Society’s country-wide response. It now operates from a new site, clearly visible from the street, where displaced people can access information, direct assistance and referrals.

In **North Macedonia**, the National Society understood that the best way to reach the people in need of support was through a mobile Humanitarian Service Point. The team patrols the mountain

areas near the northern border, where migrants are known to transit and use informal camps. This allows the National Society to deliver services as well as offering support at a Humanitarian Service Point located nearby in a local village.

While Humanitarian Service Points differ from context to context, the services they offer can include basic healthcare and psychosocial support, food and water, information, restoring family links services to help people contact or reunite with their loved ones, temporary shelter, safe spaces for women and children, and safe referrals.

Migration and displacement in emergencies and protracted crises

National Societies and the IFRC work to minimize the risks of displacement in emergency settings and run operations designed to support and provide services to people affected.

This year, 40 National Societies implemented operations to address the needs of migrants and displaced people in crises.

There were six active Emergency Appeals either for population movement or where a crisis included a need for a migration response. These included **Armenia; Bangladesh; Mexico** and **Central America; Sudan** and affected countries; **Togo**; and **Ukraine** and affected countries. Seven operations were supported by the IFRC-DREF in **Democratic Republic of Congo** and **Sri Lanka** (launched in 2022) and new operations in **Afghanistan, Benin, Cameroon, Libya** and **Somalia**.

In **Ukraine** and neighbouring countries, many National Societies have transitioned from emergency response to a protracted crisis scenario with support from the IFRC and other partners.

While the Ukraine Red Cross Society focuses on the enormous humanitarian needs inside its conflict-affected context, National Societies in neighbouring countries worked throughout 2023 to provide services and integration and inclusion activities for displaced people in host communities.

To support this work, the IFRC initiated the collaborative development of a regional integration and inclusion framework, giving National Societies comprehensive guidance and tools to support their activities as a transition from the emergency appeal.

HSP@Sea: the IFRC and SOS Méditerranée

The IFRC and SOS Méditerranée formed a partnership in July 2021 to create **HSP@Sea**, a dedicated Humanitarian Service Point on board the Ocean Viking search and rescue ship, which patrols the central Mediterranean Sea.

In 2023, **2,055 people were rescued in 45 rescue operations**. Some 667 of the rescued people were minors – 537 of them were unaccompanied. This brings the number of people rescued since the start of the partnership to 5,963.

The search and rescue work is performed by SOS Méditerranée, and IFRC network staff on board provide post-rescue support to survivors. The on-ship IFRC team includes a leader, a cultural facilitator, medical staff such

as a doctor, nurse and midwife, and delegates who specialize in relief, protection and communications.

To support the survivors, the IFRC team carried out 1,279 medical consultations, distributed more than 2,300 survival kits and blankets, and provided some 16,000 meals. The team also provides protection and psychosocial support, work in Restoring Family Links, and referrals to services they will need when they land.

Careful coordination, especially with the National Society in the country where the disembarkation takes place, guarantees continuity of care for the rescued survivors.

Peer support and membership coordination were also strengthened through the provision of workshops, online sessions, and the creation of a Migration Community of Practice.

In **Sudan**, where conflict caused dire humanitarian needs and large-scale displacement in 2023, the IFRC, Sudan Red Crescent Society and partner National Societies worked to create an aligned and harmonized approach to the crisis.

This involved supporting volunteers and staff on the ground, strengthening cross-border coordination with National Societies in countries including **Egypt** and **Libya**, and creating a regional operational strategy including setting up Humanitarian Service Points wherever people were on the move.

Migration and displacement working groups helped avoid duplication in the use of resources and ensured complementarity.

In **Armenia**, which is host to some 100,000 people displaced following 2023 September hostilities, the National Society runs 28 child-friendly safe spaces where displaced children can play and get help with their homework. The “Smiley Club” helps these vulnerable children to receive emotional support following the upheaval they have experienced.

In **Honduras**, returning migrants received a warm welcome and support from the National Society at the country’s northern and southern borders. The Honduras Red Cross co-runs the Centre for Attention to Returned Migrants in Omoa, near the border with Guatemala. Further south, the National Society partners with the local government to run a care centre for unaccompanied migrant children and families returning home. Some 56,000 Honduran migrants returned home in 2023.

Nearly a million people displaced from Rakhine State in **Myanmar** are still living in Cox’s Bazar camp in **Bangladesh**, six years after the onset of the crisis. They are supported by the Bangladesh Red Crescent Society, the IFRC, and partners including the Bangladesh government.

In 2023, the Cox’s Bazar community faced severe challenges including the impact of Cyclone Mocha in May, dozens of outbreaks of fire in the camp, malnutrition, lack of access to education, and threats to their security.

These risks have been heightened by continued shortfalls in the funding available to improve the safety, dignity and future prospects of the displaced community.



Panama 2023 127,168 migrants crossed the Darien National Park between January and April 2023, more than 1,000 people per day, a figure that overwhelms the humanitarian service points where the Red Cross are present. © Hermanos Corallo / IFRC

Since the onset of the crisis, the Bangladesh Red Crescent has facilitated nearly two million health consultations, and more than 60,000 families have received 1.1 billion litres of safe drinking water. Despite these efforts, concerted international action is urgently needed to identify and implement a safe, dignified and sustainable way forward for the communities of Cox's Bazar.

ECHO Pilot Programmatic Partnership

The innovative **ECHO Pilot Programmatic Partnership** also contributes to the IFRC's work through its People on the Move pillar, which provides strategic, flexible, long-term and predictable funding to National Societies.

The pillar addresses the needs of migrants and displaced persons in situations of risk in Latin and Central America, Africa and Central Asia, and the needs of migrants and displaced persons in situations of armed conflict and violence, of rights violations, disasters, and climate change.

For example, in **Ecuador** – home to some 475,000 Venezuelan migrants and displaced people – the Programmatic Partnership supports work by the Ecuadorian Red Cross to bring food, water, healthcare and psychosocial support to people on the move.

Volunteers and staff also disseminate vital information that will help migrants and displaced people to stay safe on their journeys, such as the location of mobile Red Cross health units where they can receive medical assistance.

A new strategy

The IFRC collaborated with National Societies and the ICRC throughout 2023 to develop a new Movement Migration Strategy. The Migration Leadership Group, Global Migration Task Force and regional migration networks identified three priorities for a new strategy:

- The safe and effective access of migrants to essential services along the migration routes.
- Support for resilience and inclusion of migrants, specifically in adverse environments.
- Protection of rights, safety and dignity of migrants, with attention to vulnerabilities.

Five enablers have also been identified, namely the meaningful participation of migrants; capacity strengthening of National Societies; advocacy and humanitarian diplomacy; coordination and cooperation across borders and along routes, and data protection and the principled use of digital technology.

Values, power and inclusion

Building trust within and between communities is needed to address inequalities and underlying causes that can result in violence, discrimination and exclusion.

Context

In 2023, communities large and small faced challenges to their security and cohesion. These were rooted in causes such as conflict and violence, increasing inequality, a breakdown of trust in institutions, post-COVID-19 impacts to health and livelihoods, and a lack of opportunities for young people.

The complex and protracted nature of many crises has increased suffering and eroded hope among many communities, with marginalized and disempowered groups being hit the hardest.

The world faces a growing and complex vulnerability landscape. Rising identity politics and populism are fuelling social and political polarization, leading to exclusionary policies and practices. This, coupled with the spread of misinformation and disinformation, erodes trust in institutions, governments, and communities, making it harder to tackle pressing issues like public health and climate change.

Meanwhile, the lingering effects of COVID-19 and ongoing economic crises as well as multiple global conflicts exacerbate existing inequalities. The gap between the rich and the poor widens, straining social safety nets and increasing vulnerability to protection risks like sexual- and gender-based violence and trafficking. This highlights the urgent need for inclusive systems and services designed with the active participation of marginalized groups. All of this also contributes to a rising tide of mental health issues, with anxiety and depression becoming increasingly prevalent.

Extreme wealth coexisting with extreme poverty. The poorest 50 per cent of the global population share just eight per cent of total income. At the same time, the richest ten per cent of the global population earn over 50 per cent of total income.

Compounding crises threaten to exacerbate the disadvantages experienced by low-income countries (LICs). LICs face a much harder recovery from the multiple shocks of the COVID-19 pandemic, climate change, conflict and the rising cost of living as they have lower financial capacities to fund economic recovery.

In 2023, in Africa, persistent drought led to a rise in movement and displacement and an increasing reliance on negative coping strategies.

Latin America and the Caribbean experienced a rise in violence linked to criminality, while sexual- and gender-based violence grew in Asia Pacific.

Gender-related and domestic violence surged in Europe, while the conflict in Ukraine disproportionately affected women and girls, leaving them at risk of abuse and trafficking.

In the Middle East and North Africa, high youth unemployment, gender disparities and population movement all affected people's mental health and life opportunities, even before the onset of conflict between Israel and the occupied Palestinian territory.

Our approach

The IFRC network works at the community level to build trust and improve the life chances of at-risk and/or marginalized groups.

This includes programmes and services designed to build skills and empathy, develop critical thinking and promote humanitarian values. It also includes improved access to formal and non-formal education, particularly for children and young adults during emergencies, protracted crises or following displacement.

The IFRC focuses on the causes, risks and consequences of violence, particularly gender-based violence, leads network-wide efforts in preventing the risk of sexual abuse and exploitation, and ensures safeguarding for people receiving services.

All these activities are underpinned by a commitment to community engagement and accountability, a process that recognizes and values community members as equal partners in all activities and provides clear complaint mechanisms and opportunities for two-way communication.

Progress towards targets

The summary below represents 2023 annual progress status. Data was collected from 113 National Societies. 2023 is the first year of reporting under the new unified planning approach, which brings together the host National Society, the IFRC and participating National Societies. Therefore, the results matrix was revised in 2023 to make all indicators network-wide, and to adapt to unified planning. This led to some indicators being discontinued and/or replaced. This reporting may consist of partial data collection, based on available data from key projects and branches. Entire network results are covered by annual FDRS reporting.

21 million – Number of people reached by National Society education programmes (annual target 4 million)

5.9 million – Number of people reached by protection, gender and inclusion programming (annual target 20 million)

2023 results

Areas of work in 2023 included gender equality, child protection, safeguarding, and the prevention of sexual- and gender-based violence. IFRC systems were improved, including in the collection and reporting of disaggregated data.

Protection, gender and inclusion

Protection gender and inclusion (PGI) is the IFRC's approach to addressing the causes, risks and consequences of violence, discrimination and exclusion in an integrated way across its programmes and activities. Through PGI initiatives,

the IFRC network promotes gender and social equity, fostering dignity, participation, access and safety to all programmes, and builds resilient communities that thrive on diversity and inclusivity.

Sustainable PGI services

The [PGI Organizational Assessment Toolkit](#), launched in early 2023, helped National Societies to assess their needs, for better preparedness through safe and inclusive organizations. Inclusion of PGI, as a priority under the IFRC's **Capacity Building Fund**, enabled increased allocations for PGI-specific projects.

PGI measures were integrated into activities supported by the **Pilot Programmatic Partnership between ECHO and IFRC**. In the Americas, National Societies involved in the initiative ([Ecuador](#), [El Salvador](#), [Guatemala](#), [Honduras](#) and [Panama](#)) implemented the PGI scorecard on minimum PGI standards. Guatemala, for example, also carried out awareness-raising efforts to combat stigmatization, fostering an inclusive atmosphere in communities.

A PPP-supported project in [Niger](#) allowed the Red Cross to organize community recreational activities and develop child-friendly spaces, promoting mutual understanding and solidarity, particularly among young people from displaced and host populations.

In Africa, National Societies in [Sierra Leone](#), [Malawi](#), [Somalia](#), [Uganda](#), and [South Sudan](#) conducted a comprehensive PGI assessment as the first step to ensuring capacity to address violence, discrimination and exclusion.

PGI in emergencies

IFRC-led emergency operations continued to include PGI considerations including in the needs analysis, but also with integration of tailored PGI solutions in each sector. Those results are monitored across all IFRC appeals and a sample of Disaster Response Emergency Fund (DREF) operations. In 2023, 89 per cent of DREFs and appeals included some application of the PGI minimum standards, with 85 per cent scoring "good" quality application and 57 per cent scoring "very good" quality application. All measures increased compared with 2022.

A **PGI surge training** enabled specialized professionals to qualify for surge deployments. Training took place in Nairobi, **Kenya**, and added 27 new qualified professionals to the PGI rapid response roster.

As part of the response to the **Sudan crisis**, the IFRC deployed a PGI coordinator to **Chad** to support IFRC network partners to ensure increased inclusion, contextualized gender considerations, safeguarding actions, and better inclusion and protection for local communities and people on the move.

In Europe, **Bulgaria, Georgia, Hungary, Lithuania, Montenegro, Poland, and Türkiye** all implemented specialized PGI projects.

In MENA, a cash programme tackling gender-based violence was initiated in the Kurdistan Region of Iraq, with the **Iraqi Red Crescent Society**, which included safe identification and referral training. The **Syrian Arab Red Crescent** worked to mainstream PGI activities in the Syria Earthquake response – setting the stage for further institutionalization of PGI.

In response to the **Pakistan Flood** Emergency Appeal, four PGI focal persons were appointed at both the National Society headquarters and the districts to ensure PGI mainstreaming and community-based programming to prevent and respond to SGBV in emergencies.

Safeguarding

The [IFRC's Safeguarding Framework and Self-Assessment](#) was developed in close consultation with National Societies and partners before being piloted in **Uganda** and **North Macedonia**. It is designed to help National Societies evaluate their capacities and make an evidence-based plan to enhance safeguarding systems and safe and inclusive programming.

In this way, National Societies can identify gaps and opportunities, and fulfil the network's commitment to preventing harm. The framework is closely linked to the Certification Standard outlined in the National Society Development section of this report.

The implementation of the IFRC Prevention of Sexual Exploitation and Abuse (PSEA) Action Plan 2020–2024 continued apace. By the end of 2023,

47 National Societies had PSEA policies, which is already a 96 per cent achievement of the goal of 50 National Societies by 2025.

In Africa, the IFRC supported work to strengthen safeguarding (protection from sexual exploitation and abuse and child safeguarding) in 24 National Societies, with 20 following this up with child safeguarding risk analyses to develop a clear plan of action.

In the Americas, National Societies in **Colombia, Guatemala, Honduras** and **Paraguay** developed PSEA policies for approval, while **Bolivia** and the **Dominican Republic** National Societies initiated dialogues for safeguarding regulations.

In Europe, safeguarding reporting mechanisms were established in **Georgia, Hungary, North Macedonia, Poland, Slovakia, Türkiye, and Ukraine**.

In Asia Pacific, the **Nepal Red Cross** constructed a comprehensive safeguarding mechanism and will pilot its implementation as a next step. The National Society in **Indonesia** conducted a Child Safeguarding Assessment during its National Youth Gathering and International Camp to ensure the safety and wellbeing of all the youth members. The **Vietnam Red Cross** received training in safeguarding and the prevention of sexual- and gender-based violence.

In the Middle East and North Africa, a safeguarding workshop was held with the **Egyptian Red Crescent Society** in February and March 2023. The Egyptian National Society then developed an action plan for safeguarding in all its programmes and operations. The Egyptian Red Crescent also developed its own policy on the prevention of sexual exploitation and abuse and began work on a child safeguarding policy.

A **child safeguarding policy** was in place in 46 National Societies by end 2023.

A Child Protection Appeal was launched in June 2023 in Oslo (with National Societies and the ICRC). It received a 2.5 million Swiss franc grant to implement the Children in Armed Conflict project, supporting 13 National Societies.

To improve emergency work, child safeguarding risk analyses were carried out in 54 per cent of DREF and Appeals operations (up from 19 per cent in 2022).



Bolivia 2023 The Bolivian Red Cross and IFRC are listening to the needs of communities suffering from drought. Bolivia is the most vulnerable country to climate change in South America © Susana Arroyo Barrantes / IFRC

Community engagement and accountability (CEA)

A new three-year evidence-based Global Strategy for the IFRC, CEA, based on research, consultation and a decade of good practices, was launched in 2023. The strategy outlined priorities for 2023–25, identified gaps and barriers, and included a theory of change and action to guide the development of regional and country CEA plans.

The pilot phase of IFRC’s Community Trust Index, which focused on institutional trust, involved National Societies in **Argentina, Ecuador, Mongolia, Philippines, Tuvalu, Zambia, and Zimbabwe**.

Data overall showed a high level of trust within communities, particularly in National Societies’ ability to provide timely support, understand people’s needs and provide appropriate assistance without discrimination. However, transparency was rated as low for all National Societies.

To transform data into action, the IFRC CEA team co-designed a workshop with the **Zambian Red Cross Society** to create an action plan to maintain and build community trust based on the data

from the Trust Index. Lessons learned from the pilot were collected to inform the next phase of the deployment of the index, which will focus on community trust towards thematic issues, such as climate adaptation and early warning systems.

Also in 2023, the IFRC launched a research initiative to understanding how CEA approaches have changed and/or influenced Red Cross and Red Crescent programmes and community health systems during public health emergencies.

In 2023, impact research was completed in **Georgia, Guatemala, Guinea, Indonesia and Malawi**.

CEA approaches were an integral part of several operations this year, including the response to the **earthquake in Morocco**, and to **cholera in Zambia and Zimbabwe**. In Zambia, for example, the IFRC supported the National Society and Ministry of Health in collecting feedback and perceptions from affected communities, which was used to inform and adapt the ongoing emergency response.

CEA and risk communication are one of the five pillars supported by the IFRC-ECHO Pilot Programmatic Partnership, which has boosted National Society work to build trust, improve inclusion and ensure meaningful community participation throughout this year.

For example, the **Lebanese Red Cross** completed three phases of a self-assessment process for CEA,

identifying strengths and areas for improvement. The **Burkinabe Red Cross** conducted surveys on how communities perceive the Red Cross in **Burkina Faso**, which revealed high trust and perceptions of fairness in their operations, leading to better community engagement. In **Bangladesh**, the Red Crescent Society incorporated CEA and PGI standards into all its programming.

IFRC network role in education

Education has the power to change lives and has always been part of the mandates of National Societies and their IFRC, including through the teaching of International Humanitarian Law, first aid, health and resilience, and the running of many educational institutions. In all its forms, education has the power to reduce vulnerability and empower communities.

Education helps to address systemic vulnerabilities, prevent and prepare for crises, fortify economic development, and foster social cohesion, resilience and peace.

However, the UN has estimated that some 250 million children worldwide did not have access to schooling, 78 million of whom have had their education disrupted by conflict, climate-related disasters and displacement.

Education is the first social service to stop when a disaster or crisis strikes, and the last to restart, which is detrimental to children and young people. To reduce risks children and young people face, the IFRC network engages in education before, during and after emergencies.

In 2023, at least 79 National Societies supported 27.4 million people through education services, notably during emergencies. In fact, 50 per cent of IFRC emergency appeals included education-related activities- both in communities and schools.

The **IFRC's RED Education Programme** was developed in 2023 and will be launched in 2024. It aims to address the education-related

needs of more than 40 million children and young people, and support one million teachers in 100,000 schools by 2030.

To address needs of children and young people in emergencies, the IFRC activated an education element in its **Armenia Population Movement** emergency appeal, which increased the number of safe, child-friendly learning spaces from ten to 45.

In response to the **crisis in Ukraine**, the IFRC supported an education-specific needs assessment conducted with 813 students, 546 parents and 101 teachers in ten schools. Child-friendly learning spaces were set up in schools reaching 471 children aged 3-17 across five oblasts. Both responses were carried out in the framework of a Movement approach to education being piloted in those countries since 2021.

Multipurpose cash assistance to prevent school dropout in **Vanuatu** was provided as part of the emergency response to Cyclone Lola. After the earthquake in **Morocco**, relief shelter units for 100 teachers from affected villages were provided in addition to other materials. Schools in Idleb governate in **Syria** were rehabilitated as part of the earthquake response in Syria.

Tools to boost IFRC network programming in education during 2023 included the e-learning course "The Art of Humanitarian Education", and a series of 20 lessons plans for testing in 20 **Yemen Red Crescent Youth** school clubs as part of a project resourced by IFRC's **Capacity Building Fund**.

ENABLING FUNCTIONS



Strategic and operational coordination

Enabling more effective humanitarian work delivered by National Societies, through better coordination within the network, Movement and with partners.

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 number and severity of large-scale and protracted crises in 2023 – particularly in fragile contexts – underlined the need for the IFRC’s constitutional role in coordination.

Coordination is a core function of the global IFRC and is delivered through country-level delegations, cluster offices, five Regional Offices and the Headquarters.

This includes coordination in country-level responses, where the network supported a National Society to prevent, respond to or recover from a crisis, or in larger scale events that involve the Movement and other humanitarian actors.

For example, the IFRC provided coordination to the network’s response to earthquakes in **Türkiye** and **Syria** and in **Morocco** in 2023, to devastating floods in **Libya**, for the multi-country work addressing food insecurity on the **African** continent, and to the protracted and complex crises in **Afghanistan**, **Bangladesh**, and **Ukraine**.

Coordination is also needed to ensure that ongoing operational work continues smoothly and without any duplication of effort that could waste badly stretched donor resources or result in people in need being overlooked.

Our approach

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

Membership Coordination relates to the coordination of the IFRC secretariat and the 191 member National Societies – bringing together the membership in direction and 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.

External coordination, cooperation and engagement is ensured through regular dialogues at country, regional and global levels with Government authorities, the Diplomatic community and the humanitarian ecosystem as well as the private sector.

Resource mobilization is carried out to facilitate the IFRC’s support of National Societies and on behalf of National Societies. The IFRC has set up several global funding platforms to better secure resources for work across the network in key areas such as for the Global Climate Resilience Platform. The IFRC also has specialized funds such as the IFRC-DREF and the Capacity Building Fund that raise funds to support emergency operations and capacity development respectively. The IFRC also supports National Societies to build their capacities to fundraise domestically, which is an integral part of their financial sustainability.

Progress towards targets

The summary below represents 2023 annual progress status. Data was collected from 113 National Societies. 2023 is the first year of reporting under the new unified planning approach, which brings together the host National Society, the IFRC and participating National Societies. Therefore, the results matrix was revised in 2023 to make all indicators network-wide, and to adapt to unified planning. This led to some indicators being discontinued and/or replaced. This reporting may consist of partial data collection, based on available data from key projects and branches. Entire network results are covered by annual FDRS reporting.

249 – Number of government led coordination platforms that the National Society is a part of

14 – Number of countries where new membership coordination modalities increase the quality of support to National Societies (Target: 20 by 2025)

100 – Per cent of National Societies that have large-scale emergencies with an appeal exceeding 10 million Swiss francs use a single planning and reporting framework (Target: 70 per cent by 2025)

2023 results

In 2023 the IFRC continued its core role of providing comprehensive strategic and operational coordination – carrying out and ensuring optimal coordination of the IFRC network and the wider Movement, deepening and fostering mutual trust, collaboration and coordination.

Membership coordination

Several initiatives to enhance and strengthen membership coordination were active at country, regional and global levels in 2023.

At the same time, continuous dialogue was maintained with a National Society Advisory Group comprised of international department directors.

This group worked on operational topics ranging from humanitarian access in north-west [Syria](#), membership coordination in [Libya](#), the context in the [occupied Palestinian territory](#), and business

continuity in [Sudan](#). Longer-term goals included risk management, safe management of data, the AccessRC self-enrolment app successfully used in [Ukraine](#) and neighbouring countries, and the future of humanitarian response.

In 2023, work began on guidance on membership coordination in emergencies to operationalize the IFRC's membership coordination mandate in emergency operations in line with the New Way of Working (see below) and the [Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance](#). Ultimately, the objective of the guidelines is to ensure an efficient use of collective resources as part of an emergency response, enhancing the impact of the IFRC network.

According to the IFRC's 2023 mapping, there are currently 708 integrated bilateral delegates in 35 countries, from a total of 19 participating National Societies

Working to improve disaster response coordination, a disaster law working group was active in the Americas, to provide Caribbean-specific insights and recommendations for improving the regional regulatory framework for the facilitation and coordination of international disaster relief within the context of comprehensive disaster management.

In Africa, supporting regional migration networks such as the Sahel+ technical working group on migration (Sahel+ Migration Network) and the newer Central and Equatorial Africa Network on Migration have been prioritized.

Red Cross and Red Crescent Reference Centres

The IFRC network is enhanced by the work and expertise of more than 30 Reference Centres worldwide, each one focused on a vital area of humanitarian work, and available to enhance both emergency operations and long-term development work (see the Reference centre section of this report for full details).

In 2023, as part of efforts to improve how the IFRC network operates as a distributed network in line with *Strategy 2030* and the Agenda for Renewal, a Global Reference Centre Meeting explored how all Reference Centres could contribute to IFRC work and strategies.

The New Way of Working

Work continued throughout 2023 to transform how the IFRC and National Societies apply a Federation-wide approach that places the needs, priorities and capacities of National Societies at the heart of all operations and programmes in their countries – whether in emergencies, or in long-term development work.

The IFRC has worked with 35 National Societies to co-create the New Way of Working, which was piloted in 14 countries in 2023. Resources from IFRC's Capacity Building Fund were provided to the pilot National Societies to enable the coordination efforts on behalf of the National Society.

The approach cements the primary importance of National Societies as the leader of all humanitarian action in their respective countries, and places their priorities front and centre.

The New Way of Working ensures a focused and common approach on strategic and operational coordination, humanitarian diplomacy, and accountability.

To capture the lessons learned from the pilot phase, learning journeys were conducted by eight of the 14 National Societies involved. Each attested to the visible positive changes that resulted.

The New WoW also represents a mindset change in the way the IFRC Secretariat works, how participating National Societies cooperate, and how host National Societies set the direction in their own countries on their strategic and operational priorities. The IFRC ensured that the unified planning and reporting processes are fully aligned with the New Way of Working philosophy of change. Thematic case studies were initiated to capture good practices in terms of joint planning, joint situational analyses, and common monitoring frameworks.

For example, the Red Cross Society of **Niger** – one of the pilot countries – found the approach to be transformative in how it placed the National Society in full control. The incremental mindset change that resulted over time has been notable.

In **Lebanon**, where some 20 participating National Societies are working alongside the Lebanese Red Cross, the New Way of Working allowed the host National Society to drastically reduce its reporting requirements by introducing one set of indicators that partners can use to inform their own reporting. This saves time and resources, enabling the National Society to focus more on its work with communities.

Unified planning

Country-level unified planning continued to transform how the IFRC supports its member National Societies in 2023. The approach, supported by IFRC country delegations, ensures that all support provided to a National Society by other parts of the network is intrinsically linked to the plans, needs and priorities of that National Society.

Country teams also focused on a first round of mid-year unified reporting, which further strengthened Federation-wide results-based management. Ninety-five mid-year unified reports were issued, capturing narrative reporting and data collection on reach, and income and

expenditure. They were made publicly available by the IFRC's newly launched Global Strategic Planning and Reporting Centre in New Delhi, India on the [IFRC Appeals database](#).

The work done in 2023 to create unified plans for 2024 benefitted from revised guidance that was disseminated to all National Societies, available in all four official languages. The IFRC country delegations supported the process with advice and regular briefing sessions, while participating National Societies – those that provide support, resources and/or expertise to developing sister societies – were kept informed through

regular communication with their headquarters and through data collection on bilateral funding requirements.

Global planning review virtual meetings were held, detailing plans for 24 priority countries and all five IFRC regions in September, with 913 registrations from host and participating National Societies and IFRC staff. The unified planning process resulted in 121 country-level unified plans for 2024 – or multi-year plans – being submitted by the close of 2023 and being progressively published on <https://www.ifrc.org/ifrc-network-country-plans>.

The unified planning process resulted in 121 country-level unified or multi-year plans for 2024, by the close of 2023 and progressively published on the IFRC's website.

Reporting and data collection

The IFRC began creation of a unified planning and reporting data system, that streamlines network-wide data collection at country level between National Societies, the IFRC and participating National Societies.

Federation-wide data collection for large-scale emergencies included final data collection and reporting on the COVID-19 global appeal, as well as support for data collection in **Ukraine** and neighbouring countries. Network-wide data collection systems were also used successfully in the response to the earthquake in **Türkiye** and **Syria**. The process informed the development of a network-wide indicator tracking tool that is now integrated in the IFRC's GO platform.

A special edition of the IFRC's data-driven [Everyone Counts report](#), focusing on the response of National Societies to COVID-19, was launched in January 2023. The report summarized the collective efforts and the knowledge gained from more than 180 National Societies during the pandemic, highlighting innovation, adaptability, community trust, and global resilience.

The [Federation-wide Databank and Reporting System](#) annual data collection from National Societies was completed at the end of 2023, capturing the 2022 work of 180 National Societies.

DG Echo Programmatic Partnership

The innovative three-year DG ECHO-IFRC Programmatic Partnership has proved a game-changer for the National Societies accessing flexible funding to build community resilience by reducing disaster risks, improving pandemic and epidemic preparedness and response and supporting people on the move. The Programmatic Partnership also focuses on people-centred approaches through cash and community engagement and accountability.

Implementation requires strong coordination across programmes and National Societies– and as such it is also transforming how the IFRC and its membership work together in large scale global initiatives.

A mid-term review of Programmatic Partnership was initiated during 2023 to examine – among other subjects – how it improved and changed membership coordination during its implementation, with a view to identifying best practices that can be disseminated, replicated and scaled in future work.

The IFRC supported network-wide data collection for the **IFRC-ECHO Pilot Programmatic Partnership** in 2023, including two rounds of data collection for the first interim report to ECHO and a second internal monitoring exercise. All data collection exercises were summarized in consolidated and country specific reports, as well as external dashboards, transparently making the knowledge available beyond the IFRC network.

Movement coordination and cooperation

In 2023, the IFRC and ICRC continued to work together worldwide to ensure good Movement coordination and cooperation in large-scale emergencies through the Strengthening Movement Coordination and Cooperation (SMCC) process.



Bangladesh 2023 During the visit of DG ECHO to Bangladesh, IFRC and BDRCS organizes various training sessions for students and youths, part of the Programmatic Partnership © Fabeha Monir

This included providing guidance during operational responses, the development of tools and templates, and initiatives to raise awareness of Movement Coordination.

A joint coordination team worked to align existing [SMCC tools](#), templates, and guidance documents with the Movement Coordination for Collective Impact Agreement, known informally as "[Seville 2.0](#)".

In Seville 2.0, which was adopted in late 2022, the IFRC and ICRC committed to measures to improve and codify how the sister international organizations worked together internationally, including the need "to acknowledge and strengthen the central role of National Societies in their own countries".

The Movement partners came together in 2023 to discuss roles and responsibilities to disasters and crises in [Egypt](#), [Israel](#), [Morocco](#), [occupied Palestinian territory](#), [Sudan](#), [Syria](#) and [Türkiye](#).

Joint statements were released addressing the situations in [Afghanistan](#), [Armenia](#), [Egypt](#), [Morocco](#), [occupied Palestinian territory](#), [Sudan](#) and [Syria](#).

Field practitioners were supported this year with the development of a Movement Coordination Checklist to help and guide the application of SMCC tools at all stages of a Movement response, ensuring improved implementation.

External coordination

The IFRC continued to play an active role in cooperation and coordination with external partners through the [Inter-Agency Standing Committee \(IASC\)](#), [Steering Committee for Humanitarian Response \(SCHR\)](#) and the [Grand Bargain](#), including co-chairing the IASC Task Force on Accountability to Affected Populations and sub-working group on climate.

Recognition of IFRC's leadership role on climate within the humanitarian sector resulted in the IFRC being asked to co-champion climate within the IASC, together with FAO.

The IFRC is also engaging in important regional initiatives. In Africa, during the tenth Pan African Conference held in Nairobi in September 2023, the IFRC supported the coordination of the Pan African Conference Commissions and delivery of the outcomes on topics related to leadership development, financial sustainability, resource mobilization, branch development, youth engagement and youth in leadership and the Pan Africa Initiatives.

The IFRC and National Societies are working to strengthen participation in interagency coordination at country level, through Humanitarian Country Teams for example.

The IFRC also supports National Societies to engage with their governments and other actors at country-level (see Humanitarian diplomacy section). For example, under the ECHO Programmatic Partnership, country-level strategic coordination helped to ensure complementarity of actions and optimization of resources. In **Niger**, the Red Cross Society coordinated with local authorities and humanitarian actors, ensuring alignment with national disaster management strategies and avoiding duplication of efforts. Engagement and coordination by the **South Sudan** Red Cross led to its recognition as a key actor in the proposed Disaster Risk Management bill for South Sudan.

In **Bangladesh**, the IFRC continued to participate in inter-agency networks, such as the Protection Coordination Group and Prevention of Sexual Exploitation and Abuse coordination group in Cox's Bazar.

The IFRC continued to strengthen its work with partners in 2023 (see the Partnership profiles section) globally, regionally and locally. Some partnerships like the Pilot Programmatic Partnership can support work in multiple regions, while others support objectives in a particular region such as the Saving Lives and Livelihoods partnership – a 1.5 billion US dollar partnership between the Africa CDC and the Mastercard Foundation, and the **REACH programme**, also with Africa CDC, to bridge the gaps in the community health workforce in Africa.

Shelter coordination

Shelter cluster coordination remains a vital part of IFRC work in humanitarian operations worldwide, with 31 shelter clusters and nine cluster-like mechanisms active at the end of 2023. The [Global Shelter Cluster](#) is an Inter-Agency Standing Committee (IASC) coordination mechanism and the IFRC has been leading the Shelter Cluster in disaster contexts since the establishment of the cluster approach in 2005. This critical mandate places the IFRC as one of the lead agencies in the international humanitarian coordination system. The IFRC leverages its leadership position in the Global Shelter Cluster for improved coordination, stronger policies and standards across the sector, and better support for affected people in their recovery.

The Global Shelter Cluster and country Shelter Clusters work collectively with national response actors to support people affected by disasters and conflict with timely, effective and predictable shelter and settlement responses. The Global Shelter Cluster enables better coordination among all shelter actors, including local and national governments, to provide help and shelter assistance faster with the right kind of support. The IFRC, as in all its work, continues to advocate for increased localization in shelter activities and leadership.

Shelter, settlements, and non-food assistance was provided to nearly 20 million people in 2023, and there is growing recognition of shelter's impact on other aspects of resilience and wellbeing, such as health, social cohesion and livelihoods. This places shelter as a pivotal area of IFRC work for advancing cross-sectoral considerations and collaboration.

The IFRC, working with governments, leads country Shelter clusters in the **Philippines, Bangladesh, Indonesia**, Pacific (Region), **Fiji, Honduras, Bahamas**, Americas (Region), **El Salvador** (co-leading with UNHCR), and **Türkiye**. It co-leads with the National Society in **Malawi, Madagascar**, and **Mozambique**. In **Mongolia, Nepal, Solomon Islands** and **Vanuatu** the National Society leads the country Shelter Cluster with IFRC support.

In Asia Pacific, through a shared leadership agreement between the IFRC and the **Australian Red Cross**, a Roving Focal Point supported National Shelter Clusters in countries such as **Nepal, the Philippines, Tonga**, and **Vanuatu**. The coordination efforts proved instrumental during the response to Cyclone Lola in Vanuatu, emphasizing the crucial need for well-coordinated shelter responses in emergencies. Additionally, the Shelter Cluster Coordination actively contributed to developing country-level contingency plans, revising key documents, and advancing initiatives such as the environmental country profile in Nepal, Bangladesh and Philippines. In the Americas, the IFRC chairs REDLAG-Shelter, the regional coordination group of 18 regional humanitarian agencies active in shelter and settlements response and preparedness in Latin America and the Caribbean.

National Society development

Supporting National Societies development to ensure they can provide lifesaving services and become more effective and accountable local organizations.

Context

Whenever and wherever a crisis happens – no matter if it affects ten people or 10,000 – the first responders on the scene are from the affected community. This truly local action is carried out by organizations such as the national Red Cross and Red Crescent Societies, through highly trained volunteers and staff.

The IFRC has long understood that the future of humanitarian action is localized.

The network's 191 member National Societies – with their 16 million volunteers and 225,000 local units worldwide – are best placed to deliver the services needed to anticipate, prevent, mitigate, respond to, and support early recovery from disasters and crises.

An increase in the complexity and intensity of crises has placed pressure on the international humanitarian sector, which struggles to meet rising needs that far outstrip the available resources.

Only community-based work, carried out by trusted local actors who understand the risks, contexts and challenges each community faces, can build the sustainable resilience that will ultimately reduce humanitarian needs.

To achieve this, the IFRC network places paramount importance on National Society development. This is the key to all efforts to reach and support people at risk around the world.

Since its creation, the IFRC has been motivated by one underlying concern: harnessing the potential of National Societies to enable them to fulfil their humanitarian mandate. National Society development is one of the IFRC's core functions, as supporting National Societies to become strong and sustainable service providers is the best way to address vulnerability.

Our approach

Stronger, well-organized and more accountable National Societies can mobilize and train more highly motivated volunteers, who in turn can build on the existing skills of communities to create safer and more dignified environments where people can thrive.

Well-developed National Societies can achieve more in their partnerships with national authorities (through the auxiliary role); with sister National Societies through peer education and knowledge sharing; with the IFRC, and with regional and international organizations as a localized partner of choice.

As such, the IFRC's approach to National Society development is a method of achieving meaningful localization objectives.

The year-round support and investment provided put each National Society in control of how and where they develop, ensuring that all outcomes are tailored to the needs of communities. All National Societies have access to various IFRC or Movement funding mechanisms, with one such fund dedicated to member societies operating in fragile contexts (see the Funds section of this report for more information).

Above all, Red Cross and Red Crescent volunteers remain the heart of the IFRC network. It is their skills and capacities that make a life-saving and life-changing difference at the community level, sometimes at great personal risk. A tribute to the volunteers and staff killed on duty in 2023 is included at the beginning of this report.

The IFRC and National Societies work together to ensure their continued engagement, wellbeing, personal development, and safety.

Progress towards targets

The summary below represents 2023 annual progress status. Data was collected from 113 National Societies. 2023 is the first year of reporting under the new unified planning approach, which brings together the host National Society, the IFRC and participating National Societies. Therefore, the results matrix was revised in 2023 to make all indicators network-wide, and to adapt to unified planning. This led to some indicators being discontinued and/or replaced. This reporting may consist of partial data collection, based on available data from key projects and branches. Entire network results are covered by annual FDRS reporting.

56 – One National Society development plans are in place

50 – Number of National Societies where all volunteers are covered by health, accident and death compensation (Target: all National Societies by 2025)

48 – Youth engagement strategy developed or in place (Target: 95 National Societies by 2025)

44 – Strategy for strengthening the auxiliary role developed or implemented

2023 results

The IFRC's work in National Society development in 2023 covered institutional and branch capacities, collaboration with National Societies to identify common standards in competencies and for certification, and work to strengthen integrity, accountability, statutes and financial capabilities.

The network retained a strong focus on volunteer development and protection, work to engage and inspire young humanitarians, and efforts to harness creativity through innovation.

The National Society Development Competency Framework

In 2023, the IFRC launched its National Society Development Competency Framework with a self-learning module that had been previously tested with the [Ukraine Red Cross](#) and the [Swiss Red Cross](#). The framework includes a new Buddy

System, which builds capacities by providing experienced mentorship to new staff and volunteers working in National Society development.

Organizational Capacity Assessment and Certification (OCAC)

The OCAC process is designed to capture the strengths and weaknesses of National Societies as a whole in relation to a wide range of organizational capacities. Ten National Societies underwent this process in 2023. The [Argentine Red Cross](#) achieved OCAC certification from the IFRC Governing Board, while the [Costa Rican Red Cross](#) became the first National Society to be re-certified.

In 2023, work was done to develop a new certification system in support of greater localization. This certification focuses on accountability and trustworthiness and will allow National Societies to demonstrate their compliance with a set of established standards through an external verification process. The aim of this process is both to ease the "due diligence" burden on National Societies, and to facilitate their access to direct funding.

The initial proposals for common standards were developed this year through a working group of 15 National Societies.

As the effectiveness and community reach of National Societies depends on the capacities and skills of their branch networks, the IFRC places high importance on branch development through the **Branch Organizational Capacity Assessment process** (BOCA).

Alongside BOCA, IFRC work to support branch development this year included the creation of a Community of Practice, which provides clear pathways for engagement and linkages with existing initiatives and networks such as the BOCA Hub. This initiative was supported by a Branch Development event attended by some 900 participants, the majority from National Society branches. User-centred design workshops were also held with 170 people from 56 National Societies.



Italy 2023 Some 300 volunteers and staff of the Italian Red Cross worked tirelessly to support affected communities in Italy, hit by heavy floods. © Emiliano Albensi / IFRC

The re-engineered Capacity Building Fund



Integrity, transparency and accountability



Financial sustainability



Youth and volunteering development



Systems development and digital transformation

National Society statutes

The statutes of National Societies are a vital part of their identity and organizational identity. To this end, cross-cutting IFRC teams have supported the membership to review their statutes by the end of the 2024.

In the course of 2023, 122 National Societies – 64 per cent of the membership – had either completed a full review of their statutes or were undergoing this process.

To facilitate this, the IFRC provided a flexible guidance document that gives advice and examples of best practices in integrating statutes revision with ongoing National Society development activities. Resources including guides, examples, an e-learning course, and a pool of National Society specialists, are available to support and provide tailored assistance in the revision process.

The IFRC Capacity Building Fund

In 2023, the IFRC's **Capacity Building Fund** awarded 50 grants totaling 3.9 million Swiss francs. Some 36 CBF-funded projects were concluded this year.

The governing rules of the fund were revised in June 2023 to introduce two new focus areas, namely

Branch Development and Protection, Gender and Inclusion (PGI). An existing focus area, Youth and Volunteering, was split into two: Volunteering Development, and Youth Engagement and Development.

Under the revised framework, the standard funding threshold was raised from 50,000 Swiss francs to 100,000 Swiss francs. An exceptional funding avenue was established, allocating 150,000 Swiss francs for multi-category applications that incorporate either Youth Engagement or PGI as a developmental component.

For example, in 2023, Capacity Building Fund support enabled the **Red Cross of the Republic of North Macedonia** to improve its policies and procedures for preventing sexual abuse and exploitation. The National Society first conducted self-assessments in ten of its 33 branches. It then developed and adopted policies on the prevention of sexual exploitation and abuse, child safeguarding, and on whistleblower protection and protection against workplace harassment and discrimination. The National Society is now in the process of setting up an integrity hotline.

National Societies in **Armenia, Georgia** and **Azerbaijan** received funding from the IFRC Capacity Building Fund to establish digital community feedback mechanisms, with support from the IFRC's Digital Engagement Hub.

The **Costa Rican Red Cross** improved its data security and accountability standards, modernized its infrastructure and connectivity, and improved its institutional telephone exchange with Capacity Building Fund support. Walter Fallas Bonilla, Secretary General of the Costa Rican Red Cross said, "As a National Society in a middle-income country, it is difficult to access funding to make this type of investment when we already struggle to maintain our financial sustainability. The CBF is a crucial source of funding for us to be able to modernise our services and processes".

The fund also enabled the **Lithuanian Red Cross Society** to develop its own web presence – including a donations page – and to strengthen its online fundraising. In 2023, 1,500 people registered for first aid training through the website, generating a ten per cent increase in first aid income. Sixteen per cent of one-off donors have agreed to make regular donations.

The **Ecuadorean Red Cross** used IFRC Capacity Building Fund support to transform their medical centres. The investment in portable scanners contributes to both to extending medical services to marginalized populations, and to its sustainability. It is expected that the medical scanners will generate a surplus equal to the fund's investment after 3.5 years of their ten-year lifespan.

National Society Investment Alliance

The **National Society Investment Alliance**, co-administered with the ICRC and designed to support National Societies operating in fragile contexts, issued 19 grants amounting to 3.1 million Swiss francs in 2023.

Four National Societies were selected to receive Accelerator funding:

The **Myanmar Red Cross Society**, for the decentralization of its commercial first aid programme.

The **Red Cross Society of Niger**, to develop the resource mobilization capacities of its branches after a pilot phase and to boost their volunteer base.

The **Palestine Red Crescent Society**, to improve access to healthcare services by implementing a health management information system.

The **Ecuadorian Red Cross**, to develop a new internal system to manage including HR, volunteers, finance and logistics.

Also in 2023, Bridge grants of up to 50,000 Swiss francs were awarded to 15 National Societies, those of **Bolivia, Burkina Faso, Central Africa, Côte d'Ivoire, El Salvador, Honduras, Liberia, Philippines, Rwanda, Somalia, South Africa, Tajikistan, Tanzania, Togo** and **Zimbabwe**.

Empress Shôken Fund

The Empress Shôken Fund, another joint mechanism with the ICRC, supports National Societies that wish to develop innovative solutions in humanitarian work.

The fund agreed to disburse a total of 367,187 Swiss francs to 13 projects in **Albania, Belgium, Burundi, Eswatini, Fiji, Guinea, Honduras, Indonesia, Paraguay, Sudan, Syria, Thailand** and **Uruguay**.

The projects will explore innovative solutions to current challenges in first aid and rescue, youth, disaster preparedness, health and National Society development.

For more information about these three funding mechanisms, please refer to the Funds section in this report.

National Society development in emergencies

Work to embed National Society development in emergencies across the network was boosted in 2023 by the reactivation of a rapid response roster, followed by a pilot surge training that added 20 new specialists to the pool.

A qualitative analysis tool has been built to improve the efficiency and effectiveness of the approach. The tool has enhanced analysis in areas including evaluating the impact of National Society development activities in operations and emergency response, and the use of assessment processes such as OCAC.

Financial sustainability

The importance of financial sustainability as a key pillar of National Society development gained greater recognition across the network in 2023.

Peer-to-peer support in this area has significantly evolved, including increased participation and engagement of National Societies in the Communities of Practice related to financial sustainability, the Finance Development Competency Network and the Resource Mobilization Community.

For example, the Finance Development Competency Network now has 856 members from 125 National Societies, IFRC and ICRC, with 25 events hosted during the year. The Resource Mobilization Community was launched in December 2023 with 123 members from 35 National Societies, IFRC and ICRC.

Volunteering

The IFRC established a volunteering steering committee in 2023, to prioritize volunteering development and to ensure all programmes and operations contribute to the sustainability of volunteering.



Philippines 2023 Philippine Red Cross Cash distribution programme for Typhoon Karding survivors in Nueva Ecija province, Central Luzon and Polillo Island. © Philippine Red Cross

Volunteer data management systems from 19 National Societies were assessed by IFRC teams, who then carried out assessments of four solutions with the potential to be deployed before selecting one that can be offered to National Societies without a system in place.

The IFRC and [Swiss Red Cross](#) rolled out the MOTI app, a tool to research volunteer motivation, including through nationwide MOTI exercises in [Lebanon](#), [El Salvador](#), and [Honduras](#). The app has since been included in volunteering plans and policies by National Societies in [Mexico](#), [Lebanon](#), [Kyrgyzstan](#) and [Switzerland](#).

The IFRC Volunteering Alliance and the Red Cross and Red Crescent Research Consortium (RC3) continued their three-year collaborative effort to consolidate Movement knowledge and expertise on volunteering, develop a strong volunteering research culture, and promote evidence-based volunteering development and management practices. In 2023 they published a [Reference Guide on Volunteering Research](#), co-authored with Northumbria University, and held the Long Night of Research, a global online event that attracted 500 researchers, practitioners and volunteers from across the Movement and academia for constructive and action-oriented debates on current volunteering practices and future volunteering development.

Work continued to build and promote the Global Youth Mobilization project, including through

negotiations with the European Commission's Department for International Partnerships and the EU Youth Empowerment Funds, to encourage youth-led solutions to tackle the Sustainable Development Goals. A project was announced in October 2023 with contracts signed in December of that year.

Also in 2023, the IFRC and Global Youth Mobilization closed the WHO-funded project that had run since 2020. This initiative had invested more than five million US dollars in 654 youth-led projects that had engaged more than 600,000 young people. The post-project transition phase involved a co-design lab process involving young people, and integrating lessons learned from the external evaluation and feedback from a global survey completed by 944 young people in 85 countries.

Two Youth Commission Meetings were held, including a joint meeting with the Governing Board, with board members contributing to the ongoing revision of the Youth Engagement Strategy.

The IFRC and [Swedish Red Cross](#) worked together in 2023 to train National Society and ICRC staff on the standards for volunteer safety, security and wellbeing.

The IFRC provided support to National Societies in the design of local volunteer solidarity funds to provide financial coverage for volunteers and their families should they be injured or even killed while on duty.

This included the development of Terms of Reference for the disbursement of funds that will help to support a volunteer injured on duty, or to support their loved one in the event of a tragic death.

In 2023, the French Fund Maurice de Madre – an ICRC mechanism with IFRC representation on its Board – agreed financial compensation for 15 volunteers, either for their injuries, or to support their families.

Tragically, several National Society volunteers and staff died on duty in 2023. They are remembered in a tribute section at the start of this report.

Knowledge development

The IFRC focused on three foundational priorities in 2023: knowledge discovery, knowledge sharing, and knowledge application.

Work in this area in 2023 included the creation of a comprehensive database of knowledge resources available for the IFRC network and selected partners, as well as support to National Societies through Communities of Practice such as the Finance Development Community Network and the Resource Mobilization Community. Communities of Practice are a digitally enabled new way of working that facilitates our work together to achieve the objectives of *Strategy 2030*, and *Digital Transformation Strategy*.

These Communities of Practice provide a platform not only for sharing information, but for discussion, learning and connecting resources.

In addition, learning groups were facilitated for past and current recipients of support from the IFRC and joint IFRC-ICRC funding mechanisms, to allow National Societies to share their experiences and knowledge.

Ukraine: continued growth during crisis

Following the escalation of the Ukraine-Russia conflict in early 2022, the Ukrainian Red Cross Society formulated a comprehensive 2023–2025 plan.

The plan put equal emphasis on both humanitarian response and sustained development. It also included a robust Movement partnership and coordination strategy to ensure effective crisis response while strengthening the National Society's resilience for future challenges.

While supporting the emergency response, partners also focused on National Society development both in programming and organizational development, in line with the principles of IFRC's National Society Development Compact.

Integrating development initiatives into emergency response activities not only improved immediate relief efforts, but also long-term resilience and sustainability.

This approach ensured that support met the needs and priorities of the National Society and reaffirmed the National Society's control of its own development.

One of the major initiatives of 2023 was a branch and volunteer development program called BRaVO, launched in 2018, prior to the escalation of the conflict. At that time, only ten per cent of branches was supported through the BRaVO programme.

In 2022, it became apparent that local branches supported by BRaVO were better prepared and able to respond more effectively to the evolving humanitarian needs across Ukraine than branches that weren't. Therefore, in 2023, the Ukrainian Red Cross adapted BRaVO to BRaVO in Emergency so that all 156 operational local branches (and 24 regional branches) would develop essential institutional capacities, reach a functional level to support current emergency response operations, and develop a sustainable branch structure for the future.

The IFRC continued to support this work through the mobilizing of funds and provision of technical support while advocating for enhanced coordination in the National Society's development planning.

Humanitarian diplomacy

Engaging in dialogue, at all levels, with the goal of improving action for, and inclusion of, the world's most at-risk people.

Context

2023 was a challenging year for communities, the Red Cross and Red Crescent, public authorities and states alike.

The health and socio-economic impacts of the COVID-19 pandemic, widening inequality and a loss of trust all contributed to deepening divisions within and between communities. Humanitarian principles – the bedrock of all Red Cross and Red Crescent action – were sometimes called into question.

The climate crisis sparked rising levels of protest and calls for decisive action from across society. Momentum continued in global climate policy, including on steps needed to address the humanitarian impacts of climate change.

Throughout the year, the IFRC and National Societies brought forceful humanitarian diplomacy to dialogues at all levels, with the goal of improving action for, and inclusion of, the world's most at-risk people. The IFRC focused on the needs of communities – and the strength of local actors such as National Societies – as the best way to transform dialogue into action.

Our approach

The IFRC network views humanitarian diplomacy – the need to persuade “decision makers and opinion leaders to act, at all times, in the interests of at-risk people, and with full respect for fundamental humanitarian principles” – as a responsibility, not a choice.

Humanitarian diplomacy takes place in a variety of ways, including at the operational level to ensure the humanitarian space needed to reach and support people at risk. This is particularly crucial

in complex and fragile settings, where needs are greatest and access often the most challenging.

The IFRC engages directly to influence multilateral forums and supports National Societies' own engagement at local, national and regional levels. National Societies, often with IFRC support, work to strengthen their auxiliary role and influence country-level laws, policies and practices, such as through the work of IFRC's Disaster Law programme.

The IFRC worked closely with National Societies to create a new approach to global humanitarian diplomacy in 2023, aligned with *Strategy 2030* and the Agenda for Renewal, which resulted in the creation of a new Global Humanitarian Diplomacy function based in New York, illustrating the network's commitment.

The global Humanitarian Diplomacy team draws upon expertise from across the network and the IFRC Representation Offices in Addis Ababa, [Ethiopia](#) (Permanent Representative to the African Union); Brussels, Belgium (Red Cross EU Office), New York, [USA](#) (Permanent Representative to the United Nations), and the Gulf Cluster Office in [Dubai](#).

Progress towards targets

The summary below represents 2023 annual progress status. Data was collected from 113 National Societies. 2023 is the first year of reporting under the new unified planning approach, which brings together the host National Society, the IFRC and participating National Societies. Therefore, the results matrix was revised in 2023 to make all indicators network-wide, and to adapt to unified planning. This led to some indicators being

discontinued and/or replaced. This reporting may consist of partial data collection, based on available data from key projects and branches. Entire network results are covered by annual FDRS reporting.

40 – Number of National Societies that participated in IFRC-led communication campaigns

26 – Domestic advocacy strategies developed aligning, at least in part, with global IFRC advocacy strategies (Target: 100 National Societies by 2025)

2023 results

The network came together to ensure greater coordination and collective impact moving forward in its humanitarian diplomacy work at an inaugural IFRC network Humanitarian Diplomacy Forum in March 2023.

The IFRC also continued to roll out its roadmap on strengthening IFRC humanitarian diplomacy in emergencies with a dedicated webinar for interested National Societies and integration of HD into training for new operations managers. Ensuring these skills is crucial for expanded HD engagement in operations.

Humanitarian diplomacy in crises and operations

The IFRC has appointed humanitarian diplomacy leads in all five IFRC Regional Offices, who work closely with the Global Humanitarian Diplomacy Director based in the IFRC Representation Office in New York City, USA.

For example, in Asia Pacific, a regional head of humanitarian diplomacy and regional liaison were appointed in January 2023 to support National Societies in context-specific advocacy, thematic humanitarian diplomacy, and capacity building. Particular attention was given to complex and/or fragile contexts in [Afghanistan](#), [Bangladesh](#) and [Myanmar](#), to support National Societies' humanitarian access and operations.

In addition, the IFRC has also invested in humanitarian diplomacy capacity to support priority crises such as [Afghanistan](#), the [Middle East crisis](#), [Ukraine](#), and [Saving Lives at Sea](#) (the IFRC's Humanitarian Service Point at sea).

Work was done throughout 2023 to explore opportunities for humanitarian diplomacy in emergencies, and to develop a humanitarian diplomacy Surge profile to ease future recruitment and deployments.

Israel and the occupied Palestinian territory

A suite of humanitarian diplomacy materials was created by the IFRC at the onset of this crisis and made available across the network.

These resources aim to ensure that the IFRC network can contribute to positive humanitarian outcomes on the ground, such as increased humanitarian access into and across Gaza, as well as to highlight and generate further diplomatic and financial support for the IFRC network response.

The IFRC has also convened support meetings, helping to ensure that messages and approaches are connected to the humanitarian diplomacy priorities of the National Societies directly affected by the crisis, and creating a space to strengthen coordination on HD. This has helped to ensure unity and contributed to the IFRC network's ability to speak with one voice, thereby strengthening its capacity to influence.

Syria earthquake

The IFRC continues to play a crucial role in humanitarian diplomacy in response to the earthquake emergency in Syria.

The IFRC was a key proponent of lifting sanctions to enable the delivery of aid and fuel and had been engaged in that goal for years. From the moment sanctions were lifted, the National Society was at the airports to receive and monitor delivery of aid, adding to transparency and accountability.

Influencing global action

The IFRC network was at the table during many of the major global events in 2023, to advocate for the needs of the most at-risk communities and profile the role of National Societies in meeting those needs. In November, in collaboration with the African Union Commission and other AU humanitarian partners, the IFRC co-convened the 11th African Union Humanitarian symposium under the theme "Advancing Effective and Inclusive Humanitarian Action in Africa".

Ocean Viking

The IFRC network engages in humanitarian diplomacy to address operational and policy challenges to civil search and rescue operations and ensure clear, safe and predictable disembarkation mechanisms for rescued people as part of the HSP@Sea operation in the Central Mediterranean migration route (see Strategic Priority 4: Migration and displacement for full details of this programme).

In 2023, the IFRC, together with the Red Cross EU office and ICRC in Brussels, generated data, messaging and case studies from the HSP@Sea operation to emphasize the humanitarian imperative and seek a more conducive environment for search and rescue operations in the Mediterranean. This included engagement with EU and state authorities.

Key issues include EU coordinated search and rescue operations, non-refoulement, safe and predictable disembarkation without compromising the right to seek asylum, safe pathways to access international protection, and non-criminalization of humanitarian assistance to migrants and displaced persons in an irregular situation.

Country-level advocacy is carried out by National Societies – well placed to engage with national authorities through their role as auxiliary in the humanitarian field – with support from the IFRC and the Red Cross EU Office.

The IFRC guides this work with an advocacy approach that supports the operation with key messaging and various means of engaging with decision-makers at national, regional and global levels.

A Ministerial Roundtable on Food Security in the Horn of Africa was organized by IFRC and the African Union Commission, in collaboration with the [Governments of Ethiopia, Kenya, Somalia and South Sudan](#). A joint Food and Nutrition Resilience Programme focusing on urgent humanitarian action and long-term resilience-based programming was endorsed.

The Red Cross European Union Office and EU National Societies worked together to create five thematic humanitarian diplomacy strategies in 2023 to strengthen joint advocacy to the EU on climate change, health, and other areas of concern.

Support was provided to the [Ukraine Red Cross Society](#) throughout the year on the Ukraine response including the implementation of the EU Temporary Protective Directive among other issues.

COP28 in the United Arab Emirates

The IFRC had an important presence at COP28. Highlights included the launch of a [Declaration on Climate, Relief, Recovery and Peace](#), where the IFRC delegation asked world leaders to invest in local communities and local actors to scale adaptation and resilience, including those affected by fragility and high needs.

The IFRC's work to guide and influence the Loss and Damage process throughout 2023 was rewarded by the announcement of a new [Loss and Damage Fund](#), housed by the World Bank. The agreement recognizes the IFRC's Disaster Response Emergency Fund as a relevant "funding arrangement", separate to the Loss and Damage Fund. The IFRC will continue to engage as this work moves forward and to promote the IFRC DREF.

Global Refugee Forum

The Global Refugee Forum, which took place in December 2023, was an opportunity to highlight progress made, share good practices and take stock of challenges and opportunities towards the Global Compact on Refugees.

The network was represented by ten National Societies and the IFRC, including three delegates with lived experience as refugees.

The IFRC's participation in multistakeholder pledge working groups throughout 2023 was crucial in influencing the language of several pledges. Four pledges were submitted by the IFRC during the forum, on [Climate Action](#), [Localization](#), [Meaningful Participation](#), and [Route Based Approaches and Protection at Sea](#).



International 2023 The 2023 total of migrant arrivals was 115,000, compared to 62,000 in 2022. The IFRC partners with SOS Méditerranée for rescue operations using the Ocean Viking ship. © Stefano Belacchi / SOS Méditerranée

World Disasters Report and pandemic treaty

The IFRC's flagship *World Disasters Report 2022: Trust, Equity and Local Action*, featuring IFRC network experiences in the response to COVID-19 and its recommendations for preventing and preparing for future pandemics, was launched in January 2023.

Many National Societies have used the report to engage directly with their governments on its recommendations.

The report's conclusions were also a vital part of the IFRC network's continued engagement in negotiations to develop a new Pandemic Treaty and to update existing international health regulations.

African Humanitarian Organization

A high-level side event, *Towards a New Humanitarian Agenda in Africa*, was organized by the IFRC on the margins of the African Union Heads of States Summit in February 2023.

The event focused on the establishment and operationalization of an African Humanitarian Agency. The **governments of Denmark, Norway, and Sweden** pledged to support it through the IFRC.

Localization

In 2023, the IFRC continued to play an active role in localization in the context of the Grand Bargain, as co-convenor of the Localization Workstream (now becoming a "Community of Practice").

The IFRC influenced the focus and structure of the Grand Bargain 3.0, launched in June at the Annual Meeting, and as a participant in the Grand Bargain Caucus on Funding for Local Actors. The IFRC took over representation on the Facilitation Group from the ICRC in September 2023.

In addition, the IFRC actively participated in the consultation process for ECHO's Localization Guidelines, including by consolidated National Society feedback.

Disaster Law

The IFRC's Disaster Law programme works with National Societies, governments and regional disaster risk management organizations to strengthen disaster risk governance through the development and implementation of disaster and emergency-related laws, policies and plans. In 2023, 38 governments and ten regional organizations were supported on disaster law issues.

In 2023, the IFRC consolidated its 20 years of research and experience into several new areas of guidance for governments and National Societies including the [Disaster Risk Governance Guidelines](#), a [Handbook on Disaster Law Reform for Domestic Authorities](#) and a National Society Guide to Supporting Disaster Law and Policy Reform.

Tailored support was provided to National Societies actively engaged in the process of improving the disaster risk governance landscape in their countries. For example, the government of [Malawi](#) passed a Disaster Risk Management Bill in April 2023, after years of humanitarian diplomacy by the Malawi Red Cross, the IFRC and other partners. The new bill provides a strong focus on disaster risk management structures and capacities at the community level.

A pre-disaster agreement to strengthen disaster preparedness and response was signed by Madagascar's National Bureau of Disaster and Risk Management, the [Malagasy Red Cross](#), and the IFRC in late 2023. The agreement outlines roles and cooperation areas among the between the three partners for disaster preparedness

and response, including during public health emergencies.

[Fiji](#) refined and updated its National Humanitarian Policy for Disaster Risk Management in September 2023, with support from the IFRC. The country also tested and refined its 2017 Tsunami Response Plan at the end of the year.

Many messengers, one message

In 2023, the IFRC reached 6.5 million followers across all platforms, with social media messages seen more than 170 million times.

Notable successes included highlighting the humanitarian impact of the climate crisis at COP28 with initiatives like the Reclaimed Table. Continuous support was also provided to National Societies to profile their work in emergencies worldwide.

The IFRC also launched a new biweekly podcast, *People in the Red Vest*, in 2023, featuring inspiring and thought-provoking conversations with people who dedicate their lives to helping others through the IFRC and National Societies.

The IFRC's Reclaimed Table

Visitors to the IFRC Pavilion at COP28 were drawn to a unique round table on display. Its surface is a mass of charred timber, parts of a splintered door, mangled metal, and parched wood. A pair of child-sized shoes were fixed near the centre, as was a bottle of filthy floodwater. A tiny toy dog, its fabric singed and blistered by heat, gazed out of the wreckage.

This is the Reclaimed Table, an initiative by the IFRC in partnership with Weber Shandwick. It was built using debris from climate-related disasters from Yemen, Spain, Uganda, Germany and Panama among others.

The shoes were donated by the Italian Red Cross and represent families forced to undertake dangerous journeys by land and

sea to escape climate-related risks every day. Volunteers who welcome migrants often give them new shoes.

There is a missing section to the table, which represents Fiji and other Small Island Developing States, which are under existential threat. If urgent action is not taken to curb the climate crisis, they may cease to exist altogether.

Every part of the table tells a story. At COP28, it raised awareness of climate dangers and the role of local actors such as National Societies. It also served as a neutral space for delegates to come together, share their own stories of climate risk, and brainstorm about solutions.

Accountability and agility

Building and maintaining trust within the IFRC network, with communities, and with partners who facilitate the IFRC network's humanitarian work.

Context

Accountability underpins all IFRC activity, allowing the organization to build and maintain trust with its 191 member National Societies, the communities receiving support, and the donors and partners whose resources facilitate this humanitarian work every day.

At the same time, the IFRC continues to improve and refine its structure, systems and ways of working to ensure it has the agility to respond quickly to National Society needs, and to seamlessly adapt to new crises and opportunities in an increasingly complex and unpredictable world.

In interactions with **communities**, the IFRC works to ensure all people who access IFRC services are safe and protected. 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. The IFRC works closely with communities to be sure that their needs drive services and makes available reporting systems such as the IFRC's Integrity Line to increase accountability.

Donors and supporters trust the IFRC to use their resources wisely. The IFRC is committed to delivering efficient services of the highest quality, sharing full details of the work and successes, and showing transparency and humility when improvements or changes are needed.

Within the **network**, the IFRC encourages a culture of accountability between and within National Societies, and to all 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.

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.

Trust enables the IFRC to support the development of National Societies within their own domestic contexts and to coordinate their international humanitarian responses. At the same time, trust enables each National Society to work within communities, fulfil its auxiliary role, and forge meaningful partnerships (see section on Community engagement and accountability in the values, power and inclusion section of this report).

The IFRC takes a proactive approach to strengthening accountability in its own structures and across the network, including in the areas of integrity, risk management and safeguarding, as well as through improving measures for staff training, development and wellbeing.

This accountability goes hand in hand with a culture of agility, for example by prioritizing digital transformation and innovation to make the network future-fit and ready to respond to the challenges of tomorrow.

Progress towards targets

The summary below represents 2023 annual progress status. Data was collected from 113 National Societies. 2023 is the first year of reporting under the new unified planning approach, which brings together the host National Society, the IFRC and participating National Societies. Therefore, the results matrix was revised in 2023 to make all indicators network-wide, and to adapt to unified planning. This led to some indicators being discontinued and/or replaced.

This reporting may consist of partial data collection, based on available data from key projects and branches. Entire network results are covered by annual FDRS reporting.

67 – Number of National Societies that submitted an annual externally audited financial statement to the IFRC (Target: 100 National Societies by 2025)

54 – Number of National Societies where the progress in digital transformation, according to the digital maturity model, is outlined in the IFRC Digital Transformation Strategy (Target: 100 National Societies by 2025)

44 – Number of National Societies with strengthened integrity and reputational risk mechanisms

38 – Number of National Societies with functioning data management systems that inform decision-making and support monitoring and reporting on the impact and evidence of the IFRC network's contributions

28 – Number of National Societies where a PSEA policy is in place to enforce prevention and support survivors

17 – Number of National Societies where a PSEA action plan is in place to enforce prevention and support survivors

2023 results

Integrity

In 2023, the IFRC launched its most ambitious integrity development plan to date, with a one million Swiss franc funding target. It will support National Societies to develop robust governance, risk management and control systems, with quality audit and investigations capacity. It will also empower National Societies to safely receive and respond to any allegations in a timely way, to maintain trust and ensure accountability.

IFRC support includes onsite training, funding for staff to pursue professional qualifications, access to digital audit and investigation tools, and

financial support and training to implement **the IFRC's Integrity Line**.

The IFRC's work in integrity has a strong focus on prevention, by ensuring IFRC staff training and compliance and by providing extensive support to National Societies through integrity focal points at the regional level.

IFRC staff are required to complete **mandatory training** in several mission-critical areas of work. By the end of 2023, 93 per cent of staff had completed training in Prevention of Sexual Exploitation and Abuse; 96 per cent had completed Fraud and Corruption Prevention, and 92 per cent had completed the Introduction to Cybersecurity.

The IFRC provided support to Governance bodies such as the **Compliance and Mediation Committee** – which assists National Societies in addressing and resolving any allegations of breaches of integrity – throughout 2023.

The committee works with National Societies to identify solutions to any perceived issue, ensure support is provided, and that recommendations are implemented. The process is not punitive. It is designed to identify the root causes of an allegation, resulting in a more accountable and resilient organization.

This year, 12 integrity-related cases were addressed by the committee. Two cases were closed successfully in July and October.

Safeguarding

In 2023, work continued to mainstream a culture of safeguarding across the IFRC and the wider network. This included the development of rapid contextual safeguarding risk assessments for disaster and crisis responses, and tools including country profiles to support and inform IFRC risk assessments and programme support (See the National Society development section of the report for further details).

Safeguarding training, scenario planning and job aids were provided to new Operations Managers to enable them to deliver on their responsibilities to ensure IFRC personnel and IFRC-funded operations do no harm.

Updated training in the Prevention of Sexual Exploitation and Abuse was developed for all IFRC

staff alongside a dedicated internal learning and information platform on safeguarding.

Human Resources recruitment guidelines which include IFRC safeguarding standards and commitments were developed. Similar provisions have also been embedded in the standard operating procedures for Rapid Response personnel.

Dedicated safeguarding support was deployed to major IFRC responses in Türkiye and Ukraine and training, tools and key observations and recommendations were provided to strengthen the operationalization of safeguarding commitments. In addition, the implementation of the protection, gender and inclusion guidance includes focus on safeguarding systems, especially supporting each response to put in place referral pathways to ensure effective survivor-centred responses.

Risk management, audit and investigations

During 2023, the Office of Internal Audit and Investigations (OIAI) continued to ensure that its activities were embedded into major programmes and operations, such as the Emergency Social Safety Net (ESSN) and the operational response to the crisis in **Ukraine** and affected countries. In addition to improving accountability and transparency, this allowed for the creation of a framework to support effective risk management for current and future large operations.

To maintain a high level of risk maturity, the **IFRC-DREF now benefits from an issue and risk register**; risk analysis documents covering country and National Society standing in relation to IFRC risk indicators, and a quarterly compliance review of DREF-supported operations.

The IFRC shifted its focus in monitoring progress and compliance to countries and delegations implementing global programmes, rather than on the work of delegations in isolation.

Several **audits** were dedicated to assessing critical human resources and logistics systems, to enhance and modernize IFRC corporate control measures.

The IFRC continued to hold briefings with donors, diplomatic missions and other partners to openly share information on allegations, investigations

and integrity action plans in the spirit of transparency and accountability.

Finance

Improvements to the efficiency, accountability and agility of IFRC's financial support structures and systems in 2023 included the development of an online guide to *Project Financial Management*. A new digital platform for **Capacity Review and Risk Assessment** was launched in the four official languages, along with improved budgeting and reporting tools.

Work to overhaul the IFRC's audited **financial statements** was completed this year. The new approach better meets the statements' purpose of providing useful financial information to National Societies as IFRC's primary partners.

Support to National Societies was given throughout the year. For example, the **Syrian Arab Red Crescent** was supported in the development of its costing policy and cost recovery procedures, which support its strategy and plans towards financial sustainability.

Digital transformation

Vital work to improve the efficiency, security, agility and modernization of working systems and practices across the IFRC network was carried out throughout 2023.

The new **Enterprise Resource Planning** (ERP) platform's functional capabilities, architecture, data management, analytics and visualization, interfaces, and overall technical integrity, continued to be refined and tested.

The ERP will enhance agility and efficiency in IFRC activities across five functional workstreams: Finance, Logistics, Human Resources, Strategic Partnerships and Resource Mobilization, and Programmes and Operations. It will also transform employee collaboration, improve decision-making capabilities, and ensure accountability and compliance.

The **IFRC's multi-year cybersecurity** programme – designed to close potential security gaps identified during regular audits of IFRC technical processes – drew to a close in 2023. Several security tools were deployed to address

areas identified by the audits, such as information security awareness, mobile device management, privileged account management, and endpoint monitoring. With increasing and changing cyber security risks, the IFRC will remain vigilant and respond with new measures.

IFRC data and digital initiatives – including the successful *Data Playbook*, available in English, Arabic, French, and Spanish – continued to be supported throughout the year. Some 26 active projects were managed in 2023 alongside work on the ERP project, 11 of which were completed. Work continued to build data literacy across the network through training opportunities including the launch of a massive open online course (MOOC) on Humanitarian Action in the Digital Age developed in collaboration with Médecins Sans Frontières and Ecole Polytechnique Fédérale de Lausanne.

The network became better connected and more open to knowledge-sharing after the 2023 launch of IFRC's Communication and Collaboration programme. This included the delivery of the Communities Platform and the ongoing expansion of *Our IFRC*, a dynamic and engaging internal communications initiative. At the same time, the **Digital Engagement Hub** delivered actionable insights to enhance the quality and trust of humanitarian services.

To date, 62 **digital maturity assessments** have been conducted by National Societies using the digital maturity QuickScan and the more extensive Digital Transformation Assessment. This work was boosted in 2023 with a new partnership between **Microsoft** and the IFRC, which made Microsoft a founding member of the IFRC's Digital Transformation Impact Platform (see Partnership Profiles for more information).

The network's first annual **technology conference**, CONNECT, was organized in **Rwanda** in 2023. Six finalists from Solferino Academy's "Top 40 under 40" technology challenge were invited to CONNECT to showcase their work.

The **Global Service Centre** in Budapest, Hungary, is a cross-cutting IFRC asset dedicated to supporting the organization in reaching more people with superior services.

For example, the centre's digital team provides indispensable IT support to more than 3,000 IFRC staff worldwide, extending its services to support

end-users, IT infrastructure, and cybersecurity operations. In the year 2023, the unit successfully resolved 24,000 service requests – a notable 20 per cent increase compared to the previous year.

Supply chain management

In 2023, the IFRC supply chain played a critical role in delivering much-needed items, work and services. IFRC procured more than 230 million Swiss francs of goods and services across the full range of network operations and activities. This included 85 million Swiss francs of direct procurement, and quality assurance of some 146 million Swiss francs of procurement at the field level.

Nearly 40 per cent of the goods and services procured through the global IFRC in 2023 came through established framework agreements, which facilitate the swift mobilization of quality assured items at the right price. This percentage is expected to grow as more agreements are put in place to improve efficiency.

Work on a supply chain review for the IFRC continued this year with a view to optimizing global structures and reviewing alternative options, while using the capacities, knowledge and experience of National Societies to improve service provision. This included the assessment of strategic locations for potential new logistics hubs where standard relief items could be pre-positioned.

As environmental consideration is a critical aspect of operations, the IFRC began a roadmap reflection in 2023 to move to a greener supply chain.

The organization has measured its greenhouse gas emissions across all IFRC offices by using the Humanitarian Carbon Calculator, which revealed that supply chain activities – procurement of goods and services, plus fleet – account for more than half of its emissions. This is in line with results across the international humanitarian sector.

In response, the IFRC has engaged in collaborative efforts such as contributing to a [sectoral document at COP28](#) and participating in the [Fleet Forum Summit 2023](#), to foster sustainable practices in humanitarian aid operations.

In 2023, the IFRC continued to provide crucial support to ongoing and new emergencies, mobilizing goods and services, and coordinating complex logistics operations following the earthquakes in **Türkiye** and **Syria**, and crises in **Israel**, **Libya**,

Morocco, and occupied Palestinian territory and in protracted crises in Afghanistan, Bangladesh, Myanmar, Pakistan and Sudan.

The importance of well-coordinated logistics and supply chain work was underlined in Ukraine, when nine National Societies and the IFRC worked together to help affected populations to prepare for the 2023 winter season.

Dialogue and planning began months before the anticipated needs and agreements were put in place with suppliers to ensure that a consolidated and standardized catalogue of items would be available. This resulted in improved pricing due to economies of scale, allowing the National Societies to conserve resources, and increased efficiency as the procurement process did not need to be repeated each time needs emerged.

Legal

In 2023, the IFRC strengthened its policy, risk management, due diligence and advocacy on how to operate legally and ethically in countries under sanctions by providing advice on applicable legal frameworks in relation to sanctions.

Advocacy for humanitarian exemptions in countries under sanctions continued, through engagement with donors and partners inside and outside the Movement.

Throughout 2023, the IFRC worked to ensure that its processes and practices are compliant with the IFRC Policy on the Protection of Personal Data, and that all data processing is done accordingly. This compliance is vital to the IFRC's determination to protect individuals from the risks of misuse of their data, whether such risk is financial, physical, psychological, or digital.

The Constitutional Review of the IFRC continued. This process will modernize the IFRC's Statutory Texts and improve and strengthen IFRC governance processes and practices, with a focus on integrity, finance, governance, compliance, and ethics.

Security

The IFRC's approach to security management ensures that the organization remains fit for purpose and able to meet both legal and moral Duty of Care obligations to all personnel under

its security management responsibility as per the IFRC Minimum Security Requirements policy.

In 2023, the Stay Safe 2.0 e-learning modules continued to be rolled out across the network, and more than 40,000 users had completed the course by the end of the year.

Security training is mandatory for all IFRC staff. In 2023, 90 per cent had completed Stay Safe Level 1 (Fundamentals); 84 per cent had completed Level 2 (Personal and Volunteer Security in Emergencies), and 71 per cent had completed Level 3 (Security for Managers). Work is ongoing to achieve 100 per cent completion across all three levels.

National Societies have embraced the Stay Safe concept, with an increasing number making the course mandatory for their staff and volunteers. The training is currently available in five languages – English, French, Spanish, Ukrainian and Slovak, with other language versions such as Arabic and Burmese in development.

The Stay Safe website continued to be expanded with new tools and guidance in 2023, attracting some 30,000 visitors from National Societies and the IFRC.

The IFRC works closely with National Societies to provide high quality field security training. In 2023, it helped to provide localized Hostile Environment Awareness Training (HEAT) in tandem with the Lebanese Red Cross, the Hungarian Red Cross and the French Red Cross. This training allows National Societies to bring local language security training to their staff in the field.

Technical security competencies continued to be built throughout 2023 by providing training for surge security specialists, with 50 new professionals added to the roster this year. Five fully funded places on this course were offered to National Societies who would otherwise be unable to afford to participate.

Human resources enhancement

The IFRC continued its commitment to fostering an agile, inclusive, safe and efficient workplace, and improving operational frameworks, throughout 2023.

The Workforce Data Report for 2022 was published in 2023. The report carried key human

resources performance indicators and other important data. It was noted that the overall female-to-male ratio increased from 43 per cent in 2020 to 49 per cent in 2023. Also, the female-to-male ratio for senior positions rose from 24 per cent in 2020 to 49 per cent in 2023.

A **Pay Equity Review** launched in 2022 was completed in 2023 and demonstrated no statistically significant disparities in compensation between men and women. In addition, the IFRC received *EDGE Assess* and *EDGEplus* certifications in relation to gender, diversity, and inclusion.

A Recruitment/Selection Manual was drafted to ensure that IFRC hiring processes are coherent and aligned across the organization, and a new Global Onboarding Programme for IFRC staff went live at the end of 2023. A new Performance Development Programme was designed and to move the performance culture from retrospective assessments to a forward-looking approach focusing on the development of staff skills and competencies.

New policies developed include a policy on the Engagement of Interns, Trainees, and Fellows to foster engagement of a more balanced, diverse, and equitable framework for interns, trainees, and fellows at IFRC. Additionally, a policy on **Flexible Working Arrangements** was approved, allowing for a more agile and efficient working environment across the IFRC.

In the area of Human Resources in emergencies, a rapid response register was launched to ensure the availability of HR coordinators and delegates for major operations. New guidelines have also been developed on duty of care in the context of major crises, to ensure the safety and wellbeing of staff in emergency situations.

Psychosocial support and wellbeing initiatives continued to be offered to IFRC staff in 2023. These services will be strengthened by the development of a Staff Burnout Prevention and Management programme, which is part of a more comprehensive staff health and wellbeing strategy.

Innovation

Work continued in 2023 to support National Society access to the Lead to Change programme. Three global learning journeys were held this year,

reaching more than 1,500 National Society staff and volunteers.

The National Societies of **Argentina, Burkina Faso, Chile, Cyprus, Finland, Gambia, Libya, Mexico,** and **Portugal** all conducted local learning journeys, while the National Societies of **Burkina Faso, Mexico** and **Nepal** integrated Lead to Change into their strategic plans.

A study called Humanitarian Leadership of the Future, based on interviews with senior leaders from 30 countries on the skills and capabilities needed to navigate complexity, was launched this year.

The IFRC's nine-month acceleration programme for emerging leaders, Future Fellows, supported 49 people from 33 National Societies in 2023.

The Global Innovation Summit was held in Nairobi, **Kenya**, with more than a thousand people taking part in person or online. Its focus was on how innovation can support National Society transformation.

Funding was also provided to 21 National Societies to support the development of innovative projects this year.

A *Strategic Foresight* Guidebook was published in December 2023 and was accompanied by a Masterclass for 11 National Societies to support the mainstreaming of the approach. A scenario analysis for the **Ukraine** crisis was conducted and presented to senior IFRC network leaders of the network to assist strategic planning for the ongoing response.

Governance support

In 2023, the IFRC supported two Ordinary and two Extraordinary sessions of the Governing Board, and one Extraordinary session of the General Assembly.

The resignation in 2023 of the serving IFRC President was followed by the convocation of an Extraordinary session of the General Assembly.

Following this hybrid in person and online event, that enabled 187 National Societies to take part, a new President was elected to serve until 2026.

The IFRC's Governance was also supported in its preparation of Governing Board Advisory Groups –

with a specific focus on Governance Excellence and the setting up of a Drafting Group on Ethical Frameworks.

International Conference 2024

As part of the preparation process for the **34th International Conference**, an inclusive and transparent engagement strategy was finalized by the Joint Organizing Committee of the IFRC and ICRC.

This covers National Society involvement at the Council of Delegates, and the participation of National Societies and the States Party to the Geneva Conventions at the International Conference.

The IFRC worked throughout 2023 to help National Societies to identify humanitarian priorities that should be brought to the Conference.

Elements for Resolution proposed for the 34th International Conference and 2024 Council of Delegates, an outline for proposed agenda topics, and an International Conference Concept Note were shared with members for their feedback. More than 76 contributions had been received by the end of 2023.

The **Swiss Government** has been an outstanding partner during the planning stages of 2024's events and has generously provided a significant financial contribution towards the costs of the International Conference.

The International Conference will be held in Geneva, **Switzerland** in October 2024, following the IFRC's General Assembly and the Movement's Council of Delegates.

Support to Red Cross and Red Crescent Regional Conferences

The XXII InterAmerican Conference took place in Nassau, **Bahamas** in June, with the theme "Leadership and Sustainability: Local Solutions to Global Challenges". Representatives from 34 Red Cross societies in the Americas discussed leadership, strengthening the auxiliary role and legal frameworks, and scaling up the impact of their individual and collective work.

The tenth Pan African Conference was hosted in Nairobi, **Kenya** in September and was attended by 54 African National Societies. The conference theme was "Renewing Investment in Africa", with a strong focus on transformational National Society development; the humanitarian impact of the IFRC network, and the importance of Pan-African initiatives.

Also in 2023, the 11th Asia Pacific Regional Conference was hosted by the **Vietnam Red Cross** in Hanoi at the end of November. It was attended by 51 National Societies, who addressed opportunities and challenges around the theme of "Becoming Disaster Ready in Asia Pacific". Discussions included how best to equip National Societies with the necessary preparedness measures to ensure readiness for future crises.

Inclusion journey

The IFRC's **Inclusion Journey** – the co-creation of an IFRC that is "... Inclusive, safe, and healthy for all and where...all people are seen, heard, and treated with dignity and respect" – continued throughout 2023.

More than a thousand IFRC colleagues took part in the feedback and listening phase of the Inclusion Journey dialogues, interviews, and workshops available in Arabic, English, French and Spanish. The resulting qualitative data was used in the closing the gap phase, where

action teams addressed identified opportunities and challenges.

The action teams co-created their recommendations on the topics of people-centred culture where collaboration and connection flourishes; strong talent management; enhanced diversity and equal treatment; transparency and trust, balanced with accountability, and values, mission, and vision to realize the vision of an inclusive IFRC organization and culture.

COUNTRY INFORMATION



IFRC network country information

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 (cluster delegations) group countries together.

The IFRC's delegations allow the IFRC to provide individually tailored support to National Societies, for their programming and development.

The following pages are structured per region. You will find a map for each region that lists the location of the IFRC's delegations. Afterwards, you will find a summary of information on the IFRC network's work and achievements by country for 2023.

2023 is the first year with reporting on the IFRC's unified planning approach, which began for 2023 plans. The unified planning approach is 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. This has informed

and enabled the progress made in the following pages. 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 following pages represent the progress made under those plans, and therefore contain information on both longer-term support and response to emergencies. More than 90 internal reports were received as part of this process.

For each country you see represented in this section, a far more detailed report has been drafted with extensive information on activities and progress made. 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](#). The reports will also be available on the IFRC's public website. Reports, emergency appeals and DREF responses can be found on our [Appeals database](#).

Regional Offices

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

Delegations

Abuja (Nigeria, Togo, Benin and Ghana)
Addis Ababa (Ethiopia and Djibouti)
Antananarivo (Madagascar, Mauritius, Comoros and Seychelles)
Bangui (Central African Republic and Chad)
Dakar (Senegal, Cape Verde, Gambia and Mauritania)
Freetown (Sierra Leone, Liberia, Guinea and Guinea Bissau)
Harare (Zimbabwe, Zambia and Malawi)
Juba (South Sudan, Uganda and Tanzania)
Khartoum (Sudan and Eritrea)
Kinshasa (Democratic Republic of Congo, Congo, Rwanda and Burundi)
Maputo (Mozambique and Angola)
Nairobi (Kenya and Somalia)
Niamey (Niger, Burkina Faso, Mali and Ivory Coast)
Pretoria (South Africa, Botswana, Eswatini, Lesotho and Namibia)
Yaoundé (Cameroon, Gabon, Equatorial Guinea and Sao Tome and Principe)
Buenos Aires (Argentina, Brazil, Chile, Paraguay and Uruguay)
Lima (Peru, Bolivia and Ecuador)
Port of Spain (English- and Dutch speaking Caribbean)
Santo Domingo (Dominican Republic, Cuba and Haiti)
Tegucigalpa (Honduras, Costa Rica, El Salvador, Guatemala, Nicaragua and Panama)
Colombia

Venezuela
Bangkok (Thailand, Cambodia, Laos and Vietnam)
Beijing (East Asia)
Jakarta (Indonesia, Brunei, Singapore and Timor-Leste)
New Delhi (India, Bhutan, Maldives and Sri Lanka)
Suva (Pacific islands)
Afghanistan
Bangladesh
Malaysia
Myanmar
Nepal
Democratic People's Republic of Korea
Pakistan
Papua New Guinea
Philippines
Bishkek (Kyrgyzstan, Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan)
Moscow (Russia and Belarus)
Sarajevo (Central and South Eastern Europe)
Tbilisi (Georgia, Armenia and Azerbaijan)
Warsaw (Poland, Estonia, Latvia, Lithuania and Romania)
Ukraine
Türkiye
Beirut (Lebanon and Iraq)
Tunis (Tunisia and Morocco)
Jordan
Iran, Islamic Republic of
Libya
Palestine
Syria
Yemen

Representational Delegations

Addis Ababa (African Union)
Brussels (European Union)
Dubai (Gulf Cooperation Council)
New York (the United Nations)



AFRICA

IFRC DELEGATIONS

ANGOLA

IFRC Maputo cluster delegation

In support of the Angola Red Cross

National Society staff _____	77
National Society volunteers _____	4,665
National Society branches _____	18

[FDRS country page](#)

People reached by strategic priority

Disasters and crises _____	10,985
Health and wellbeing _____	68
Migration and displacement _____	13,920

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRAO008](#) flood (DREF)

2023 progress examples

- With the support of the IFRC, CVA has made notable strides towards transparency and accountability.
- 600 households were successfully assessed and registered, receiving four cycles of cash distribution in Cunene and Huila Provinces.
- A new Secretary General was appointed to the Governance Board.
- With the support from the IFRC a cash specialist delegate was deployed, offering invaluable training for both staff and volunteers.
- A new president for the Angolan Red Cross was elected.

Participating National Societies

Italian Red Cross, Turkish Red Crescent Society.

IFRC network plan 2024

[Angola](#)

BENIN

IFRC Abuja cluster delegation

In support of the Red Cross of Benin

National Society staff _____	60
National Society volunteers _____	12,600
National Society branches _____	97

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	143,577
Disasters and crises _____	15,967
Health and wellbeing _____	791,497
Migration and displacement _____	1,500
Values, power and inclusion _____	39,417

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRBJ018](#) population movement (DREF)

2023 progress examples

- 2,785 blood bags were collected with the support of volunteers and staff.
- 526 sanitation campaigns were organized.
- 1,400 health coverages were organized.
- 1,882 people were trained in First Aid.
- 12,940 trees were planted in response to climate change.
- 2,281 households in crisis and disaster situations were supported through the distribution of emergency first aid, hygiene & dignity kits, food, non-food items.
- 8,286 people were supported with psycho-social support.

Participating National Societies

Belgian Red Cross, Italian Red Cross, Turkish Red Crescent Society.

IFRC network plan 2024

[Benin](#)

BOTSWANA

IFRC Pretoria cluster delegation

In support of the Botswana Red Cross Society

National Society staff _____	64
National Society volunteers _____	12,000
National Society branches _____	10

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	565
Disasters and crises _____	1,774
Health and wellbeing _____	1,314,395
Migration and displacement _____	5,422
Values, power and inclusion _____	3,275

2023 progress examples

- A food relief project was implemented across nine villages in the Okavango region to ensure food security.
- Climate-smart agricultural practices were promoted through the Gweta community farm.
- Eight health projects covering COVID-19, tobacco use, and routine immunization were implemented.
- Core activities including first aid, blood donation, physiotherapy, and rehabilitation services were continued.
- The government received support in drafting the first disaster risk management bill.

IFRC network plan 2024

[Botswana](#)

BURKINA FASO

IFRC Niamey cluster delegation

In support of the Burkinabe Red Cross Society

National Society staff _____	325
National Society volunteers _____	45,750
National Society branches _____	13

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	482,000
Disasters and crises _____	1,680,920
Health and wellbeing _____	1,573,820
Migration and displacement _____	10,896
Values, power and inclusion _____	1,667,715

2023 progress examples

- More than 50 projects were successfully implemented.
- The projects implemented significantly contributed to alleviating the plight of vulnerable populations.
- The commitment of local partners and stakeholders played a crucial role in the successful implementation of humanitarian projects.
- The initiatives implemented showcased effective and innovative approaches in providing multisectoral assistance to those in need.

Participating National Societies

Belgian Red Cross, British Red Cross, Finnish Red Cross, Luxembourg Red Cross, Norwegian Red Cross, Red Cross of Monaco, Spanish Red Cross.

IFRC network plan 2024

[Burkina Faso](#)

CAMEROON

IFRC Yaoundé cluster delegation

In support of the Cameroon Red Cross Society

National Society staff _____	117
National Society volunteers _____	75,000
National Society branches _____	58

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	272,000
Disasters and crises _____	45,768
Health and wellbeing _____	876,245
Migration and displacement _____	110

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRCM033](#) epidemic (DREF); [MDRCM033](#) flood (DREF); [MDRCM035](#) population movement (DREF); [MDRCM036](#) landslide (DREF)

2023 progress examples

- The DREF was utilized to assist people affected by floods in Mayo Danay and Buea, as well as population movement in Mayo Danay and the Marburg outbreak in the South.
- The Community Epidemic and Pandemic Preparedness Programme was implemented to enhance community readiness for epidemics and pandemics.
- The food insecurity response was part of the Africa Hunger Crises Emergency Appeal, aimed at mitigating food shortages.
- The ECHO Pilot Programmatic Partnership was implemented to support communities in reducing risks and improving preparedness for disasters and health emergencies.

Participating National Societies

French Red Cross.

IFRC network plan 2024

[Cameroon](#)

CHAD

IFRC Banjui cluster delegation

In support of the Red Cross of Chad

National Society staff _____	198
National Society volunteers _____	58,000
National Society branches _____	23

[FDRS country page](#)

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRTD022](#) population movement (DREF); [MDRTD021](#) flood (DREF);

2023 progress examples

- 94,542 people were reached through disaster risk management activities.
- 133,602 people benefitted from activities related to epidemic and pandemic preparedness and response.
- 4,122 people were reached through humanitarian assistance and protection activities for people on the move.
- 6,477 people received cash or voucher assistance.
- 55,199 people were impacted by community engagement and accountability activities.

IFRC network plan 2024

[Chad](#)

COMOROS

IFRC Antananarivo cluster delegation

In support of The Comoros Red Crescent

National Society staff _____	36
National Society volunteers _____	3,000
National Society branches _____	3

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	10,537
Disasters and crises _____	4,666
Health and wellbeing _____	948
Values, power and inclusion _____	13,970

2023 progress examples

- The community was supported to stabilize the effects of the Ukraine war through food aid, strengthening food production capacity, nutritional support, WASH initiatives, and improving living conditions.
- 130 households received livelihood assistance through the distribution of agricultural tools and seeds.
- Screening for malnourishment was conducted among children under five years old, as well as pregnant and lactating women.
- Nutritional supplements were provided to children affected by moderate acute malnourishment.
- Nutritional centres received anthropometric equipment from CoRCS.

Participating National Societies

French Red Cross, Japanese Red Cross Society.

IFRC network plan 2024

[Comoros](#)

CONGO

IFRC Kinshasa cluster delegation

In support of the Congolese Red Cross

National Society staff _____	24
National Society volunteers _____	30,500
National Society branches _____	12

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	178,053
Disasters and crises _____	176,590
Health and wellbeing _____	3,462,500
Migration and displacement _____	16,700
Values, power and inclusion _____	150,000

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRCG020](#) flood (DREF); [MDRCG021](#) epidemic (DREF)

2023 progress examples

- Three DREF operations were supported by the IFRC, addressing population movement.
- A prioritization workshop was organized to identify four strategic development priorities, leading to a 2023–2025 action plan.
- A strategy for recruiting and retaining volunteers was developed, including organizing targeted membership and recruitment campaigns.
- A resource mobilization strategy was developed, and the administrative, financial, and logistical procedures manual was updated.
- Advocacy mechanisms were established with public authorities and opinion leaders to secure grant disbursements and strengthen humanitarian diplomacy.

Participating National Societies

Belgian Red Cross, French Red Cross.

IFRC network plan 2024

[Congo](#)

DJIBOUTI

IFRC Addis Ababa cluster delegation

In support of the Red Crescent Society of Djibouti

National Society staff	37
National Society volunteers	1,000
National Society branches	5

[FDRS country page](#)

People reached by strategic priority

Climate and environment	20,000
Disasters and crises	25,000
Health and wellbeing	119,588
Migration and displacement	33,398
Values, power and inclusion	590

2023 progress examples

- 11,600 people were assisted with shelter emergency non-food items to address the needs of internally displaced persons under the DREF funding mechanism.
- 600 people benefitted directly from roofing sheet materials through the EAP operation shelter.
- 1,217 households (7,302 people) received unconditional cash assistance, with 30 volunteers and two coordinators trained on the CVA concept to address the needs of the targeted region.
- 38,367 of people reached with contextually appropriate water, sanitation and hygiene services.
- 4,395 local community members trained on cholera epidemic for water treatment and disinfectant for hygiene promotion.
- 33,398 refugees and migrants received financial support and essential services.

IFRC network plan 2024

[Djibouti](#)

DEMOCRATIC REPUBLIC OF THE CONGO

IFRC Kinshasa cluster delegation

In support of the Red Cross of the Democratic Republic of the Congo

National Society staff	113
National Society volunteers	503,311
National Society branches	26

[FDRS country page](#)

People reached by strategic priority

Climate and environment	648,795
Disasters and crises	648,795
Health and wellbeing	6,017,413
Migration and displacement	233,376
Values, power and inclusion	258,721

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRCD039](#) flood (DREF); [MDRCD040](#) flood (DREF); [MDRCD041](#) (DREF)

2023 progress examples

- 11,944,087 people, including 4,959,705 men and boys and 7,108,597 women and girls, were reached through humanitarian preparedness and response to crises and disasters.
- 655,447 people were reached by the pilot programme partnership in South Kivu through disaster risk management and other critical interventions.
- 542 women received emergency delivery assistance through the universal health project, which also provided 40 ambulances in collaboration with the National Government.
- 48,942 households, approximately 307,042 people, were reached by the Pan-African Hunger Crisis Initiative with food security activities supported by multiple international partners.

Participating National Societies

Belgian Red Cross, French Red Cross, Luxembourg Red Cross, Spanish Red Cross, Swedish Red Cross.

IFRC network plan 2024

[Democratic Republic of the Congo](#)

EQUATORIAL GUINEA

IFRC Yaoundé cluster delegation

In support of the Red Cross of Equatorial Guinea

National Society staff _____	26
National Society volunteers _____	500
National Society branches _____	8

[FDRS country page](#)

People reached by strategic priority

Disasters and crises _____	2,750
Health and wellbeing _____	1,528

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRGQ003](#) epidemic (DREF).

2023 progress examples

- A programme and operations manager was hired to enhance operational effectiveness.
- Capacity building fund was successfully applied boosting financial and risk management capabilities.
- A National Society development consultant collaborated to finalize the National Society Development Plan and draft essential documents.
- The request for a legal status agreement was advanced to solidify long-term commitment to the region.
- Income-generating projects were undertaken.

IFRC network plan 2024

[Equatorial Guinea](#)

ETHIOPIA

IFRC Addis Ababa cluster delegation

In support the Ethiopian Red Cross Society

National Society staff _____	2,218
National Society volunteers _____	258,525
National Society branches _____	12

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	3,227,600
Disasters and crises _____	140,065
Health and wellbeing _____	4,515,581
Migration and displacement _____	220,000
Values, power and inclusion _____	172,398

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRET030](#) population movement (DREF); [MDRET031](#) civil unrest (DREF); [MDRET034](#) flood (DREF)

2023 progress examples

- Over 571,059 people in Oromia, Tigray, Amhara, and SNNPR received multi-purpose cash and food assistance, helping them meet basic needs and recover livelihoods.
- Initiatives to reduce climate change impacts, such as early warning and early action for drought and flood-prone areas, were enhanced to improve disaster risk management.
- Anticipatory action initiatives, supported by the IFRC, were implemented to mitigate the effects of climate change and environmental crises, focusing on vulnerable regions.
- 1,485,497 people were reached with emergency assistance, including food distribution, ES/NFI, WaSH, CVA, medicine and health responses and development supports.

Participating National Societies

Austrian Red Cross, British Red Cross, Danish Red Cross, Finish Red Cross, German Red Cross, Italian Red Cross, Swiss Red Cross, The Canadian Red Cross Society, The Netherlands Red Cross.

IFRC network plan 2024

[Ethiopia](#)

GABON

IFRC Yaoundé cluster delegation

In support of the Gabonese Red Cross Society

National Society staff _____	52
National Society volunteers _____	3,000
National Society branches _____	9

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	23,000
Disasters and crises _____	1,600
Health and wellbeing _____	191,608

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRGA009](#) epidemic (DREF); [MDRGA010](#) cyclone (DREF); [MDRGA011](#) all other disasters and emergencies (DREF)

2023 progress examples

- Training in community-based health and first aid was provided to enhance workplace health and safety, including first-aid coverage at public events and life-saving support in accident cases.
- Preparedness and response initiatives for natural and man-made hazards, such as windstorms and health emergencies, were effectively implemented.
- Significant contributions were made to improving food security, household livelihoods, and access to decent emergency shelter.
- An e-learning platform was utilized to train individuals on the principles and ideals of the Red Cross Red Crescent Movement, International Humanitarian Law, and the prevention of child trafficking and exploitation.
- Promotion and protection of the social status of women and the prevention of gender-based violence were emphasized through educational initiatives on the e-learning platform.

IFRC network plan 2024

[Gabon](#)

GHANA

IFRC Abuja cluster delegation

In support of Ghana Red Cross Society

National Society staff _____	50
National Society volunteers _____	66,000
National Society branches _____	16

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	667,277
Disasters and crises _____	101,042
Health and wellbeing _____	63,162
Migration and displacement _____	84

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRGH018](#) flood (DREF);

2023 progress examples

- A mini movement induction course was held for governance and management staff, reinforcing the Accra Commitment to jointly address governance and accountability issues within the National Society.
- The 2023 General Assembly was held successfully, and new office holders were elected.
- The SAGE accounting system was implemented to enhance financial management and accounting systems, with plans for further integration into HR-Payroll and logistics procurement systems.

Participating National Societies

Icelandic Red Cross, Italian Red Cross, Red Crescent Society of the Islamic Republic of Iran, The Netherlands Red Cross.

IFRC network plan 2024

[Ghana](#)

KENYA

IFRC Nairobi cluster delegation

In support of the Kenya Red Cross Society

National Society staff _____	707
National Society volunteers _____	207,000
National Society branches _____	65

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	10,899
Disasters and crises _____	119,402
Health and wellbeing _____	661,957
Migration and displacement _____	754
Values, power and inclusion _____	2,099

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRKE054](#) epidemic (DREF); [MDR60001](#) food insecurity (Operations Update); [MDRKE056](#) flood (DREF); [MDRKE057](#) all other disasters and emergencies (DREF); [MDRS1001](#) population movement (Emergency Appeal); [MDRKE058](#) flood (DREF).

2023 progress examples

- A dedicated funding allocation for capacity development within branches was leveraged to enhance local capabilities and fulfil humanitarian mandates effectively.
- Funding via the NSIA project facilitated the expansion of the North Rift Region Thread & Ink Printing and Embroidery facility, specializing in branding merchandise to generate profits reinvested back into society.
- Proceeds from the TIPE facility were channelled into a revolving fund, allowing counties to access funds for their investments as needed.

Participating National Societies

American Red Cross, British Red Cross, Danish Red Cross, Finnish Red Cross, Italian Red Cross, Norwegian Red Cross.

IFRC network plan 2024

[Kenya](#)

LESOTHO

IFRC Pretoria cluster delegation

In support of Lesotho Red Cross Society

National Society staff _____	73
National Society volunteers _____	534
National Society branches _____	10

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	1,743
Disasters and crises _____	3,226
Health and wellbeing _____	4,836
Values, power and inclusion _____	1,404

2023 progress examples

- Staff and volunteers were on community engagement, with a focus on behaviour change approaches for climate adaptation.
- Community-led solutions were promoted to address challenges, improve behaviour and promote climate action.
- Induction sessions were organized for the National Society to familiarize them with the forecast-based financing concept.
- Capacity building for staff and volunteers were conducted to equip them with the knowledge to better handle gender-based violence and mental health issues.
- Relief materials were provided to households whose settlements were affected by fire and heavy winds.

IFRC network plan 2024

[Lesotho](#)

MADAGASCAR

IFRC Antananarivo cluster delegation

In support of Malagasy Red Cross Society

National Society staff _____	150
National Society volunteers _____	10,000
National Society branches _____	23

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	88,339
Disasters and crises _____	88,339
Health and wellbeing _____	625,733
Values, power and inclusion _____	801

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRGR018](#) pluvia/flash flood (Operations Update); [MDRGR020](#) cyclone (DREF); [MDRMG021](#) other (DREF);

2023 progress examples

- Volunteers, staff, BDRT, and NDRT underwent comprehensive training, covering topics like codes of conduct and procedures, mobile data collection, feedback processing, and testing Early Warning Systems.
- Awareness campaigns on risk and disaster management were amplified at the grass-roots level to educate communities on EWS protocols.
- Cash distributions and allocations of agricultural tools and seeds were conducted to ensure the stability of community income-generating activities.
- The community committee was actively involved in beneficiary identification and validation processes.

Participating National Societies

French Red Cross, German Red Cross, Luxembourg Red Cross.

IFRC network plan 2024

[Madagascar](#)

MALAWI

IFRC Harare cluster delegation

In support of Malawi Red Cross Society

National Society staff _____	260
National Society volunteers _____	69,813
National Society branches _____	33

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	3,395,555
Disasters and crises _____	231,706
Health and wellbeing _____	7,782,576
Migration and displacement _____	5,200
Values, power and inclusion _____	2,099

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRMW017](#) epidemic (Emergency Appeal); [MDRMW018](#) flood (Emergency Appeal).

2023 progress examples

- Over 65,000 tree seedlings were planted in 15 districts.
- A climate screening and assessment report validation workshop was facilitated, with climate change adaptation proposal development initiated with IFRC support.
- Nearly 4.4 million people were reached after early warning teams were oriented in Nkhotakota, Mchinji, and Phalombe districts.
- Nearly 7.8 million people were reached with health promotion messages on COVID-19, cholera, measles, and polio, significantly surpassing the target of 1,000,000.
- 6,460,487 people were reached with sanitation and hygiene promotion, exceeding the target of 2,000,000, driven by intensified cholera and Tropical cyclone Freddy activities.

Participating National Societies

Belgian Red Cross, Danish Red Cross, Finnish Red Cross, Icelandic Red Cross, Italian Red Cross, Swiss Red Cross, The Netherlands Red Cross.

IFRC network plan 2024

[Malawi](#)

MALI

IFRC Niamey cluster delegation

In support of Mali Red Cross

National Society staff	272
National Society volunteers	8,998
National Society branches	11
FDRS country page	

People reached by strategic priority

Climate and environment	7,842
Disasters and crises	71,936
Health and wellbeing	240,612
Migration and displacement	42,878
Values, power and inclusion	171

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRML018](#) epidemic (DREF);

2023 progress examples

- 2,058 vulnerable households received cash assistance, along with three tons of seeds and six compost bins to strengthen their productive capacities.
- 7,448 cases of severe and moderate acute malnutrition were detected as part of health and nutrition efforts.
- Community actors were supported in the fight against malnutrition through training community volunteers and setting up support groups for nutrition activities.
- 101 community volunteers were trained to enhance community participation.

Participating National Societies

Belgian Red Cross, Danish Red Cross, French Red Cross, Luxembourg Red Cross, Qatar Red Crescent Society, Spanish Red Cross, The Canadian Red Cross, The Netherlands Red Cross.

IFRC network plan 2024

[Mali](#)

MAURITIUS

IFRC Antananarivo cluster delegation

In support of Mauritius Red Cross Society

National Society staff	9
National Society volunteers	130
National Society branches	4
FDRS country page	

People reached by strategic priority

Disasters and crises	210
Health and wellbeing	228

2023 progress examples

- Volunteers' first aid skills were improved, and branch capacity was strengthened through targeted BDRT training, facilitating the timely delivery of humanitarian assistance to those in need.
- Awareness sessions were conducted as part of the Eco-Schools toolkit to promote disaster risk reduction and preparedness.
- The Early Warning for All initiative was launched to ensure universal access to early warning systems, including organizing a national launch and consultation workshop.
- A training session was held to equip participants with the skills necessary to develop customized risk reduction plans for their schools based on the results of the EVCA.

IFRC network plan 2024

[Mauritius](#)

MOZAMBIQUE

IFRC Maputo cluster delegation

In support of Mozambique Red Cross Society

National Society staff	167
National Society volunteers	6,862
National Society branches	11

[FDRS country page](#)

People reached by strategic priority

Climate and environment	63,548
Disasters and crises	1,022,237
Health and wellbeing	1,420,733
Migration and displacement	223,262

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRMZ019](#) (DREF); [MDRMZ020](#) flood (DREF).

2023 progress examples

- The three early action protocols for cyclones, floods, and droughts were submitted, with cyclones and floods validated, and droughts under validation.
- The anticipatory action system strengthening project was launched to enhance early action capabilities in Mozambique.
- The disaster risk management systems strengthening project was initiated with SADC to operationalize the shared humanitarian operations centre in Nacala, Nampula.
- The early warning 4 all initiative was officially launched, and a workplan was generated to accelerate the implementation of National Society roadmaps for early warnings.
- National disaster response teams, pre-paredness for effective response, and enhanced capacity and vulnerability assessment trainings were organized and delivered to staff and volunteers nationwide.

Participating National Societies

Belgian Red Cross, French Red Cross, German Red Cross, Italian Red Cross, Spanish Red Cross, Swedish Red Cross.

IFRC network plan 2024

[Mozambique](#)

NIGERIA

IFRC Abuja cluster delegation

In support of Nigerian Red Cross Society

National Society staff	500
National Society volunteers	59,352
National Society branches	37

[FDRS country page](#)

People reached by strategic priority

Disasters and crises	67,454
Health and wellbeing	107,231,052

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRNG036](#) civil unrest (DREF); [MDRNG037](#) epidemic (DREF); [MDRNG034](#) flood (Operations Update).

2023 progress examples

- Prepaid cards for cash distribution were successfully tested in Anambra and Niger states.
- A WASH surge officer trained 16 NDRT members from four branches on WASH facility mapping and technical assessment.
- A climate action working group was set up consisting of 15 members from different departments.
- A national climate risk assessment for Nigeria was developed and validated with stakeholders.
- A climate screening was developed, reviewing 43 projects and making recommendations for future climate-smart projects.
- A multi-year climate strategy and the Nigeria Climate Story, an electronic version of the climate change strategy, were developed.

Participating National Societies

British Red Cross, German Red Cross, Italian Red Cross, Norwegian Red Cross, Saudi Red Crescent Authority, Swedish Red Cross, Turkish Red Crescent Society.

IFRC network plan 2024

[Nigeria](#)

SAO TOME AND PRINCIPE

IFRC Yaoundé cluster delegation

In support of Sao Tome and Principe Red Cross

National Society staff _____ 32

National Society volunteers _____ 320

National Society branches _____ 5

[FDRS country page](#)

People reached by strategic priority

Health and wellbeing _____ 60,729

2023 progress examples

- 60,000 people were reached with first aid and health promotion activities during sports and traditional bathing events.
- The head of country cluster delegation conducted a field visit to strengthen ties with government authorities.
- Approximately 34,564 people received first aid and assistance from the First Aid Department during cultural sports activities.
- About 19,365 people were ensured safety during the traditional year-end beach bathing at Conchas, Sete Ondas, Moro Peixe, and Lagoa Azul beaches.
- Approximately 6,800 participants in the February 3 massacre remembrance walk to Fernão Dias received first aid services, along with training in first aid and ambulance use.

IFRC network plan 2024

[Sao Tome and Principe](#)

SEYCHELLES

IFRC Antananarivo cluster delegation

In support of Seychelles Red Cross Society

National Society staff _____ 6

National Society volunteers _____ 140

[FDRS country page](#)

People reached by strategic priority

Disasters and crises _____ 384

Health and wellbeing _____ 545

2023 progress examples

- A new strategic plan for 2023–2027 was launched, emphasizing structural consolidation, building partnerships, community engagement, volunteer recruitment, and financial stability.
- A Praslin committee was established by volunteers to oversee and implement the society's programmes on the island.
- The Seychelles Red Cross Society received the pride of the Republic of Seychelles award for its outstanding contribution to combating COVID-19.

IFRC network plan 2024

[Seychelles](#)

SIERRA LEONE

IFRC Freetown cluster delegation

In support of Sierra Leone Red Cross Society

National Society staff _____	66
National Society volunteers _____	5,253
National Society branches _____	13

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	202,047
Disasters and crises _____	202,047

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRSL014](#) fire (DREF); [MDRSL015](#) all other disasters and emergencies (DREF).

2023 progress examples

- Nurseries were established in all six districts as part of the tree planting and care initiative, with trees planted at permanent sites.
- The saving lives and livelihood programme was successfully implemented across all 16 administrative districts, focusing on the COVID-19 vaccine rollout.
- A three-day eCBHFA refresher training was provided to 120 community volunteers in six programme branches to enhance health promotion activities.
- Digitalization of community data collection tools was achieved using the KOBO collect app.
- Community household visits were conducted by mothers' and fathers' club members, focusing on health promotion sessions about malaria, ARI, and diarrhea diseases.

Participating National Societies

Finnish Red Cross, British Red Cross, Icelandic Red Cross.

IFRC network plan 2024

[Sierra Leone](#)

SOMALIA

IFRC Nairobi cluster delegation

In support of Somali Red Crescent Society

National Society staff _____	1,032
National Society volunteers _____	4,342
National Society branches _____	19

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	9,286
Disasters and crises _____	201,601
Health and wellbeing _____	1,571,403
Migration and displacement _____	41,986
Values, power and inclusion _____	7,744

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRSO015](#) civil unrest (DREF); [MDRSO016](#) flood (DREF).

2023 progress examples

- Community engagement, and accountability, and protection, gender, and inclusion were integrated into all programmes and operations.
- Disaster risk and management programmes were implemented to build institutional capacity for effectively preparing and responding to emergencies and disasters.
- Health programmes were executed to address key public health challenges.
- Financial management systems were strengthened, and income generation and resource mobilization were enhanced through the initiation of WWPP cash transfer modalities, support for NSIA application grants, and proposal development.

Participating National Societies

British Red Cross, Danish Red Cross, Finnish Red Cross, German Red Cross, Icelandic Red Cross, Kuwait Red Crescent Society, Norwegian Red Cross, Qatar Red Crescent Society, Somali Red Crescent Society, Swedish Red Cross, The Canadian Red Cross.

IFRC network plan 2024

[Somalia](#)

SOUTH AFRICA

IFRC Pretoria cluster delegation

In support of The South African Red Cross Society

National Society staff	268
National Society volunteers	4,220
National Society branches	43

[FDRS country page](#)

People reached by strategic priority

Climate and environment	136,034
Disasters and crises	718,841
Health and wellbeing	894,175
Migration and displacement	22,536
Values, power and inclusion	452

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRZA014](#) fire (DREF); [MDRZA015](#) flood (DREF); [MDRAZA012](#) flood (Operations Update).

2023 progress examples

- The public awareness campaign was conducted to disseminate early warning messages about floods through door-to-door efforts, community radio, social media, and loudspeakers.
- 12,500 people across six provinces, Limpopo, Mpumalanga, Free State, Eastern Cape, North West, and Gauteng, were supported by DREF projects following the floods.
- 2,779 people were assisted through emergency responses to devastating fires in KwaZulu Natal (Kennedy informal settlement) and Gauteng (Johannesburg CBD).
- Community resilience was enhanced through initiatives and training on disaster risk reduction, safe shelter, and other health promotion initiatives.
- Health care, WASH, psychosocial support services, protection of family links, and relief materials were provided to at-risk people during emergency responses.

IFRC network plan 2024

[South Africa](#)

SOUTH SUDAN

IFRC Juba cluster delegation

In support of South Sudan Red Cross

National Society staff	265
National Society volunteers	19,500
National Society branches	21

[FDRS country page](#)

People reached by strategic priority

Disasters and crises	48,601
Health and wellbeing	696,419
Migration and displacement	86,536
Values, power and inclusion	220,657

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRSS012](#) epidemic (DREF); [MDRSS013](#) population movement (DREF).

2023 progress examples

- 202 health workers were trained to provide equitable access to essential health services and assist communities during public health emergencies.
- 271,495 people were reached with health awareness campaigns, improving community health education.
- 5,093 people received first aid training across various branches, including Akobo, Raja, Rumbek, Juba, and Malakal.
- 238 blood drives were conducted, resulting in the collection of 3,238 blood units.
- 197,000 people gained access to safe and clean drinking water through the rehabilitation and drilling of 194 water points.
- Local authorities and community stakeholders were engaged to disseminate auxiliary status roles and build relationships with other stakeholders.

Participating National Societies

Danish Red Cross, Finnish Red Cross, German Red Cross, Norwegian Red Cross, Swedish Red Cross, Swiss Red Cross, The Canadian Red Cross, The Netherlands Red Cross, Turkish Red Crescent Society.

IFRC network plan 2024

[South Sudan](#)

TANZANIA

IFRC Juba cluster delegation

In support of Tanzania Red Cross National Society

National Society staff	165
National Society volunteers	124,771
National Society branches	31

[FDRS country page](#)

People reached by strategic priority

Climate and environment	700,000
Disasters and crises	155,535
Health and wellbeing	1,823,000
Migration and displacement	616,421
Values, power and inclusion	3,294,821

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRTZ033](#) epidemic (DREF); [MDRTZ034](#) pluvia/flash flood (DREF); [MDRTZ035](#) flood (DREF).

2023 progress examples

- A robust network of regional and sub-branches was maintained, delivering effective humanitarian services supported by various training and capacity-building initiatives.
- Health promotion campaigns were intensified using trained volunteers and staff to address key public health emergencies such as Marburg and cholera epidemics.
- Gender, community engagement and accountability, and protection, gender, and inclusion were mainstreamed in all undertakings by increasing the number of PGI and CEA-trained volunteers and staff.
- Disaster risk and management programmes were implemented, enhancing institutional capacity to prepare for and respond to emergencies and disasters.

Participating National Societies

Belgian Red Cross, Finnish Red Cross, Kenya Red Cross Society, Spanish Red Cross.

IFRC network plan 2024

[Tanzania](#)

TOGO

IFRC Abuja cluster delegation

In support of Togolese Red Cross

National Society staff	111
National Society volunteers	46,937
National Society branches	311

[FDRS country page](#)

People reached by strategic priority

Climate and environment	92,202
Disasters and crises	122,714
Health and wellbeing	2,412,086
Values, power and inclusion	18,670

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRTG010](#) population movement (DREF).

2023 progress examples

- With support from the CRA and financial support from the BMZ, efforts were directed towards enhancing institutional capacity in disaster preparedness for climate change adaptation across the Maritime, Kara, and Savannah Regions.
- Initiatives were undertaken to strengthen community resilience in the Plateaux and Central regions, focusing on eye health promotion in the Plateaux region and improving blood transfusion services in the Central region.
- The launching of the population movement DREF and the development of an emergency appeal on the operation took place.
- Training sessions were organized for communal disaster management teams in response to floods in the Maritime Region, engaging 30 multi-purpose trainers who worked with 396 volunteers and 45 technical advisors from 117 communes.

Participating National Societies

French Red Cross, German Red Cross, Italian Red Cross, Swiss Red Cross.

IFRC network plan 2024

[Togo](#)

UGANDA

IFRC Juba cluster delegation

In support of The Uganda Red Cross Society

National Society staff _____	130
National Society volunteers _____	450,000
National Society branches _____	51

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	141,578
Disasters and crises _____	287,934
Health and wellbeing _____	10,249,754
Migration and displacement _____	106,370
Values, power and inclusion _____	12,202

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRUG047](#) epidemic (Operations Update);
[MDRUG049](#) epidemic (DREF).

2023 progress examples

- 7,500 tree seedlings were received from Kakira sugar works and planted along the banks of river Manafwa in the districts of Mbale, Namisindwa, and Sironko.
- The development and approval of disaster contingency plans were facilitated for several districts.
- Community based disaster risk reduction groups were formed in various districts.
- Radio talk shows was utilized to disseminate weather prediction and early warning information to local communities.
- Warehouses were constructed in Yumbe, Kitgum, and Mbale to support various regions in early response during emergencies.
- Simulation exercises were conducted to test the functionality of district disaster management committees and their ability to activate disaster contingency plans in their respective coverage areas.

Participating National Societies

Austrian Red Cross, Belgian Red Cross, German Red Cross, The Netherlands Red Cross.

IFRC network plan 2024

[Uganda](#)

ZAMBIA

IFRC Harare cluster delegation

In support of Zambia Red Cross Society

National Society staff _____	88
National Society volunteers _____	6,956
National Society branches _____	60

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	59,877
Disasters and crises _____	77,225
Health and wellbeing _____	4,248,620
Migration and displacement _____	76,085
Values, power and inclusion _____	354

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRZM018](#) epidemic (DREF); [MDRZM019](#) flood (DREF); [MDRZM020](#) epidemic (DREF).

2023 progress examples

- 86,356 individuals were reached through social mobilization efforts utilizing various media platforms to advocate for COVID-19.
- The government acknowledged that ZRCS is the preferred organization for response in the country.
- Two handwashing facilities were constructed, benefitting 21,551 individuals to promote hand washing practices.
- Response to 1,394 households displaced by floods in Mazabuka, Namwala, and Monze was facilitated through a DREF.
- A flood emergency action plan was activated, aiding 2,000 households in Ndola and Kafue districts.
- 21 boreholes were rehabilitated to enhance access to clean water, benefitting approximately 25,491 people.

Participating National Societies

Belgian Red Cross, The Netherlands Red Cross.

IFRC network plan 2024

[Zambia](#)



AMERICAS

IFRC DELEGATIONS

ANTIGUA AND BARBUDA

IFRC English and Dutch Speaking
Caribbean cluster delegation

In support of the Antigua and Barbuda Red Cross

National Society staff	9
National Society volunteers	300
National Society branches	2

[FDRS country page](#)

People reached by strategic priority

Climate and environment	9
Health and wellbeing	300

2023 progress examples

- A draft revision of statutes was submitted.
- A memorandum of understanding was initiated with the Forestry Department of Agriculture.
- A standard first aid training was successfully promoted through the American Red Cross.
- New first aid tools and a commercial business model were developed with the support of American Red Cross and the IFRC.
- One Volunteer was trained in the Y-Adapt methodology to implement climate adaptation measures.
- Accident and injury insurance was secured for 75 active volunteers.

Participating National Societies

Japanese Red Cross Society, Italian Red Cross.

IFRC network plan 2024

[Antigua and Barbuda Red Cross](#)

ARGENTINA

IFRC Southern Cone cluster delegation

In support of the Argentine Red Cross

National Society staff	1,620
National Society volunteers	2,954
National Society branches	63

[FDRS country page](#)

People reached by strategic priority

Disasters and crises	2,500
Health and wellbeing	5,000

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRAR019](#) Floods (DREF); [MDRAR020](#) Floods (DREF).

2023 progress examples

- 600 people reached in cross-border situations due to improved coordination with border National Societies.
- OCAC certification achieved, after fulfilment of the peer evaluation process, supported with funds from the IFRC Capacity Building Fund.
- Development of early action protocols related to climate change and variability in coastal zones with support from the German Red Cross and the Climate Centre.
- A resource mobilization plan was developed in collaboration with Paraguayan and Uruguayan Red Cross.
- The Reference Centre of the Humanitarian Observatory of the Argentine Red Cross conducted a global study on lessons learned from the COVID-19 pandemic on behalf of the IFRC Secretariat.

Participating National Societies

Australian Red Cross, German Red Cross, Spanish Red Cross, Turkish Red Crescent Society, Ukrainian Red Cross Society.

IFRC network plan 2024

[Argentina](#)

BAHAMAS

IFRC English and Dutch Speaking
Caribbean cluster delegation

In support of The Bahamas Red Cross Society

National Society staff _____	61
National Society volunteers _____	461
National Society branches _____	3

[FDRS country page](#)

People reached by strategic priority

Health and wellbeing _____	358
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2023 progress examples

- Partnership with the Pan American Health Organization and the Ministry of Health and Wellness was strengthened for COVID-19 vaccination activities.
- The Inter American Conference was hosted in Nassau, Bahamas.
- Video content showcasing response efforts to Hurricane Dorian was provided at the International Disaster Relief Law Virtual Exhibition.
- Risk communication and community sensitization activities were conducted to increase COVID-19 vaccination rates, partnering with various organizations.
- Beach clean-ups were implemented into the National Society's training curriculum to increase youth engagement.

Participating National Societies

American Red Cross, The Canadian Red Cross Society.

IFRC network plan 2024

[Bahamas](#)

BARBADOS

IFRC English and Dutch Speaking
Caribbean cluster delegation

In support of The Barbados Red Cross Society

National Society staff _____	45
National Society volunteers _____	45
National Society branches _____	1

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	12
Disasters and crises _____	37
Health and wellbeing _____	27

2023 progress examples

- Eight instructors were trained in Psychological First Aid.
- First aid programmes were expanded, and new income-generating activities were explored.
- Community engagement meetings were held to discuss the erection of warning signs in flood-prone areas.
- An operational plan for 2024 was developed focusing on strengthening partnerships, enhancing external communications, and building a strong National Society.
- A draft volunteer management development system and a volunteer e-book was developed.

Participating National Societies

Japanese Red Cross Society.

IFRC network plan 2024

[Barbados](#)

BELIZE

IFRC English and Dutch Speaking
Caribbean cluster delegation

In support of the Belize Red Cross Society

National Society staff	17
National Society volunteers	200
National Society branches	7

[FDRS country page](#)

People reached by strategic priority

Climate and environment	25
Disasters and crises	5,525
Health and wellbeing	2500
Migration and displacement	4
Values, power and inclusion	200

2023 progress examples

- Training sessions on ecosystem-based disaster risk reduction were conducted for volunteers and staff members from branches in Corozal, Toledo, and San Pedro.
- Assessment of gaps and opportunities in Belize's policies, laws, and regulations related to Eco-DRR was carried out, resulting in the development of a roadmap for future actions.
- The Belize Green Climate Fund Country Programme was launched.
- A student leader from Saint John's College, Junior College Belize Red Cross Society group, was represented at the IFRC's Y-Adapt programme launch, empowering youth in climate and environmental initiatives.
- Staff and volunteers attended the training session on maya nut processing, aimed at promoting food security during disasters and environmental awareness.

IFRC network plan 2024

[Belize](#)

BRAZIL

IFRC Southern Cone cluster delegation

In support of the Brazilian Red Cross

National Society staff	1,853
National Society volunteers	28,604
National Society branches	74

[FDRS country page](#)

2023 progress examples

- Evidence-based planning with the IFRC along with the Humanitarian Observatory, and involving communities to better understand their needs.
- Coordination with border National Societies on migration issues was improved, sharing of tools and development of cross-check border surveillance data.
- The disaster law case study *Recuperação de desastres no Brasil- Uma pesquisa legal e política* (Disaster Recovery in Brazil- A legal and policy survey) was finalized.
- The IFRC supported the National Society to engage in dialogue with its government, providing coordination and securing funds to organize transparent elections, revise statutes and manage risks.

Participating National Societies

Ecuadorian Red Cross, Spanish Red Cross.

IFRC network plan 2024

[Brazil](#)

CHILE

IFRC Southern Cone cluster delegation

In support of the Chilean Red Cross

National Society staff _____	30
National Society volunteers _____	4,450
National Society branches _____	143

[FDRS country page](#)

People reached by strategic priority

Disasters and crises _____	5,961
Health and wellbeing _____	11,024
Migration and displacement _____	600
Values, power and inclusion _____	2,000

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRCL015](#) Fire (DREF); [MDRCL016](#) Floods (DREF);

2023 progress examples

- 600 people assisted in a complex border situation at border with Tacna (Peru), delivering first aid, health referrals, and food parcels.
- A feasibility study with the German Red Cross was initiated to intensify focus on anticipatory action.
- A feasibility study for implementation of a Simplified Early Action Plan was conducted, in coordination with the German Red Cross, the Climate Centre and the IFRC.
- OCAC self-evaluation conducted, with financial and technical support of the IFRC,
- A trainer of trainer's session on first aid conducted to empower communities with the knowledge and skills needed to respond effectively to emergencies.

Participating National Societies

German Red Cross, Italian Red Cross, Spanish Red Cross, Turkish Red Crescent Society.

IFRC network plan 2024

[Chile](#)

COSTA RICA

IFRC Central America cluster delegation

In support of the Costa Rican Red Cross

National Society staff _____	1,316
National Society volunteers _____	5,078
National Society branches _____	134

[FDRS country page](#)

People reached by strategic priority

Disasters and crises _____	1,200
Health and wellbeing _____	9,745
Migration and displacement _____	24,689
Values, power and inclusion _____	8,407

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDR43008](#) part of the Mexico & Central American migration crisis (Emergency Appeal)

2023 progress examples

- 24,689 migrants assisted at two mobile Humanitarian Service Points with First Aid assistance and distribution of essential supplies.
- As part of the Ecological Blue Flag Program, beach cleanups, reforestation activities and environmental education with community groups were carried out.
- OCAC recertification received in December 2023 with an 'Exemplary' rating, the highest possible.
- Preparedness for Effective Response (PER) evaluation carried out to assess operational capacity, showing high performance compared to 2022.
- A feasibility study for cash and voucher assistance was carried out, which determined that multi-purpose humanitarian aid cards was the most practical modality, influencing response to the needs of migrants.

Participating National Societies

German Red Cross, Red Cross Society of China, Spanish Red Cross, Swiss Red Cross Society.

IFRC network plan 2024

[Costa Rica](#)

DOMINICA

IFRC English and Dutch Speaking
Caribbean cluster delegation

In support of the Dominica Red Cross Society

National Society staff	5
National Society volunteers	281
National Society branches	10

[FDRS country page](#)

People reached by strategic priority

Climate and environment	9
Disasters and crises	45
Health and wellbeing	277

2023 progress examples

- 20 individuals in Bense community were trained in community disaster response teams and completed a disaster plan presented to relevant authorities.
- The Portsmouth branch facility was completed enhancing the logistics capacity and warehousing.
- 25 individuals from various government departments and organizations were engaged in an alert messaging workshop to structure emergency messaging using common alerting protocols.
- 18 organizations participated in a symposium of disaster stakeholders, engaging in discussions on plans for the hurricane season.
- The Red Cross group was established in the Kalinago Territory

Participating National Societies

French Red Cross, Italian Red Cross.

IFRC network plan 2024

[Dominica](#)

ECUADOR

IFRC Andean Countries cluster
delegation

In support of the Ecuadorian Red Cross

National Society staff	217
National Society volunteers	7,906
National Society branches	24

[FDRS country page](#)

People reached by strategic priority

Climate and environment	405
Disasters and crises	25,161
Health and wellbeing	386,021
Migration and displacement	50,000
Values, power and inclusion	49,334

2023 progress examples

- 410 affected families assisted after landslide in the Alausí canton, by 200 technicians and more than 100 volunteers.
- Increased capacity in epidemiological surveillance through health brigades with a focus on community-based surveillance and volunteers trained as community watchmen.
- IFRC-DREF Assessment carried out in response to the floods and earthquakes in the province of Guayas resulting in an operation focused on shelter, cash and voucher assistance, health, WASH and reestablishment family links, community engagement and accountability, gender and inclusion.
- Development of the National Society's Disaster Risk Reduction and Climate Change Adaptation strategy.

Participating National Societies

German Red Cross, Italian Red Cross, Spanish Red Cross.

IFRC network plan 2024

[Ecuador](#)

GRENADA

IFRC English and Dutch Speaking
Caribbean cluster delegation

In support of the Grenada Red Cross Society

National Society staff _____	1
National Society volunteers _____	200
National Society branches _____	1
FDRS country page	

People reached by strategic priority

Climate and environment _____	2
Disasters and crises _____	28
Health and wellbeing _____	208

2023 progress examples

- The knowledge of natural hazards and climate change risks among staff and volunteers was improved.
- There was active participation in developing the Advocacy Climate Change Strategy for the Caribbean.
- The Resilient Islands project was completed enhancing coastal community resilience.
- The commercial First Aid programme was expanded.
- The governing board underwent training facilitated by the organizational transformation team, focusing on strategic planning, financial sustainability, and leadership roles.

IFRC network plan 2024

[Grenada](#)

GUYANA

IFRC English and Dutch Speaking
Caribbean cluster delegation

In support of The Guyana Red Cross Society

National Society staff _____	11
National Society volunteers _____	100
FDRS country page	

People reached by strategic priority

Disasters and crises _____	1,000
Health and wellbeing _____	743
Migration and displacement _____	204
Values, power and inclusion _____	1,105

2023 progress examples

- The warehouse renovations were completed to enhance security and logistics.
- 200 families were assisted during emergencies through the implementation of pre-stocking initiatives.
- Preparedness for effective response sessions was introduced for GRCS leaders, volunteers, and staff.
- A water pump was provided to safeguard farms in communities.
- Migrant and displaced persons were assisted by distributing essential items.
- Peer-to-peer training sessions were conducted for first aid instructors.

IFRC network plan 2024

[Guyana](#)

JAMAICA

IFRC English and Dutch Speaking
Caribbean cluster delegation

In support of the Jamaica Red Cross

National Society staff _____	26
National Society volunteers _____	5,000
National Society branches _____	13

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	222
Disasters and crises _____	250
Health and wellbeing _____	1,235
Migration and displacement _____	37
Values, power and inclusion _____	100

2023 progress examples

- 1,235 individuals underwent first aid training, covering a comprehensive range of first aid skills and knowledge.
- Over 70 students participated in ecosystem training sessions as part of an awareness building programme conducted in Old Harbour Bay Fisherfolk.
- Additional capacity building sessions were conducted including light search and rescue and fire safety and psychological first aid.
- 19 community members were trained in CDRT and Disaster Risk Management.
- Workshops were held for branch directors and chairpersons on volunteer management cycle.

IFRC network plan 2024

[Jamaica](#)

PARAGUAY

IFRC Southern Cone cluster delegation

In support of the Paraguayan Red Cross

National Society staff _____	29
National Society volunteers _____	1,043
National Society branches _____	20

[FDRS country page](#)

People reached by strategic priority

Disasters and crises _____	1,020
Health and wellbeing _____	4,761

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRPY022](#) Flood (DREF); [MDRPY023](#) Flood (DREF);

2023 progress examples

- Empress Shôken funds used to implement early warning systems in communities near watersheds or rivers.
- The Capacity Building Fund enabled development of flood early warning tools. Health policy developed, with support of the IFRC, to address key healthcare challenges and improve the overall well-being of communities in Paraguay.
- An OCAC self-evaluation was conducted, with the financial support of the Swiss Red Cross and with the support of the IFRC.
- A market and perception studies were conducted to enhance financial sustainability and business strategies.
- Updating of National Society's statutes and regulations, with approval from its National Assembly, demonstrating a commitment to modernizing its legal and policy framework.

Participating National Societies

Swiss Red Cross.

IFRC network plan 2024

[Paraguay](#)

SAINT KITTS AND NEVIS

IFRC English and Dutch Speaking
Caribbean cluster delegation

In support of the Saint Kitts and Nevis Red Cross Society

National Society staff	6
National Society volunteers	125
National Society branches	2
FDRS country page	

People reached by strategic priority

Climate and environment	15
Disasters and crises	2,500
Health and wellbeing	1,500

2023 progress examples

- A new president and governing board were successfully elected.
- A constitutional review committee was initiated to enhance the governance structure of the National Society.
- A comprehensive unified plan for 2024 was developed.
- Heat awareness day was held to educate participants about heat-related illnesses and prevention measures.
- A constitutional review committee was initiated to enhance the governance structure of the National Society.

Participating National Societies

French Red Cross, Turkish Red Crescent Society.

IFRC network plan 2024

[Saint Kitts and Nevis](#)

SAINT LUCIA

IFRC English and Dutch Speaking
Caribbean cluster delegation

In support of the Saint Lucia Red Cross

National Society staff	6
National Society volunteers	280
National Society branches	1
FDRS country page	

People reached by strategic priority

Disasters and crises	450
Health and wellbeing	568

2023 progress examples

- The resource mobilization strategy plan was developed.
- The digital transformation plan was developed.
- The new constitution was revised.
- Warm meals were provided to the homeless across the island.
- Patient transport services were provided to help with medical transfers to and from anywhere on the island.

Participating National Societies

French Red Cross.

IFRC network plan 2024

[Saint Lucia](#)

SAINT VINCENT AND THE GRENADINES

IFRC English and Dutch Speaking Caribbean cluster delegation

In support of the Saint Vincent and the Grenadines Red Cross

National Society staff _____ 13

National Society volunteers _____ 99

[FDRS country page](#)

People reached by strategic priority

Disasters and crises _____ 100

2023 progress examples

- The digital transformation officer was appointed, and training sessions were conducted.
- Working groups dedicated to constitutional review, strategic planning, and the expansion of its first aid programme were established.
- Efforts were made to improve financial sustainability through investments provided by IFRC.
- The Caribbean first aid manual was developed.
- The SVGRC became a member and chair of the Caribbean Technical Advisory Group on First Aid.

Participating National Societies

French Red Cross.

IFRC network plan 2024

[Saint Vincent and the Grenadines](#)

SURINAME

IFRC English and Dutch Speaking Caribbean cluster delegation

In support of the Suriname Red Cross

National Society staff _____ 15

National Society volunteers _____ 120

National Society branches _____ 1

[FDRS country page](#)

People reached by strategic priority

Health and wellbeing _____ 1,048

2023 progress examples

- Strategic planning was prioritized, and a review of the constitution was conducted.
- Climate-focused bilateral projects were initiated with the United Nations Development Program, funded by the European Union.
- A crucial role in blood services was maintained through the blood bank.
- The Ministry of Health recognized the National Society as a crucial collaborator in conducting a survey on Zika and its effects, with support from the Caribbean Public Health Agency.

Participating National Societies

The Netherlands Red Cross.

IFRC network plan 2024

[Suriname](#)

TRINIDAD AND TOBAGO

IFRC English and Dutch Speaking
Caribbean cluster delegation

In support of The Trinidad and Tobago Red Cross Society

National Society staff	37
National Society volunteers	327
National Society branches	3

[FDRS country page](#)

People reached by strategic priority

Climate and environment	107
Disasters and crises	1,250
Health and wellbeing	360
Migration and displacement	830
Values, power and inclusion	1,000

2023 progress examples

- Improved logistics and warehousing capability with a special-use warehouse being built at National Society headquarters to enhance the efficiency and longevity of items for disaster relief.
- In support of early warning and preparedness, two weather stations were installed at the Tobago Branch and Headquarters to improve the monitoring of weather and enhance the detection of adverse weather systems.
- Development of the Woodland Community Resilience Group where the National Society provided capacity building and essential response equipment as an initial investment in building the community's resilience.
- With support from the IFRC the National Society provided recommendations to the Draft Comprehensive Disaster Management Policy of the Office of Disaster Preparedness and Management.

IFRC network plan 2024

[Trinidad and Tobago](#)

URUGUAY

IFRC Southern Cone cluster delegation

In support of the Uruguayan Red Cross

National Society staff	2
National Society volunteers	350
National Society branches	14

[FDRS country page](#)

People reached by strategic priority

Disasters and crises	2,500
Health and wellbeing	5,514

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRUY004](#) drought (DREF)

2023 progress examples

- Empress Shôken funds enabled initiation of early warning systems in flood-prone areas to enhance community resilience.
- The Capacity Building Fund (CBF) enabled the development of a Financial Management System, streamlining accounting and procurement processes.
- A 2025 resource mobilization plan was developed focusing on the public and private sectors.
- With the support of the Capacity Building Fund policies on prevention of money laundering and financing of illicit activities and its financial policy have been drafted.

Participating National Societies

Argentine Red Cross, Costan Rican Red Cross, Italian Red Cross, Spanish Red Cross.

IFRC network plan 2024

[Uruguay](#)

VENEZUELA

IFRC Venezuela cluster delegation

In support of the Venezuelan Red Cross

National Society staff _____ **1,600**

National Society volunteers _____ **4,768**

National Society branches _____ **42**

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____ **28**

Disasters and crises _____ **12,688**

Health and wellbeing _____ **51,228**

Migration and displacement _____ **361**

Values, power and inclusion _____ **194**

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRVE008](#) flood (DREF)

2023 progress examples

- The first IFRC-DREF operation for anticipatory actions was successfully executed benefiting 500 families across five states mitigating the impact of heavy rains and floods in these regions.
- 19,000 at-risk people received primary healthcare through community health days and mobile health units.
- 200 families received relief items as part of the IFRC-DREF response phase, in Santa Elena de Uairén, Bolívar state, and 225 families affected in Sucre.
- Water treatment plants installed in Tejerías, Aragua, and trainings conducted on water treatment and emergency water management.
- In cooperation with the German Red Cross, 28 volunteers from the Venezuelan Red Cross were trained in Vulnerability and Capacity Analysis and NEAT+ Tool.

Participating National Societies

German Red Cross, Italian Red Cross, Spanish Red Cross, Swedish Red Cross, The Netherlands Red Cross.

IFRC network plan 2024

[Venezuela](#)



ASIA PACIFIC

IFRC DELEGATIONS

AFGHANISTAN

IFRC Afghanistan cluster delegation

In support of the Afghan Red Crescent

National Society staff	4,525
National Society volunteers	26,000
National Society branches	34

[FDRS country page](#)

People reached by strategic priority

Climate and environment	7,512
Disasters and crises	1,397,858
Health and wellbeing	5,243,254
Migration and displacement	119,336
Values, power and inclusion	83,414

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRAF007](#) complex emergency (DREF); [MDRAF012](#) flood (DREF); [MDRAF013](#) population movement (DREF)

2023 progress examples

- 5.2 million people received primary health and care services.
- Over 340,000 individuals received mental health and psychosocial support.
- More than 2.3 million people received water, sanitation, and hygiene interventions.
- 110,000 individuals received winterization kits.
- 536,000 people were supplied with food and livelihood assistance.

Participating National Societies

Albanian Red Cross, Austrian Red Cross, British Red Cross, Danish Red Cross, Finnish Red Cross, German Red Cross, Irish Red Cross Society, Italian Red Cross, Japanese Red Cross Society, Kuwait Red Crescent Society, Norwegian Red Cross, Philippine Red Cross, Qatar Red Crescent Society, Red Cross of Monaco, Red Crescent Society of Islamic Republic of Iran, Red Cross Society of China, Singapore Red Cross, Slovenian Red Cross, Swedish Red Cross, The Netherlands Red Cross, The Republic of Korea National Red Cross, Turkish Red Crescent Society.

IFRC network plan 2024

[Afghanistan](#)

BANGLADESH

IFRC Bangladesh cluster delegation

In support of the Bangladesh Red Crescent Society

National Society staff	2,757
National Society volunteers	122,559
National Society branches	68

[FDRS country page](#)

People reached by strategic priority

Climate and environment	294,604
Disasters and crises	1,080,742
Health and wellbeing	659,518
Migration and displacement	87,541
Values, power and inclusion	126,953

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRBD018](#) population movement (emergency appeal); [MDRBD028](#) pluvial flash flood (emergency appeal); [MDRBD029](#) urban fire (DREF); [MDRBD032](#) heat wave (DREF early action protocol); [MDRBD031](#) epidemic (DREF); [MDRBD030](#) cyclone (DREF)

2023 progress examples

- An advocacy session was held on road safety among 20 government and humanitarian organization officials.
- Trained over 1,200 volunteers from 48 branches in unit disaster response training.
- IFRC-DREF approved 499,930 Swiss francs for the heatwave early action protocol. covering readiness, pre-positioning of stocks, and early action implementation.
- IFRC-DREF approved 499,987 Swiss francs for a five-year revision of the cyclone EAP to support 150,000 people.

Participating National Societies

American Red Cross Society, British Red Cross, Danish Red Cross, German Red Cross, Japanese Red Cross Society, Qatar Red Crescent Society, Swedish Red Cross, Swiss Red Cross, The Canadian Red Cross Turkish Red Crescent Society.

IFRC network plan 2024

[Bangladesh](#)

CAMBODIA

IFRC Bangkok cluster delegation

In support of the Cambodian Red Cross Society

National Society staff	358
National Society volunteers	53,314
National Society branches	25

[FDRS country page](#)

People reached by strategic priority

Migration and displacement	9,034
Values, power and inclusion	9,034

2023 progress examples

- The cross-border HIV/AIDS project between Cambodia and Lao PDR was initiated.
- The first carbon neutral event was successfully organized focusing on climate.
- The migration and displacement assessment was conducted with the aim of understanding the migration landscape and providing insights and recommendations to address migrant needs effectively.
- With support from IFRC, policies on youth and volunteering, and PGI, were developed.

Participating National Societies

Finnish Red Cross.

IFRC network plan 2024

[Cambodia](#)

DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA

IFRC Democratic People's Republic of Korea cluster delegation

In support of the Red Cross Society of the Democratic People's Republic of Korea

National Society staff	220
National Society volunteers	359,607
National Society branches	209

[FDRS Country Page](#)

2023 progress examples

- Established a crisis management system with Central Emergency Disaster and Crisis Control Group and the State Hydro-Meteorological Administration.
- Many of the activities detailed in the 2023 Network plan were not able to be implemented due to lack of funds.
- Shipping of Emergency Household Items procured by the IFRC finalized, strictly following the emergency anti-epidemic regulations and rules, and transported to and stockpiled in the three Red Cross disaster preparedness warehouses.
- Kick-off of Green Response introduction with a workshop for National Society staff at headquarters towards the development of eco-friendly activities.

INDIA

IFRC Delhi cluster delegation

In support of the Indian Red Cross Society

National Society staff	2,641
National Society volunteers	4,900,000
National Society branches	1,260

[FDRS country page](#)

People reached by strategic priority

Climate and environment	24,000
Disasters and crises	66,785
Health and wellbeing	23,299
Migration and displacement	4,982
Values, power and inclusion	639

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRIN028](#) flood (DREF);

2023 progress examples

- 40,000 individuals from 8,000 households in Himachal Pradesh and Uttarakhand were reached through the implementation of the DREF operation for floods.
- Rehabilitation services continued, and awareness campaigns were launched to prepare for future pandemics.
- Trained social emergency response volunteers supported local and state administration efforts.
- Close collaborations with the health ministry and the government to ensure a unified response to the COVID-19 crisis.
- The unified plan for 2023 was developed.

Participating National Societies

Italian Red Cross, The Canadian Red Cross.

IFRC network plan 2024

[India](#)

INDONESIA

IFRC Jakarta cluster delegation

In support of the Indonesia Red Cross Society

National Society staff	6,598
National Society volunteers	316,617
National Society branches	530

[FDRS country page](#)

People reached by strategic priority

Disasters and crises	18,180
Health and wellbeing	969,032
Values, power and inclusion	165,112

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRID026](#) drought (DREF)

2023 progress examples

- A Cash and Voucher Assistance workshop in collaboration with the national Cash Working Group was conducted targeting all CVA actors in Indonesia.
- The draft of the Early Action Protocol for floods was finalized.
- 20 villages across six provinces benefitted from the Community Based Surveillance Initiatives.
- The Domestic Emergency Response Unit curriculum and guidelines were developed in response to the surge of COVID-19 cases, and in collaboration with the IFRC.
- DREF and Contingency Funds were utilized to respond to various emergencies across Indonesia, including earthquakes, droughts, and floods.
- A comprehensive Climate Adaptation and Resilience Strategy was launched aligning with global and national commitments.

Participating National Societies

American Red Cross, Australian Red Cross, Japanese Red Cross Society, Turkish Red Crescent Society.

IFRC network plan 2024

[Indonesia](#)

LAO PEOPLE'S DEMOCRATIC REPUBLIC

IFRC Bangkok cluster delegation

In support of the Lao Red Cross

National Society staff	508
National Society volunteers	1,055
National Society branches	18

[FDRS country page](#)

People reached by strategic priority

Disasters and crises	20,930
Health and wellbeing	854
Migration and displacement	36

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRLA009](#) flood (DREF)

2023 progress examples

- Decrees were adopted for the organization and operation of the Lao Red Cross, the establishment of an emergency fund, and the creation of a blood fund.
- COVID-19 measures were relaxed following a high vaccination rate, leading to the reopening of international borders.
- The new Prime Minister focused on improving macroeconomic stability, sustainable development, poverty alleviation, and reducing inequalities.

Participating National Societies

Japanese Red Cross Society, Swiss Red Cross, The Thai Red Cross Society.

IFRC Network Plan 2024

[Lao People's Democratic Republic](#)

MALAYSIA

IFRC Malaysia cluster delegation

In support of the Malaysian Red Crescent Society

National Society staff	90
National Society volunteers	75,807
National Society branches	142

[FDRS country page](#)

People reached by strategic priority

Disasters and crises	12,707
Health and wellbeing	19,032
Migration and displacement	6,855

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRM010](#) wildfires (DREF)

2023 progress examples

- *Strategy 2030* was finalized and endorsed.
- Community-Based Disaster Risk Reduction project proposed to NADMA was successfully developed and approved.
- The Migration and Displacement Policy and Strategy was developed.
- 50,000 Swiss franc Capacity Building Funds was secured for financial sustainability and development of a roadmap for resource mobilization.
- Operational Plan for 2024–2025 was developed.

Participating National Societies

Australian Red Cross, Italian Red Cross, Norwegian Red Cross, Saudi Red Crescent Authority, Singapore Red Cross Society.

IFRC network plan 2024

[Malaysia](#)

NEPAL

IFRC Nepal cluster delegation

In support of the Nepal Red Cross Society

National Society staff	422
National Society volunteers	146,524
National Society branches	77

[FDRS country page](#)

People reached by strategic priority

Climate and environment	244,694
Disasters and crises	133,216
Health and wellbeing	1,286,688
Migration and displacement	2,355
Values, power and inclusion	27,618

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRNP012](#) epidemic (DREF); [MDRNP014](#) epidemic (DREF); [MDRNP015](#) earthquake (DREF); [MDRNO016](#) earthquake (DREF);

2023 progress examples

- With support from multiple National Societies access to clean water was provided to communities across Nepal.
- 147,636 people, including 99,366 females, benefited from health initiatives in four districts, supported by the British and Swiss Red Cross.
- Essential aid was provided to households affected by the earthquakes in Bajhang, Bajura and Accham districts with support from IFRC and other National Societies.
- 79 youth projects from 38 districts, with 69 receiving small grants, were part of the youth-led climate action campaign "Paribartak-The Changemakers," supported by IFRC.
- 42 volunteers completed Y-Adapt TOT, and 162 youth members participated in Y-Adapt basic training.

Participating National Societies

American Red Cross, British Red Cross, Danish Red Cross, Finish Red Cross, Irish Red Cross Society, Japanese Red Cross Society, Luxemburg Red Cross, Swiss Red Cross, The Canadian Red Cross Society, The Republic of Korea National Red Cross.

IFRC network plan 2024

[Nepal](#)

PAKISTAN

IFRC Pakistan cluster delegation

In support of the Pakistan Red Crescent Society

National Society staff	692
National Society volunteers	5,000
National Society branches	7

[FDRS country page](#)

People reached by strategic priority

Climate and environment	8,914
Disasters and crises	25,581
Health and wellbeing	98,211
Migration and displacement	53,111
Values, power and inclusion	735,871

2023 progress examples

- First ever Simplified Early Action Protocol for Kabul river basin was developed.
- 4,350 vulnerable Afghan refugee families were assisted with multi-purpose cash grant.
- 1,517,497 Swiss francs has been secured for a two-year period following assistance provided to the PRCS health team.
- 6,000 Afghan refugee families were assisted with family hygiene kits across the country.

Participating National Societies

British Red Cross, German Red Cross, Norwegian Red Cross, Turkish Red Crescent Society.

IFRC network plan 2024

[Pakistan](#)

PAPUA NEW GUINEA

IFRC Papua New Guinea cluster delegation

In support of the Papua New Guinea Red Cross Society

National Society staff _____	32
National Society volunteers _____	850
National Society branches _____	12

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	64
Disasters and crises _____	5,603
Health and wellbeing _____	1,428
Migration and displacement _____	100
Values, power and inclusion _____	73

2023 progress examples

- Integrated Vulnerability Capacity Assessment training in Madang, Milne Bay, and East New Britain provinces were conducted.
- Disaster Risk Reduction plans for East New Britain and Milne Bay branches were developed.
- Clean-up sessions and fence painting around PNGRCS HQ premises were conducted with volunteers.
- An anticipatory action plan for the drought period was developed.
- Assistance was provided to 5,603 individuals, and more than 9,000 relief items were distributed in response to six emergencies.
- 1,428 individuals received First Aid training in both commercial and community-based First Aid.

Participating National Societies

Australian Red Cross, New Zealand Red Cross.

IFRC network plan 2024

[Papua New Guinea](#)

PHILIPPINES

IFRC Philippines cluster delegation

In support of the Philippine Red Cross

National Society staff _____	1,923
National Society volunteers _____	125,000
National Society branches _____	102

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	44,018
Disasters and crises _____	13,203
Health and wellbeing _____	294,324
Migration and displacement _____	149
Values, power and inclusion _____	349,750

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRPH045](#) cyclone (Operations); [MDRPH046](#) cyclone (DREF); [MDRPH051](#) volcanic eruption (DREF); [MDRPH052](#) cyclone (DREF)

2023 progress examples

- 162,102 individuals were trained on first aid.
- Six intervention planning workshops and stakeholder's consultations in Pasig and Pateros communities were organized to bridge planning gaps.
- Various initiatives under the Flood Resilience Alliance project, including training volunteers and staff members were implemented.
- Community-Based Early Warning System Plan in six communities were formulated.
- 14,712 people affected by the Typhoon Rai were supported with psychological support and 3,384 children reached with child-friendly activities.
- 15,956 individuals were reached during the conduct of hygiene promotion activities and essential WASH items were distributed to 11,615 individuals.

Participating National Societies

American Red Cross, Finnish Red Cross, German Red Cross, Spanish Red Cross, The Canadian Red Cross Society, The Netherlands Red Cross.

IFRC network plan 2024

[Philippines](#)

SRI LANKA

IFRC Delhi cluster delegation

In support of the Sri Lanka Red Cross Society

National Society staff _____	150
National Society volunteers _____	1,500
National Society branches _____	25

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	41,250
Disasters and crises _____	1,054,551
Health and wellbeing _____	334,493
Migration and displacement _____	8,982
Values, power and inclusion _____	742,301

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRLK014](#) civil unrest (operations update);
[MDRLK017](#) epidemic (DREF); [MDRLK018](#) flood (DREF)

2023 progress examples

- More than 27,000 households received assistance through cash and voucher assistance with the support of the IFRC.
- Capacity building was prioritized in training communities, stakeholders, staff, and volunteers in climate-resilient agriculture, water management, and conservation practices.
- The Climate Resilient Integrated Water Management project enhanced the ability of smallholder farmers in Kurunegala district's dry zone to withstand climate variability and extreme events.
- With support from the IFRC, the complex emergency appeal was implemented, aiding 500,000 individuals affected by the economic crisis.
- The Elixir platform supported a total of LKR 414,361,474 (1.2 million Swiss francs) worth of medicine to the Health Department of Sri Lanka.

IFRC network plan 2024

[Sri Lanka](#)

THAILAND

IFRC Bangkok cluster delegation

In support of The Thai Red Cross Society

National Society staff _____	11,514
National Society volunteers _____	63,526
National Society branches _____	14

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	560,741
Disasters and crises _____	561,160
Health and wellbeing _____	1,389
Values, power and inclusion _____	11,725

2023 progress examples

- The first aid and health care training centre provided technical support to Lao Red Cross.
- A biometrics authentication system was developed to record and store vaccination data of undocumented people living in Thailand.
- The Lao Red Cross was supported by funding and completing the construction of a new warehouse.
- Preparedness for effective response and enhanced community resilience was strengthened.
- A youth engagement strategy was developed to inform a future youth policy.
- The PhonPhai application system was enhanced, expanding it nationwide and improving the database for vulnerable groups.

IFRC network plan 2024

[Thailand](#)

TIMOR-LESTE

IFRC Jakarta cluster delegation

In support of the Timor-Leste Red Cross

National Society staff	134
National Society volunteers	792
National Society branches	13

[FDRS country page](#)

People reached by strategic priority

Disasters and crises	1,729
Health and wellbeing	6,598
Values, power and inclusion	81

2023 progress examples

- Funding from the Netherlands Red Cross through the IFRC was secured to implement a two-year Chronic Crisis Block Allocation project.
- Integrated Community Based Risk Reduction project was implemented in four targeted villages of Ainaro and Manufahi Municipality.
- Communities were provided with clean and safe water through constructed water points.
- Preparations for potential disasters were carried out by refining Cash and Voucher Assistance Standard Operating Procedures and enhancing proficiency in managing CVA-related information.
- Actively participated in local and national working groups.

Participating National Societies

Australian Red Cross, Indonesian Red Cross, Italian Red Cross, New Zealand Red Cross, The Netherlands Red Cross, The Republic of Korea National Red Cross.

IFRC network plan 2024

[Timor-Leste](#)

VIETNAM

IFRC Bangkok cluster delegation

In support of the Vietnam Red Cross Society

National Society staff	17,024
National Society volunteers	421,220
National Society branches	14,191

[FDRS country page](#)

People reached by strategic priority

Climate and environment	4,889
Disasters and crises	10,852
Health and wellbeing	9,154

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRVN023](#) flood (DREF);

2023 progress examples

- 21,000 individuals were assisted with cash interventions in response to the heavy rains and flash floods in northern regions.
- 4,889 people in Thanh Hoa province were reached through the greening disaster risk reduction initiative.
- The IFRC 11th Asia-Pacific regional conference and youth forum were successfully organized, resulting in the Ha Noi Call for Action.
- The climate action framework was finalized with input from a consultation workshop involving various stakeholders.

Participating National Societies

American Red Cross, Swiss Red Cross.

IFRC network plan 2024

[Vietnam](#)



EUROPE

IFRC DELEGATIONS

ALBANIA

IFRC Central and South-Eastern Europe cluster delegation

In Support of the Albanian Red Cross

National Society staff	53
National Society volunteers	2,750
National Society branches	39

[FDRS country page](#)

People reached by strategic priority

Climate and environment	21,000
Disasters and crises	25,000
Health and wellbeing	77,400
Migration and displacement	225
Values, power and inclusion	20,000

2023 progress examples

- With the support of the Austrian Red Cross, the Albanian Red Cross successfully implemented the project "Strengthening Volunteering in First Aid and Disaster Preparedness". Nine local branches enhanced their capabilities in Advanced First Aid.
- With the support of the IFRC, the Albanian Red Cross is implementing the project "Flood Resilience Alliance 2.0" funded by Zurich Insurance. As a result of the project, six participating communities have increased their resilience in response to disaster events, mostly floods. A Bailey bridge connecting residential areas was constructed and a protective wall for an open market was built.
- 4,000 families in vulnerable situations were reached with food assistance and other relief items.
- More than 1,000 older people received integrated health and social support to maintain their ability to live independently and stay in their familiar environment for as long as feasible. This included 2,800 home care visits by the Albanian Red Cross staff and volunteers.

Participating National Societies

Austrian Red Cross, Italian Red Cross, Qatar Red Crescent Society.

IFRC network plan 2024

[Albania](#)

AZERBAIJAN

IFRC Southern Caucasus cluster delegation

In support of the Red Crescent Society of Azerbaijan

National Society staff	176
National Society volunteers	6,000
National Society branches	85

[FDRS country page](#)

People reached by strategic priority

Disasters and crises	14,216
Health and wellbeing	1,247
Migration and displacement	1,257
Values, power and inclusion	13,715

2023 progress examples

- Response to a flood impacting Ganja and its surroundings. More than 1,000 people reached with an awareness campaign focusing on disease prevention and essential hygiene practices.
- Following the flood psychological first aid, risk communication, and community engagement activities were provided to the affected, assisting 300 people in 50 households with essential hygiene items.
- More than 14,000 people reached by mine risk awareness and disaster response and preparedness awareness.
- Revision of the National Society's Mental Health and Psychosocial Support Policy, with investment in capacity-strengthening in Psychological First Aid, service mapping and self-care.
- 301 children from escalation-affected areas, aged between six and ten, received psycho-social support through Azerbaijan Red Crescent's Book About Me project, which helps children to cope with the trauma through story-writing.

Participating National Societies

Finnish Red Cross, Turkish Red Crescent Society.

IFRC network plan 2024

[Azerbaijan](#)

BOSNIA AND HERZEGOVINA

IFRC Central and South-Eastern Europe cluster delegation

In support of The Red Cross Society of Bosnia and Herzegovina

National Society staff	336
National Society volunteers	7,638
National Society branches	21

[FDRS country page](#)

People reached by strategic priority

Climate and environment	25
Disasters and crises	29,315
Health and wellbeing	64,207
Migration and displacement	27,815

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRBA014](#) Floods (DREF); [MDRBA015](#) floods (DREF)

2023 progress examples

- Participating National Societies joined the Movement Coordination Agreement in Bosnia and Herzegovina which provides a framework for joint coordination and building sustainable capacities for the efficient provision of quality humanitarian services and activities.
- The National Society started the process of obtaining the International Certificate for First Aid Education and developing first aid for the DREF operation.
- A Joint Declaration of Intent was signed between the United Nations represented by the Office of the Resident Coordinator in Bosnia and Herzegovina and the National Society. This Declaration underscored a shared commitment to cooperation in fulfilling the 2030 Agenda for Sustainable Development in Bosnia and Herzegovina.

Participating National Societies

Italian Red Cross, Red Crescent Society of the United Arab Emirates, Swiss Red Cross, Turkish Red Crescent Society.

IFRC network plan 2024

[Bosnia and Herzegovina](#)

GEORGIA

IFRC Southern Caucasus cluster delegation

In support of the Red Cross Society of Georgia

National Society staff	179
National Society volunteers	15,000
National Society branches	40

[FDRS country page](#)

People reached by strategic priority

Health and wellbeing	414,244
Values, power and inclusion	45,000

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRGE016](#) Floods (DREF), [MDRGE017](#) Pluvial flash flood (DREF)

2023 progress examples

- Climate and Environment programming expanded in partnership with the IFRC Climate Centre. Georgia Red Cross developed the Action Strengthening of Community Based Climate Smart Programming in Georgia project. This initiative, funded by the European Commission from 2024, aims to enhance locally-led climate-smart adaptation strategies with a focus on engaging youth in communities.
- In its disaster response work, Georgia Red Cross piloted the Cash and Voucher Assistance modality on an unprecedented scale across six regions, aiming to support approximately 9,800 people from 2,800 affected households.
- Launch of a Face-to-Face Project aimed at bolstering the financial sustainability by securing regular, long-term individual donors. Launched in September with support from the Swiss Red Cross and Norwegian Red Cross, the project exceeded expectations by mobilizing 60 per cent more actual donors.

Participating National Societies

Austrian Red Cross, Italian Red Cross, Norwegian Red Cross, Swiss Red Cross.

IFRC network plan 2024

[Georgia](#)

MONTENEGRO

IFRC Central and South-Eastern Europe cluster delegation

In support of the Red Cross of Montenegro

National Society staff _____	189
National Society volunteers _____	1,493
National Society branches _____	23

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	109,817
Disasters and crises _____	25,286
Health and wellbeing _____	19,033
Migration and displacement _____	4,612
Values, power and inclusion _____	5,495

2023 progress examples

- In response to the devastating earthquake that struck Syria and Türkiye in February 2023, the National Society initiated a national fundraising appeal, successfully amassing 340,000 euros, which was allocated between supporting the Turkish Red Crescent Society and contributing to the IFRC Emergency Appeal for Syria.
- Since the beginning of the conflict in Ukraine, the Red Cross of Montenegro has provided continuous support to displaced persons. It provides basic goods, seasonal assistance during winter, healthcare, and protection, gender and inclusion. Furthermore, significant investment has been made in offering mental health and psychosocial support (MHPSS).
- Mobile teams established., consisting of a social worker, a field worker, two interpreters and a psychologist. This has been achieved through the support of the UN Refugee Agency (UNHCR) as a long-term partner of the National Society.

Participating National Societies

Austrian Red Cross, Belgian Red Cross, Italian Red Cross, Swiss Red Cross.

IFRC network plan 2024

[Montenegro](#)

NORTH MACEDONIA

IFRC Central and South-Eastern Europe cluster delegation

In support of the Red Cross of The Republic of North Macedonia

National Society staff _____	200
National Society volunteers _____	4,000
National Society branches _____	33

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	9,000
Disasters and crises _____	10,800
Health and wellbeing _____	59,859
Migration and displacement _____	19,320
Values, power and inclusion _____	50,300

2023 progress examples

- Adoption of five-year Development Framework of the Red Cross of the Republic of North Macedonia "Transformation-28".
- Provision of assistance extended to 19,320 individuals affected by migration or displacement.
- The Red Cross of the Republic of North Macedonia, in collaboration with state institutions, companies and general population, raised MKD 50,648,119 for Türkiye and MKD 12,427,334 for Syria through a national campaign aimed at supporting populations affected by the earthquake.

Participating National Societies

Austrian Red Cross, Belgian Red Cross.

IFRC network plan 2024

[North Macedonia](#)

RUSSIA

IFRC Russia, Belarus cluster delegation

In support of The Russian Red Cross Society

National Society staff	1,456
National Society volunteers	50,000
National Society branches	85

[FDRS country page](#)

2023 progress examples

Russian Red Cross

- First diplomatic briefing organized with the support of the IFRC on preparedness and response efforts towards Ukraine crisis and other pressing challenges.
- Further development of humanitarian diplomacy, including drafting of humanitarian diplomacy policy, an operational checklist for HD, and comprehensive HD plans spanning one, five, and ten years.
- Implementation of the cash modality while providing support to people coming from Ukraine and migrants from other countries. In its second, it has already expanded to 37 regions with the IFRC and ICRC support.
- Opening of ten Red Cross family centres to provide access to psychosocial support to displaced families and others in need.

People reached by strategic priority

Disasters and crises	261,291
Health and wellbeing	807,763
Migration and displacement	3,456
Values, power and inclusion	7,477

Participating National Societies

Austrian Red Cross, Belgian Red Cross, German Red Cross, Italian Red Cross, Norwegian Red Cross, Red Cross Society of China, Spanish Red Cross, Swiss Red Cross, Turkish Red Crescent Society.

IFRC network plan 2024

[Russia and Belarus](#)

In support of the Belarus Red Cross

National Society staff	418
National Society volunteers	15,000
National Society branches	158

[FDRS country page](#)

2023 progress examples

Belarus Red Cross

- During 2023, the Belarus Red Cross implemented 21 humanitarian projects supported by the IFRC, ICRC, Swiss Red Cross, Norwegian Red Cross, UNICEF, IOM, UNDP, UNHCR, the Global Fund, the Embassy of Netherlands and with the use of private donations.
- As a contribution to the Emergency Appeal launched by IFRC in 2023, the Belarus Red Cross transferred more than 70,000 Swiss francs to assist the National Societies of Türkiye and Syria in overcoming the consequences of the earthquake.

TÜRKIYE

IFRC Türkiye cluster delegation

In support of the Turkish Red Crescent Society

National Society staff _____ **16,000**

National Society volunteers _____ **242,000**

National Society branches _____ **1,687**

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____ **2,564,038**

Disasters and crises _____ **716,832**

Health and wellbeing _____ **315,770**

Migration and displacement _____ **469,258**

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRTR004](#) Earthquake (emergency appeal)

2023 progress examples

- 426 million hot meals distributed.
- More than 1.5 million blood donations facilitated.
- More than 207,000 people provided with psychological support.
- Turkish Red Crescent's interventions, under the Emergency Social Safety Net (ESSN) and the Community Centres, demonstrated remarkable synergy during the recent earthquake response. The expertise from the ESSN Programme and Community Centres was integrated into the earthquake operations. Rather than pausing interventions, established modalities were leveraged to devise innovative strategies for earthquake response.
- Support provided to people displaced to Türkiye due to the armed conflict in Ukraine. With the support of the IFRC in the provinces of Ankara, Antalya, Elazığ and Istanbul, people fleeing the conflict are offered psychosocial support and protection services, capacity building components, cash distributions and in-kind support.

Participating National Societies

American Red Cross, British Red Cross, German Red Cross, Norwegian Red Cross, Spanish Red Cross, The Republic of Korea National Red Cross.

IFRC network plan 2024

[Türkiye](#)



MIDDLE EAST & NORTH AFRICA

IFRC DELEGATIONS

ALGERIA

IFRC North Africa Cluster Delegation

In support of the Algerian Red Crescent

National Society staff _____	131
National Society volunteers _____	20,000
National Society branches _____	592

[FDRS country page](#)

People reached by strategic priority

Disasters and crises _____	1,365
Health and wellbeing _____	623,147

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRDZ009](#) fire (DREF)

2023 progress examples

- The Saving Lives and Livelihood programme was established in collaboration with the African Centre for Disease Control and Prevention.
- Awareness campaigns, workshops, and training sessions were conducted within Sahrawi communities.
- Proactive approach was demonstrated in mitigating the impacts of natural disasters.
- Lessons learned workshop was hosted at the end the operation to improve future operations.
- The wildfires DREF project was launched to enhance disaster response capabilities in Algeria.

Participating National Societies

Italian Red Cross, Spanish Red Cross.

IFRC network plan 2024

[Algeria](#)

IRAN

IFRC Iran cluster delegation

In support of the Red Crescent Society of the Islamic Republic of Iran

National Society staff _____	7,651
National Society volunteers _____	1,700,000
National Society branches _____	532

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	2,603,473
Disasters and crises _____	1,430,412
Health and wellbeing _____	7,054,736
Values, power and inclusion _____	9,928,388

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRIR009](#) drought (DREF); [MDRIR013](#) earthquake (DREF)

2023 progress examples

- A vast network 6,900 helal houses were established across the country.
- Humanitarian assistance was provided to Afghan refugees in Iran.
- Rapid response teams, medical personnel and relief item supplies were deployed to Türkiye Syria, Libya, Morocco, and Afghanistan.
- Engaged a support network of 2.9 million volunteers, with assistance from the IFRC delegation.
- Communities received immediate medical aid, rescue operations, and support.

Participating National Societies

German Red Cross.

IFRC network plan 2024

[Iran](#)

JORDAN

IFRC Jordan cluster delegation

In support of the Jordan National Red Crescent Society

National Society staff _____	52
National Society volunteers _____	770
National Society branches _____	10

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	60,000
Disasters and crises _____	46,485
Health and wellbeing _____	118,199
Migration and displacement _____	29,945
Values, power and inclusion _____	525

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRJO003](#) Cold wave (DREF)

2023 progress examples

- 202,943 beneficiaries received relief support through programmes and activities supported by National Societies.
- 5,921 beneficiaries benefitted from health programmes and activities with NS support.
- A no-cost extension was granted for the First Aid for All initiative under the NSIA fund, focusing on commercial first aid training.
- Renovations were conducted on the first aid centre and is currently being equipped with necessary materials in collaboration with ICRC.
- 642 beneficiaries received community support through programmes and activities.
- 552 volunteers were recruited within the Empress Shôken Project to enhance volunteer management efforts.

Participating National Societies

Belgian Red Cross, Iraqi Red Crescent Society, Kuwait Red Crescent Society, Qatar Red Crescent Society, Red Crescent Society of United Arab the Emirates, The Netherlands Red Cross.

IFRC network plan 2024

[Jordan](#)

LEBANON

IFRC Lebanon cluster delegation

In support of the Lebanese Red Cross

National Society staff _____	402
National Society volunteers _____	12,000
National Society branches _____	32

[FDRS country page](#)

People reached by strategic priority

Disasters and crises _____	14,791
Health and wellbeing _____	781,312

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRLB013](#) cold wave (DREF); [MDRLB014](#) Civil unrest (DREF); [MDRS5002](#) complex emergency (Emergency)

2023 progress examples

- 15 volunteers underwent training in shelter response for emergencies.
- 467,223 people were reached through medical social services and 27,952 people received blood transfusion services while 204,215 people received emergency medical services.
- 10,927 food parcels were provided.
- 24,322 individuals benefitted from immunization services.

Participating National Societies

Austrian Red Cross, British Red Cross, Danish Red Cross, Finnish Red Cross, French Red Cross, German Red Cross, Italian Red Cross, Japanese Red Cross Society, Kuwait Red Crescent Society, Norwegian Red Cross, Qatar Red Crescent Society, Spanish Red Cross, Swedish Red Cross, Swiss Red Cross, The Canadian Red Cross Society, The Netherlands Red Cross.

IFRC network plan 2024

[Lebanon](#)

LIBYA

IFRC Libya cluster delegation

In support of the Libyan Red Crescent

National Society staff _____	655
National Society volunteers _____	3,000
National Society branches _____	38

[FDRS country page](#)

People reached by strategic priority

Health and wellbeing _____	245,973
Migration and displacement _____	1,500
Values, power and inclusion _____	3,600

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRLY004](#) population movement (DREF);
[MDRLY005](#) flood (Emergency appeal)

2023 progress examples

- Coordinated humanitarian assistance for 3,000 stranded migrants at the Tunisian-Libyan border post-Storm Daniel for eight months.
- A feasibility study on cash and voucher assistance programmes was initiated.
- Over 13,000 individuals benefitted from the community-based health and first aid project's awareness initiatives.
- Mental health and psychosocial support activities and training were conducted for volunteers and staff.
- WASH needs were addressed by distributing water, hygiene kits, and establishing desalination plants.

Participating National Societies

British Red Cross, Danish Red Cross, German Red Cross, Italian Red Cross, Norwegian Red Cross.

IFRC network plan 2024

[Libya](#)

SYRIAN ARAB REPUBLIC

IFRC Syria cluster delegation

In support of Syrian Arab Red Crescent

National Society staff _____	6,077
National Society volunteers _____	9,309
National Society branches _____	14

[FDRS country page](#)

People reached by strategic priority

Climate and environment _____	891,400
Disasters and crises _____	180,076
Health and wellbeing _____	2,339,215
Migration and displacement _____	4,299
Values, power and inclusion _____	1,085,498

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRSY009](#) earthquake (Emergency Appeal);
[MDRSY010](#) fire (DREF); [MDRSY011](#) drought (DREF).

2023 progress examples

- A comprehensive response operation was launched following the earthquakes, covering all affected governorates.
- 40,717 individuals in earthquake-affected areas received assistance through food distributions.
- 8,965 people were supported through livelihood projects to enhance economic resilience in affected communities.
- 320,099 individuals received health services through mobile health units, primary health clinics, and initiatives focusing on disability inclusion.

Participating National Societies

British Red Cross, Danish Red Cross, Finnish Red Cross, German Red Cross, Italian Red Cross, Norwegian Red Cross, Swedish Red Cross, Swiss Red Cross, The Canadian Red Cross.

IFRC network plan 2024

[Syria](#)

YEMEN

IFRC Yemen cluster delegation

In support of the Yemen Red Crescent Society

National Society staff _____ **744**
National Society volunteers _____ **5,600**
National Society branches _____ **22**
[FDRS country page](#)

People reached by strategic priority

Climate and environment _____ **22**
Disasters and crises _____ **1,046,482**
Health and wellbeing _____ **1,122,386**
Migration and displacement _____ **233,646**
Values, power and inclusion _____ **23,740**

Emergency appeals, DREF and Anticipatory Action active in 2023

[MDRYE012](#) flood (DREF); [MDRYE013](#) cyclone (DREF)

2023 progress examples

- 455,516 individuals affected by crises were assisted with food and livelihood aid.
- 361,827 vulnerable individuals received unconditional cash assistance.
- IFRC approved a DREF of 535,562 Swiss francs to support flood-affected households.
- 363,710 people were reached with health services.
- 6,754 volunteers from 22 branches were registered with support from the IFRC.
- 5,000 First Aid manuals were upgraded, and 1,184 individuals trained in First aid.
- Seven schools had their WASH facilities renovated, benefitting 19,700 students and teachers.
- With support from the IFRC, the radio and hotline units at HQ were established and activated.

Participating National Societies

British Red Cross, Danish Red Cross, Finnish Red Cross, German Red Cross, Italian Red Cross, Japanese Red Cross Society, Norwegian Red Cross, Qatar Red Crescent Society, Swedish Red Cross, The Canadian Red Cross Society.

IFRC network plan 2024

[Yemen](#)

REFERENCE CENTRES

एडीस लामखुटेको टोकाइ र डेंगी ज्वरोबाट बच्ने उपाय

लामखुटेको टोकाइबाट जोखिम घुटाउन सधैं कपडा लगाउने

एडीस ज्ञानका लामखुटेले प्रायः नजिकै दैनिक टोकाइ गर्छन् । विशेष गरी, घाम उदाएको २ घण्टा पछि र घाम अस्ताउनु भन्दा २ घण्टा अगाडि यो लामखुटे बढी सक्रिय हुने हुनाले सो समयमा बढी सचेत हुनुपर्छ ।

भ्याल नोका जाली लगाउने र बन्द राख्ने

लामखुटेलाई फुल पार्न नदिनका लागि एउटै-जोडी/शिकोमा पानी जम्मा गरेर नराख्ने ।

पुराना टायर, पानी जम्मा गर्ने भिँडा/बुँडा, बहा छालो खनेर पुर्ने वा नष्ट गर्ने ।

गमला/फूलदानि, कुकर जस्ता पानी जम्ने सामग्रीको पानी हप्तामा एकपटक नियमित रूपमा सुख्खा हुने गरी राख्नु ।

लामखुटे विद्रि विकास हुने स्थान

एडीस लामखुटेले मात्र जमेको बरि पानीमा पनि फुल पाउँछ । घामको पानी जम्ने ठाउँका इन्ड्रल, प्लास्टिकका बोसल, प्लास्टिकका बाल, टायर, पिपी, जम्माको बोजा, टुम, बाटा, बालिन, फुलदानि, नमला, कुकर, पानीका ट्याकी जस्ता पानी जम्ने ठाउँहरू तथा घासा, कोसी, बरगा, ढल, नाली, कुसी आदि स्थानहरूमा फुल पाई र यी लामखुटेको विद्रि विकास हुन्छ ।

नेपाल रेडक्रस सोसाइटी
काठमाडौं, नेपाल

CIFRC

लामखुटेको टोकाइबाट बच्नु नै डेंगु रोगबाट बच्ने एक मात्र उपाय हो ।

डेंगु ज्वरो
Dengue Fever

के हो डेंगु ज्वरो ?

डेंगु ज्वरो एडिस एजिप्टाई (Aedes aegypti) जातिको पोथी लामखुटेको टोकाइबाट मानिसमा सरेर फैलने रोग हो । यो एडिस लामखुटेले दिनमा मात्र टोकाई गरेको पाइन्छ । यो रोग मानिसबाट मानिसमा सित्तै सरेँन । यो लामखुटेले सफा पानी जमेका स-साना स्थानमा पानी गर्दछ । खासगरी पोथीको पानी जम्ने ठाउँका इन्ड्रल, रङ्गा खाली डबा, बोटका टायर, अलका वा महिँतेलका खाली इन्ड्रल, फूलदानि, गमला, कुकर, पानीका ट्याकी आदिमा यसले फुल पाईन्छ । वर्षाको महिनासमे जवताते पानी जम्न थालेपछि यो रोगको प्रकोप हुने गरेको पाइन्छ ।

डेंगु ज्वरोका मुख्य लक्षणहरू:

- डेंगु ज्वरोको मुख्य लक्षण एकरागी उच्च ज्वरो आउनु हो । यो ज्वरो ५-७ दिनसम्म रहन सक्छ । साथै निम्न लक्षणहरू पनि देखिन्छ ।
- आँखाको रोटी तथा टाउको पछिल्लो भाग धेरै दुख्ने,
- सरीर कटक्टी दुख्ने,
- सरीरमा विभिन्न आंगुरे र रक्तस्राव हुने,
- जोर्नी, हड्डी तथा मांसपेशीहरू दुख्ने ।

उच्च ज्वरलेती भाविक लक्षणहरू मध्ये दुई वा दुईभन्दा बढी लक्षणहरू देखापरेको खण्डमा डेंगु ज्वरो भएको शक गर्न सकिन्छ ।

यसका साथसाथै बाक्लाको लाग्ने, चान्सा हुने, घेट दुख्ने, नाक वा मिलाबाट रगत बग्ने, रक्तस्राव हुने वा सरीरमा रगतस्र रहेको भन्का (मिलडाम) देखापर्ने, बेहोश हुने आदि लक्षणहरू पनि देखापर्न सक्छन् ।

लामखुटे मरुका राम्रा प्राणी हुन्, यिनको टोकाइले स्वास्थ्यमा ठूलो खतरा ल्याउन सक्छ ।

Red Cross and Red Crescent Reference Centres

IFRC Global Reference Centres

Climate Centre

The mission of the Climate Centre is to support the International [Red Cross and Red Crescent Movement](#) and its partners in reducing the impacts of climate change and extreme weather events on at-risk people.

In 2023, the Climate Centre expanded collaboration with Movement actors and partners to include at least 110 countries in a year that again broke numerous climate records. With engagements aimed at bridging policy, science and practice, various existing [thematic programmes](#) made good progress while new ones started, such as [Water at the Heart of Climate Action](#), the Climate Action Journey [REPRESA](#) and [MedEWSa](#), [IDAlert](#), and [Connecting Climate Minds](#).

The Climate Centre took part in high-level side events at COP28 and organized Development and Climate Days. It also organized the virtual [Climate and YOUth Summit](#) and contributed to nearly 100 publications, including the [new IFRC guide](#) on climate-smart programmes and humanitarian operations.

www.climatecentre.org

Hosted by The Netherlands Red Cross

**2023 Expenditure total in Swiss francs:
5.2 million**

Global Disaster Preparedness Centre

The GDPC aims to expand and enhance disaster preparedness capacities of the global Red Cross Red Crescent through a service-oriented, demand-driven approach. The GDPC focuses on three areas of service: knowledge management, technical assistance, and research to ensure National Societies and disaster practitioners have the necessary tools and resources to best assist at-risk communities.

In 2023, the GDPC supported the EW4All initiative through the IFRC Alert Hub Initiative and is facilitating actionable public awareness messages for priority hazards by National Societies and government partners. This includes the development of training resources and a set of interactive learning modules on the IFRC learning platform. To expand the evidence base, the GDPC launched a small grants research programme for researchers on the Global South to identify barriers to last mile reception of early warning alerts. Complementing this, the GDPC partnered with the Regional Reference Centre for Disaster Preparedness in El Salvador to develop a diagnostic tool to identify gaps in early warning coverage. The GDPC's knowledge management platform [PrepareCenter.org](#) saw a significant increase in users accessing critical tools and resources, and launched four new toolkits, including the Teen Prep Kit - a youth-focused resource of educational preparedness activities.

<https://preparecenter.org/>

Hosted by the American Red Cross

**2023 Expenditure total in Swiss francs:
1.9 million**

Global First Aid Reference Centre

GFARC's mission is to develop knowledge, standards and advocacy, based on science and field expertise, that will inform quality first aid operations and services within the Movement. The GFARC provides extensive support to the network with the ambition of reaching at least one person trained in first aid in every home, school, and workplace (IFRC First Aid Vision 2030) and make the network a recognized leader in first aid from local to global level.

In 2023, important achievements were made on the road to the IFRC 2030 First Aid Vision. Almost 200 direct technical support actions to National Societies were delivered (webinar, training, technical resources, studies and evaluation, conference, etc.). The international first aid education programme was enhanced with new training tools. By the end of 2023, 11 National Societies had been awarded with the International First Aid Attestation. Commercial first aid was fostered across the network, with the first participation in the World Day for Safety and Health at Work. In September 2023, the new Universal First Aid App was launched worldwide.

www.globalfirstaidcentre.org

Hosted by the French Red Cross

**2023 Expenditure total in Swiss francs:
1.9 million**

Livelihoods Resource Centre

The Livelihoods Resource Centre's mission is to advance economic empowerment initiatives to strengthen the resilience and dignity of communities and individuals through sustainable livelihoods strategies. This is achieved by creating and disseminating resources and best practices, offering expert technical guidance and training sessions to enhance the capacities of the IFRC membership and other partners. Core services encompass knowledge sharing, capacity building, and humanitarian diplomacy, as well as fostering coordination and partnerships. Efforts are focused on key themes including migration, climate, employment, and financial inclusion.

In 2023, livelihoods initiatives were enhanced throughout the network. Technical assistance was provided to 33 National Societies and IFRC offices, both remotely and in-country. The training portfolio was increased to six courses, having added three new ones (Climate Smart Livelihoods; Micro-enterprises; Saving Groups). Through 21 training sessions delivered – 12 online and nine face-to-face – 372 Red Cross and Red Crescent staff and volunteers were certified, increasing their programming capabilities. The commitment to innovation included the development of two apps for financial management. Strengthening alliances, there was close collaboration with partners such as the Cash Hub and the Climate Centre, uniting efforts for relevant responses that are fit for purpose and can best serve communities.

<https://www.livelihoodscentre.org/>

Hosted by the Spanish Red Cross

**2023 Expenditure total in Swiss francs:
550,000**

Psychosocial Support Centre

The IFRC Reference Centre for Psychosocial Support (PS Centre) works under the framework of the IFRC and supports National Societies in promoting and enabling the psychosocial well-being of communities, staff and volunteers. Key objectives of the Psychosocial Support Centre's mental health and psychosocial support (MHPSS) include creating awareness; promoting resilience; enhancing emotional assistance; improving preparedness; restoring community networks; facilitating psychosocial support before, during and after disasters.

The Psychosocial Support Centre's work in 2023 was guided by IFRC's *Strategy 2030* through technical support and capacity building, knowledge generation and sharing, and humanitarian diplomacy. Advocacy and technical support to National Societies in Ukraine and neighbouring countries providing MHPSS to people forcibly displaced due to the armed conflict have been a focus area. Further, significant efforts across all areas of work and all IFRC regions have been dedicated to assist the Movement in tackling key challenges including climate change, migration and refugees as well as the wellbeing of staff and volunteers facing complex emergencies.

<https://pscentre.org/>

Hosted by the Danish Red Cross

**2023 Expenditure total in Swiss francs:
2.9 million**



Ukraine 2023 © Anette Selmer-Andresen / IFRC

IFRC Regional Reference Centres

Interamerican Centre for Volunteering Development (ICVD)

The ICVD supports National Societies in their strategies and objectives to promote and improve volunteering management and development, recognizing that investment in increasing the individual National Societies capacity contributes to collective effectiveness as a Movement. The ICVD advocates for volunteering as a continued fundamental pillar of the work of the Red Cross, re-positioning it at the centre of its work, whilst ensuring that volunteers are protected, motivated, trained and engaged.

In 2023, workshops, training sessions, and meetings were conducted to support National Societies in developing and refining their volunteer strategies, policies, and frameworks. This included volunteer strategy workshops, and the Volunteering Network of the Americas meetings aimed at exchanging knowledge and best practices among national volunteering directors. Also, the Volunteering Development Framework was promoted through training requested by National Societies and virtual sessions was delivered in several National Societies either as full training or tailored sessions. Furthermore, the Volunteering Development Platform continue showcasing the work and actions made by volunteers and more than 10,000 active volunteers are taking part in social media. Tailored support was provided to National Societies focusing on their specific country plans. National Societies were also supported to raise the voice of volunteers and effectively transmit their issues and concerns to national authorities and relevant decision-makers.

www.icvdredcross.org

**2023 Expenditure total in Swiss francs:
100,000**

Asia Pacific Disaster Resilience Centre

APDRC primary objectives include:

- Managing and sharing information by learning, documenting, improving, and disseminating existing models and cases.
- Conducting research on issues related to community resilience and humanitarian actions.
- Promoting and implementing resilience policies and strategies.
- Providing technical assistance to support resilience efforts of Asia Pacific National Societies and partners.
- Creating networks and partnerships among Asia Pacific National Societies through advocacy and communication

In 2023, the APDRC dedicated its efforts to mainstreaming green and climate resilience in Asia and the Pacific. The organization hosted an Animation Contest with the theme of climate change to enhance awareness and knowledge on the subject. Additionally, the 5th International Seminar on disaster resilience took place in Seoul, in collaboration with the World Knowledge Forum, to raise awareness about the urgency of the climate crisis. The “Re:Climate Resilience Campaign” involved the participation of artist Lee Seung-gi, who was appointed as a climate resilience ambassador to disseminate the message that “Climate change requires our response”. The APDRC also developed virtual reality content for various disaster situations, focusing particularly on heatwaves and floods. Furthermore, the APDRC reached agreements for joint research on resilience policies with KAIST and a climate resilience campaign with KACCC, TikTok, and Loud. TikTok and Google have allocated cash donations for climate resilience response. Due to the innovative approaches, APDRC was invited to the IFRC’s Connect Technology Conference to share knowledge on VR technology.

<https://www.apdisasterresilience.org/>

Hosted by The Republic of Korea National Red Cross

**2023 Expenditure total in Swiss francs:
139,955**

Caribbean Disaster Risk Management Reference Centre

CADRM fosters Caribbean resilience by empowering National Societies with the skills and knowledge necessary to effectively respond to disasters and mitigate risks. Research provides evidence-based data that informs leadership decisions and adaptation strategies. Additionally, CADRM manages information and knowledge, facilitating the exchange of best practices and lessons learned, with the aim of enhancing the collective capacity of local and international actors to address challenges and capitalize on opportunities.

Achievements in 2023 include:

Capacity Building and Training

- Supporting the coordination and execution of Enterprise Resource Planning training.
- Delivery of regional enhanced Vulnerability and Capacity Assessment (eVCA) and Preparedness for Effective Response (PER) facilitator training.
- Enhancement of minimum standards and sustainability guidelines for Community Disaster Response Teams.

Research- Completed case studies and an assessment on:

- PER Implementation in the Caribbean
- Volunteering in a multi-hazard Environment
- Increasing community resilience using the eVCA assessment tool
- Integrating persons with disabilities in CDRT/ CERT training
- Community Early Warning System Assessment

Information Management

- Mosquito Borne Diseases and CDRT approach KAP Surveys.
- Creation of 13 Finance Dashboards that consolidates and analyzes a National Society's finances to promote decision making and early action.

www.cadrim.org

Hosted by the IFRC

**2023 Expenditure total in Swiss francs:
680,000**



Cuba 2023 © Susana Arroyo



Argentina 2023 © Argentine Red Cross

Humanitarian Observatory

The Humanitarian Observatory of the Argentine Red Cross is a research space for action aimed at fostering an understanding of various emerging situations in society from a humanitarian perspective. It aims to add value to the decision-making process by analyzing the humanitarian situation, assessing trends, anticipating changes, and adopting different work modalities designed according to project requirements.

In 2023, national research on barriers to accessing mental health services was conducted, the Trust Index of the Argentine Red Cross (requested by the IFRC), and organ and tissue donation.

Global research (requested by the IFRC) on “Lessons learned by strategic sectors during the pandemic” was led. More than 16,000 surveys were collected from across 90 countries, with the participation of 48 National Societies and ten strategic partners from the private sector/ labour unions.

The Southern Cone Cluster and the CEA Americas office were supported in the Unified Planning Process of National Societies of the Cluster, and in national research on “Community perceptions of Climate Change,” within the framework of COP 28. An assessment of compliance of the “2019 Buenos Aires Commitment” was conducted.

Digital monitoring on digital publications was carried out at the request of the IFRC on: Perception of the Turkish Red Crescent’s actions after the earthquake, Situation of the Nicaraguan Red Cross, Situation of the Venezuelan Red Cross, and Situation of the Brazilian Red Cross.

<https://cruzroja.org.ar/observatorio-humanitario/>

Hosted by Cruz Roja Argentina

**2023 Expenditure total in Swiss francs:
96,268**

National Society Reference Centres

Reference Centre for Community Resilience – Costa Rican Red Cross

The Reference Centre of the Costa Rican Red Cross is a specialized entity in the research, systematization, validation, and analysis of methodologies for community resilience and education. It takes actions to strengthen resilience in communities through internships, technical assistance missions, virtual collaboration, training, among others. It is an institution at the service of National Societies, the Federation, and other actors involved in the field of Community Risk Reduction for the benefit of vulnerable communities.

2023 Achievements included:

- 200 Psychological support sessions
- 25 WASH-related actions
- 45 Workshops on Community Health
- 35 Workshops on Community Resilience
- 150 Actions related to Risk Reduction
- 15 Environmental campaigns
- 40 Actions related to Climate Change
- 3 Field and training guides developed
- 3 Implemented projects
- 8 Developed consultancies

www.cruzroja.or.cr

Hosted by Cruz Roja Costarricense

**2023 Expenditure total in Swiss francs:
200 000**

Centre for Evidence-Based Practice (CEBaP)

The CEBaP provides a scientific basis for a wide range of humanitarian activities, from blood supply to development programmes or emergency relief. This is achieved by collecting existing scientific studies in systematic reviews) and by developing evidence-based guidelines (“secondary research”). Where gaps in evidence are identified, primary field studies are also conducted. In this way the centre aims to identify which activities are most (cost-)effective and can achieve impact on research, practice and policy.

2023 Achievements include:

- First aid education: evidence-based guidelines on peer support to young people with mental health problems, a pilot study on first-aid blended learning in Rwanda, and evidence-based guidelines on first aid for road traffic injuries in Africa.
- Disaster preparedness: a scoping review and an evidence summary on educating volunteers and NGOs.
- Blood donors: a scoping review about blood storage and syphilis transmission, scoping reviews on the cost-effectiveness of platelet preparation methods and thrombopoietin mimetics, and a scoping review about adverse events in plasmapheresis donors.
- Other projects included scoping reviews on volunteer-friendly visiting of lonely older adults.

<https://www.cebap.org/who-we-are/>

Hosted by the Belgian Red Cross

**2023 Expenditure total in Swiss francs:
862,000**

Foundation for Humanitarian and Social Research

The French Red Cross Foundation is dedicated to research in social sciences and humanities in the humanitarian and social fields. The Foundation supports and works closely with Francophone researchers and universities all over the world from master to postdoc, with a strong focus on Europe and sub-Saharan Africa. By promoting applied and fundamental field-based research, the Foundation initiates and promotes high-level research providing practical and sustainable solutions in the service of the most at-risk communities.

In 2023, the Foundation celebrated ten years of commitment to research (2013–2023). This led to the publishing of a book entitled *Essentiel scientifique: going to the heart of vulnerabilities* which brings together both elements of capitalization and forward-looking perspectives, on the priority research themes and territories of the Foundation. The book can be freely downloaded from the Foundation's website, in French or English.

The second significant event this year was undoubtedly the ten-year edition of the Foundation's International Conference. Attended by more than 600 people from 19 countries, both on-site and remotely, it was a magnificent event that enabled researchers and practitioners from several continents to meet and exchange ideas.

www.fondation-croix-rouge.fr/en

Hosted by the French Red Cross

**2023 Expenditure total in Swiss francs:
960,000**

Science Foundation of the Belgian Red Cross

People have a right to quality humanitarian action informed by robust evidence, not just tradition or good intentions. The Science Foundation of the Belgian Red Cross mission is to generate reliable evidence on the (cost)effectiveness of humanitarian action.

In 2023, the Science Foundation funded internal and external research. Internal research for the activities of the Transfusion Research Centre (including patent activities) and the Centre for Evidence-Based Practice were (partially) funded. A new research centre was also established, the Third Pillar Research Centre, aiming to provide empirical evidence to support the theory that the third pillar is the key to a balanced society. For external activities, a research project with the Institute of Neuroscience of UCLouvain on the effect of plasmapheresis frequency was funded, and a new research collaboration with the Centre for Evidence-Based Healthcare of the Stellenbosch University was initiated.

<https://en.rodekruis.be/wie-zijn-we/onderzoek/onderzoek-om-beter-te-helpen/>

Hosted by the Belgian Red Cross

Transfusion Research Centre-Belgian Red Cross

The Transfusion Research Centre is a research laboratory with a focus on blood transfusion. Its mission is to make blood transfusion safer, more effective and more innovative. Solutions for medical needs in blood transfusion, novel applications of donated blood and innovations in blood banking are the umbrella for research at the Transfusion Research Centre. The experts who operate the laboratory with particular expertise in blood platelets that treat patients with bleeding problems. Immunology and (stem) cell therapy are included as well.

In 2023, the centre demonstrated that a nasal applicator filled with COVID-19 convalescent plasma can prevent transmission of SARS-CoV-2 in a preclinical model. The centre also developed a novel method to generate human platelet lysate from excess buffy coats, which is a waste material that is superfluous in many blood establishments. It showed that platelets can stabilize fat grafts to prolong and ameliorate implantation of fat tissue in patients with soft tissue defects. It also showed that leukocyte reduction filters can be used to harvest white cells for research purposes. These leukocyte reduction filters are medical waste and thousands of these are thrown out each year.

www.rodekruis.be/wie-zijn-we/onderzoek/transfusion-research-center/

Hosted by the Belgian Red Cross Flanders

**2023 Expenditure total in Swiss francs:
1.9 million**

Third Pillar Research Centre

The Third Pillar Research Centre aims to provide empirical evidence to support the theory that the third pillar is the key to a balanced society. It contributes to the development of empirical research on the third pillar, focusing on quantitative methodologies. Specifically, It uses publicly available datasets (e.g. EURO Stat, World Bank Data Catalogue) that empirically test the theory that a larger third pillar is related to improved societal outcomes.

2023 achievements included a published journal article entitled *Societal volunteering and COVID-19 mortality in high-income countries: a cross-sectional study* in BMJ Open. The Centre was also the recipient of European Blood Alliance's Research and Development Grant 2023 for the project "Empirical evidence on the quantity, quality, and economics of plasma supply", focused on the importance of voluntary service in the context of plasma donations. Finally, a first full-time researcher within the Centre was recruited.

www.third-pillar.org

Hosted by the Belgian Red Cross

**2023 Expenditure total in Swiss francs:
90,000**



Turkish Red Crescent Academy

The Turkish Red Crescent Academy is a multi-faceted organization dedicated to education, research, and advocacy, aiming to generate knowledge in disaster management, public health, and humanitarian aid for the benefit of humanity. Activities encompass various endeavours such as producing digital educational content, conducting academic and independent research, publishing research findings, developing educational materials, and planning and implementing educational programmes.

In 2023, the Turkish Red Crescent Academy Presidency accomplished a diverse range of activities. Notably, the Turkish Humanitarian Overview was published, offering valuable insights into humanitarian endeavours in Türkiye.

Following the devastating 2023 Kahramanmaraş Earthquakes, needs assessments and post-distribution monitoring surveys were conducted to better understand and address community needs. Fourteen books and two issues of the TRC *Journal of Humanitarian Action* were also published.

Furthermore, 51 modules for in-person and online training were developed or updated, increasing the total number to 109 training modules, thus enhancing the skills of both humanitarians and the public. Hosting the RC3 Annual Workshop and participating in international conferences and symposiums showcased the commitment to global collaboration. Research support was provided to 50 researchers, fostering research and innovation in humanitarian studies.

Overall, efforts in 2023 significantly advanced humanitarian action scholarship and strengthened the ability to aid people in need.

kizilayakademi.org.tr

Hosted by the Turkish Red Crescent

**2023 Expenditure total in Swiss francs:
450,000**

Türkiye 2023 © Onur Işık Cantürk / IFRC

Hubs, Labs, and other initiatives

Anticipation Hub

The Anticipation Hub is a platform to facilitate knowledge exchange, learning, guidance, and advocacy around anticipatory action both virtually and in-person. It is a 'one-stop shop' for anticipatory action, bringing together the collective knowledge of its partners from across the Movement, universities, research institutes, (i) NGOs, UN agencies, governments, donors, and network initiatives. Furthermore, it drives innovation, cross-fertilization and co-creation across the wider anticipatory action community.

In 2023:

- More than 2,000 people attended the four dialogue platforms (Global, Africa, Asia-Pacific, Central America).
- The 'Anticipatory Action in 2023: A Global Overview' report was launched in May; this captured the current status of anticipatory action worldwide and has been widely circulated and cited since.
- The working groups have more than 500 members from different sectors (disaster risk financing; conflict; protection, gender and inclusion; health and nutrition; MEAL, Earth observation) with two more launched in 2023 (locally led anticipatory action; multi-risk).
- By the end of 2023, the Anticipation Hub had 120 partners and the Future Leaders Network had grown to around 290 members.

<https://www.anticipation-hub.org/>

Hosted by the German Red Cross, the IFRC and the Red Cross Red Crescent Climate Centre

**2023 Expenditure total in Swiss francs:
1.7 million**

Cash Hub

The Cash Hub supports the scale up and the use of cash and voucher assistance (CVA) within the Movement, striving to put power directly into the hands of people in need. The Cash Hub is a dedicated team of experts, who provide technical guidance to partners across the Movement, ensuring strategic advice and practical support. The Cash Hub aims to increasingly localize its services and functions as far as possible, empowering local actors.

The Cash Hub's programme of activity centres around three key areas: strengthening Cash Ready National Societies; the Cash School, and the Cash Hub Platform. In 2023 achievements included: direct support to National Societies investing in CVA preparedness; development of Movement CVA tools, training and guidance; supporting regional cash capacity through the Cash Practitioner Development Programme; sharing learning and experience among cash peers through 11 webinars and 71 pieces of learning content through the platform, and collaborating with the ICRC on both measuring the contribution cash makes to wellbeing and investing in National Society cash readiness in conflict settings.

www.cash-hub.org

Hosted by the British Red Cross

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

GAP supports Red Cross and Red Crescent blood services in risk management and corporate governance of blood programmes and promotes good practices and knowledge exchange. GAP assists blood programmes to ensure they are safe, well-governed and resilient, for the benefit of blood donors and patients globally. GAP provides specialized support, technical advice, training, and develops tools and guidelines in the field of blood services, including support for post disaster recovery of blood services.

2023 Achievements included:

- Global Mapping of blood programmes at country, regional, and global levels completed. The resulting report aids decision-making for future support requirements and disaster response planning.
- Risk management training and workshops completed in the Asia-Pacific region, sharing knowledge and providing practical solutions to help address regional blood programme challenges.
- The launch of a new GAP website including resource hub and online access to tools and resources.
- Successfully completed a global programme of voluntary non-remunerated blood donor support including establishing a global focal point
- Advocacy for the development of quality and technical standards that are appropriate and feasible for use in low resource settings.

<https://globaladvisorypanel.org/>

**2023 Expenditure total in Swiss francs:
550,000**

Global Road Safety Partnership

The Global Road Safety Partnership strives for a sustainable reduction of road-crash death and injury with a focus on low- and middle-income countries.

GRSP's Bloomberg Philanthropies funded programme expanded with the [Advocacy Programme](#) funding grantees across Latin America, Asia and Africa. The [Global Road Safety Leadership Courses](#) delivered jointly with Johns Hopkins University delivered the first Senior Leadership Course for Latin America and the [Road Policing Programme](#) expanded in India and began in Mexico and Brazil. GRSP ran a successful [Asia-Pacific Road Safety Workshop](#) with the ADB and delivered numerous [road safety](#) related programmes. GRSP was one of a small number of organizations highlighted in the [UN Secretary General's report](#) on the second Decade of Action for Road Safety.

www.grsroadsafety.org
Hosted by the IFRC

510: Improving humanitarian action with data and digital

The Netherlands Red Cross' data and digital initiative, 510, aims to improve the speed, quality and cost-effectiveness of humanitarian aid by using data and digital. This enables humanitarian workers and decision-makers to make informed decisions to prepare for and respond to disasters and crises. 510 supported more than 50 National Societies in 2023 by providing data and digital services for [Anticipatory Action](#), [Cash and Voucher Assistance](#), [Digital Transformation](#) and [Emergency Support](#) using methodologies of [Human Centered Design](#), [Digital Community Engagement](#), [Accountability](#), and [Data Digital Responsibility](#).

2023 Achievements included:

- Anticipatory Action ([Surface-2-Storage: Using water storage data to mitigate drought risks](#)).
- Cash and Voucher Assistance ([Cash and Voucher Assistance at Scale: Addressing Food Insecurity by Supporting Families in the Netherlands](#)).
- Community Engagement and Accountability ([Enhancing Disaster Response through Social Media Listening: An Innovative Tool for National Societies](#)).
- Emergency Support ([The Digital Response to the Earthquakes in Türkiye and Syria](#)).
- Water and Landscape ([Working Together to Illustrate Multi-Hazards in Lebanon](#)).

<https://510.global/>

Humanitarian Innovative Finance Hub (HIFHUB)

The Hub's mission is to enhance the Movement's ability to effectively respond to current and future humanitarian needs by leveraging innovative finance partnerships and transactions. The HIFHUB aims to act as an anchor point for innovative finance to the Movement, offering a repository of knowledge, technical advisory and financial modelling services, and sector learning. The IFRC, ICRC, the Kenya Red Cross and Danish Red Cross form part of the Hub's Sponsor Group.

The HIFHUB was launched in January 2023 and has since established various partnerships and carried out a large number of awareness raising, visibility and partnership engagement events. For example, the HIFHUB conducted a series of training sessions to equip Red Cross and Red Crescent management and fundraisers to comfortably cascade the *Insurance for DREF* narrative to relevant partners. The HIFHUB also hosted the *Innovative Finance – what is it, and what's in it for National Societies?* workshop at the IFRC Global Innovation Summit in Nairobi, where colleagues from around the world confirmed the substantial interest in learning about Innovative Finance, and in exploring real world examples.

[HIFHUB about us](#) | [Røde Kors \(rodekors.dk\)](https://rodekors.dk)

Hosted by the Danish Red Cross

**2023 Expenditure total in Swiss francs:
450,000**

FINANCIALS

**International Federation of Red Cross and
Red Crescent Societies
Geneva**

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, 2023

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, 2023.

In our opinion, the consolidated financial statements for the year ended December 31, 2023 (pages 237 to 303) 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 IFRS Accounting Standards.

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 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 Accounting Standards, 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.

A further description of our responsibilities for the audit of the financial statements is located on EXPERTsuisse's website at: <https://www.expertsuisse.ch/en/audit-report>. This description forms an integral part of our report.

MAZARS Ltd



Michael Ackermann
Licensed audit expert



Fanny Chapuis
Licensed audit expert

Geneva, May 6, 2024

Attachments

- Consolidated financial statements (statement of comprehensive income, statement of financial position, statement of reserves, statement of cash flows and notes)

**INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
CONSOLIDATED FINANCIAL STATEMENTS 2023**

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**INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
CONSOLIDATED FINANCIAL STATEMENTS 2023**

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INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2023

	Note	Restricted 2023 CHF 000s	Unrestricted 2023 CHF 000s	Total 2023 CHF 000s	Total 2022 CHF 000s
OPERATING INCOME					
Statutory contributions	2.1a	-	33,093	33,093	34,623
Voluntary contributions and donations	2.1b	717,326	26,712	744,037	783,423
Services income	2.1c	34,580	102	34,682	54,280
Other income		2,563	1,503	4,066	2,056
Total OPERATING INCOME		754,468	61,409	815,878	874,382
OPERATING EXPENDITURE					
Humanitarian response	3.1	453,516	-	453,516	370,623
Thematic		230,049	-	230,049	215,055
Other resources (Programmes)		683,566	-	683,566	585,678
Supplementary services		28,210	-	28,210	26,758
Regular resources		-	54,850	54,850	63,228
Total OPERATING EXPENDITURE		711,776	54,850	766,626	675,664
NET SURPLUS FROM OPERATING ACTIVITIES		42,692	6,559	49,251	198,718
NET FINANCE INCOME / (EXPENSE)	4.1	(571)	7,322	6,752	(19,875)
NET SURPLUS FOR THE YEAR		42,121	13,882	56,003	178,843
OTHER COMPREHENSIVE INCOME					
Actuarial remeasurement (losses)/gains on defined benefit plans - will not be subsequently reclassified to income or expenditure	4.5	(15,721)	(20,152)	(35,873)	37,791
Cash flow hedges - will or may be subsequently reclassified to income or expenditure	2.1d	-	87	87	(112)
Total OTHER COMPREHENSIVE (LOSS)/ INCOME FOR THE YEAR		(15,721)	(20,065)	(35,786)	37,679
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		26,400	(6,183)	20,217	216,522
Attributable to:					
Restricted reserves	2.4	26,400	-	26,400	215,580
Unrestricted reserves		-	(6,183)	(6,183)	942
		26,400	(6,183)	20,217	216,522

There were no discontinued operations during the year.

The notes on pages 243 to 303 are an integral part of these consolidated financial statements.

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED 31 DECEMBER 2023

	Note	2023 CHF 000s	2022 CHF 000s
ASSETS			
Current Assets			
Cash and cash equivalents		159,624	160,220
Cash and cash equivalents - ESSN Project		-	92,481
Total cash and cash equivalents	4.2	<u>159,624</u>	<u>252,701</u>
Investments	4.3	358,380	188,137
Receivables		253,894	256,160
Receivables - ESSN Project		11,766	-
Total current receivables	2.2	<u>265,660</u>	<u>256,160</u>
Prepayments and contract assets		13,171	19,055
Prepayments - ESSN Project		-	20,069
Total Prepayments and contract assets	3.3	<u>13,171</u>	<u>39,124</u>
Other current assets		2,493	2,109
Total Current Assets		<u>799,328</u>	<u>738,231</u>
Non-Current Assets			
Investments	4.3	-	160,000
Receivables	2.2	82,947	70,558
Tangible assets	3.4a	107,851	110,295
Intangible assets	3.4b	18,072	15,964
Post-employment defined benefit asset	4.5	-	20,125
Total Non-Current Assets		<u>208,870</u>	<u>376,942</u>
Total ASSETS		<u>1,008,198</u>	<u>1,115,173</u>
LIABILITIES AND RESERVES			
Current Liabilities			
Accounts payable and accrued expenses	3.5	42,809	53,850
Short-term employee benefits		7,625	8,462
Provisions	3.6	61,860	58,870
Liabilities - ESSN Project		-	112,585
Deferred income and contract liabilities	2.3	184,985	203,752
Loans and borrowings	4.4	3,100	4,002
Total Current Liabilities		<u>300,379</u>	<u>441,521</u>
Non-Current Liabilities			
Deferred income	2.3	39,217	44,283
Loans and borrowings	4.4	58,219	60,002
Post-employment defined benefit liabilities	4.5	31,472	10,673
Total Non-Current Liabilities		<u>128,908</u>	<u>114,958</u>
Total LIABILITIES		<u>429,287</u>	<u>556,479</u>
Reserves			
Restricted reserves	2.4	467,811	441,217
Unrestricted reserves		87,641	97,224
Designated reserves	2.5	23,459	20,253
Total RESERVES		<u>578,911</u>	<u>558,694</u>
Total LIABILITIES and RESERVES		<u>1,008,198</u>	<u>1,115,173</u>

The notes on pages 243 to 303 are an integral part of these consolidated financial statements.

**INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
CONSOLIDATED STATEMENT OF CHANGES IN RESERVES
FOR THE YEAR ENDED 31 DECEMBER 2023**

	Notes	Restricted reserves CHF 000s	Unrestricted reserves CHF 000s	Designated reserves CHF 000s	Total CHF 000s
2023					
Balance at 1 January		441,217	97,224	20,253	558,694
Transfers to/from reserves					
Net surplus for the year		42,121	13,882	-	56,003
Other comprehensive (loss) / income for the year		(15,721)	(20,065)	-	(35,786)
Total comprehensive income for the year		26,400	(6,183)	-	20,217
Used during the year		705	-	(705)	-
Allocations during the year		(511)	(3,400)	3,911	-
Balance at 31 December	2.4/2.5	467,811	87,641	23,459	578,911
2022					
Balance at 1 January		223,697	99,968	18,507	342,172
Transfers to/from reserves					
Net surplus for the year		201,402	(22,559)	-	178,843
Other comprehensive income for the year		14,178	23,501	-	37,679
Total comprehensive income for the year		215,580	942	-	216,522
Used during the year		2,500	1,414	(3,914)	-
Allocations during the year		(560)	(5,100)	5,660	-
Balance at 31 December		441,217	97,224	20,253	558,694

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 243 to 303 are an integral part of these consolidated financial statements.

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2023

	Note	2023 CHF 000s	2022 CHF 000s
CASH FLOWS FROM OPERATING ACTIVITIES			
Net surplus for the year		56,003	178,843
Adjustment for non-cash items:			
Depreciation, amortisation and impairment	3.4	9,859	12,008
Increase in provisions	3.6	2,990	17,671
Other non-cash items		6,032	7,448
Finance (income) / costs	4.1	(7,137)	14,525
		<u>11,744</u>	<u>51,651</u>
Changes in working capital			
Receipt in advance ESSN	3.2b	(112,585)	(27,582)
Receivables, net	2.2	(21,889)	(101,932)
Prepayments and contract assets	3.3	25,953	(17,886)
Accounts payables and accrued expenses	3.5	(10,954)	20,722
Deferred income and contract liabilities	2.3	(23,833)	30,050
Other		(1,472)	(2,712)
Net change in working capital		<u>(144,779)</u>	<u>(99,340)</u>
NET CASH (USED IN) / GENERATED FROM OPERATING ACTIVITIES		(77,032)	131,155
CASH FLOWS GENERATED (USED IN) INVESTING ACTIVITIES			
Interest and dividends received	4.1	5,736	2,548
Proceeds from sale of tangible assets	3.4a	1,797	5,493
Proceeds from sale of investments	4.3	-	3,011
Acquisition of tangible assets	3.4a	(7,916)	(5,304)
Acquisition of intangible assets	3.4b	(2,539)	(3,840)
Acquisition of investments	4.3	(10,243)	(95,528)
NET CASH (USED IN) INVESTING ACTIVITIES		<u>(13,165)</u>	<u>(93,620)</u>
CASH FLOWS (USED IN) FINANCING ACTIVITIES			
Loan repayments	4.4	(1,415)	(1,416)
Lease payments	3.7	(2,874)	(3,172)
NET CASH (USED IN) FINANCING ACTIVITIES		<u>(4,289)</u>	<u>(4,588)</u>
NET (DECREASE) / INCREASE IN CASH AND CASH EQUIVALENTS		(94,486)	32,947
CASH & CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR		252,701	214,316
Effect of exchange rate fluctuations on cash held		1,409	5,438
CASH & CASH EQUIVALENTS AT THE END OF THE YEAR	4.2	<u>159,624</u>	<u>252,701</u>

The notes on pages 243 to 303 are an integral part of these consolidated financial statements.

**INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

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 191 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 191 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 2023 and 2022:

Activity	Description	Budget category
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

**INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
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FOR THE YEAR ENDED 31 DECEMBER 2023**

1.2 Material and significant accounting policies and basis of preparation

This note contains the IFRC's material accounting policies that relate to the consolidated financial statements as a whole. Significant accounting policies specific to one note are described in that 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 2023 were approved and authorised for issue by the Audit and Risk Commission on 29 April 2024.

(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	
	2023	2022	2023	2022
EUR	0.93	0.98	0.97	1.00
USD	0.84	0.93	0.90	0.95
GBP	1.07	1.11	1.12	1.17
SEK	0.08	0.09	0.08	0.09
CAD	0.64	0.68	0.67	0.73

**INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
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FOR THE YEAR ENDED 31 DECEMBER 2023**

1.2. Material and significant accounting policies and basis of preparation (continued)

(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.) and the protected cell of White Rock Insurance Company PCC Limited, as well as the activities of the Geneva Secretariat and all IFRC delegations.

IFRC at the UN Inc., whose principal place of business is the United States of America, 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 2023, the IFRC acquired a 100% controlling interest in a protected cell of White Rock Insurance Company PCC Limited (White Rock protected cell), whose principal place of business is Guernsey. The IFRC controls the White Rock protected cell 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 White Rock protected cell includes an examination of all facts and circumstances. Transactions between the White Rock protected cell and the IFRC and the balances at reporting date are eliminated when the consolidated financial statements are prepared. The White Rock protected cell's accounting policies are consistent with those adopted by the IFRC.

During the year ended 31 December 2023, 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.

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
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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 1.2d – Consolidation: whether entities are subsidiaries of the IFRC.
- Note 2.1b – Income from voluntary contributions and donations: whether a voluntary contribution or donation 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 the agreement with ECHO.
- Notes 2.1b and 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.
- Note 4.5 – Post-employment defined benefit plans: key actuarial assumptions.

1.4 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 2023. 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.

Standard / Amendment	Effective date	IFRC planned application	Anticipated impact
Insurance contracts (IFRS 17 and Amendments)	01-Jan-23	Reporting year 2023	Not material / applicable
Initial application of IFRS 17 and IFRS 9 - Comparative information (Amendments to IFRS 17)	01-Jan-23	Reporting year 2023	Not material / applicable
Disclosure of Accounting policies (Amendments to IAS 1 and IFRS Practice Statement 2)	01-Jan-23	Reporting year 2023	Not material / applicable
Definition of Accounting Estimates (Amendments to IAS 8)	01-Jan-23	Reporting year 2023	Not material / applicable
Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12)	01-Jan-23	Reporting year 2023	Not material / applicable
International Tax Reform - Pillar Two Model Rules (Amendments to IAS 12)	01-Jan-23	Reporting year 2023	Not material / applicable

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1.4 New Standards, Amendments and Interpretations (continued)

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. Based on assessments conducted by IFRC's management, the expected impact of each Standard, Amendment and Interpretation is presented below.

Standard / Amendment	Effective date	IFRC planned application	Anticipated impact
Classification of Liabilities as Current or Non-current - Deferral of Effective Date (Amendments to IAS 1)	01-Jan-24	Reporting year 2024	Not material / applicable
Lease Liability in a Sale and Leaseback (Amendments to IFRS 16)	01-Jan-24	Reporting year 2024	Not material / applicable
Non-current Liabilities with Covenants (Amendments to IAS 1)	01-Jan-24	Reporting year 2024	Not material / applicable
Supplier Finance Arrangements (Amendments to IAS 7 and IFRS 7)	01-Jan-24	Reporting year 2024	Not material / applicable
Lack of Exchangeability (Amendments to IAS 21)	01-Jan-25	Reporting year 2025	Not material / applicable

1.5 Significant items in the current reporting period

Details of significant operations such as the Emergency Social Safety Net (ESSN) programme, Ukraine and impacted countries crisis, and the Türkiye Earthquake are provided in note 3.2.

The ESSN programme was handed over to the Turkish Red Crescent Society during 2023, meaning that whilst the humanitarian activities continue, the IFRC has closed its specific ESSN operation.

The Ukraine and impacted countries crisis is a significant operation. On 28 February 2022, in response to conflict in Ukraine, the IFRC launched an emergency appeal for 100 million Swiss francs to assist with humanitarian needs in Ukraine and other impacted countries. On 7 April 2022, the appeal was increased to 550 million Swiss francs.

The Türkiye Earthquake operation is a new significant operation. A magnitude 7.8 earthquake occurred in Türkiye on 6 February 2023, followed by 83 aftershocks. Adıyaman, Hatay, Kahramanmaraş, Gaziantep, and Malatya regions were the hardest hit. The death toll from the earthquakes reached over 50,000 (including at least 6,800 Syrian refugees present in Türkiye) and more than 107,000 people were injured. Some 3 million people were displaced, including an estimated 528,000 evacuated by the government. More than half a million buildings sustained damage, of which at least 264,000 (approximately 710,000 residential units) either collapsed or were severely damaged. On 7 February 2023, the IFRC launched the Türkiye Earthquakes Emergency Appeal for 120 million Swiss francs. The Appeal aims to assist over 300,000 people across the 10 provinces most affected by the Earthquake over an initial 10 month timeframe. On 2 June 2023, the Emergency Appeal was revised to 400 million Swiss francs aiming to reach over 1.25 million people in the Earthquakes affected provinces.

**INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
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1.5 Significant items in the current reporting period (continued)

The IFRC continues to support COVID-19 activities through regular programming activities with national Red Cross and Red Crescent societies. With the passing of the global pandemic, the IFRC closed its specific COVID-19 pandemic appeal and operation in 2023.

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 as income in the year they fall due.

(b) Voluntary contributions and donations

	2023	2022
	Total	Total
	CHF 000s	CHF 000s
Voluntary contributions		
Turkey Earthquake operation	114'451	-
Ukraine and impacted countries crisis	60'014	315'285
Other appeals and activities	165'998	126'335
	<u>340'463</u>	<u>441'620</u>
Donations		
Turkey Earthquake operation	25'857	-
Ukraine and impacted countries crisis	25'693	66'167
Other appeals and activities	352'024	275'636
	<u>403'574</u>	<u>341'803</u>
Total voluntary contributions and donations	<u>744'037</u>	<u>783'423</u>

**INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
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2.1 Income (continued)

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.

Voluntary contributions from National Societies and donations from non-National Societies are recognised based on the level of earmarking, as summarised in the below table:

Unearmarked	<p>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.</p>
Earmarked	<p><i>Fully under the control of the IFRC</i></p> <p><u>Can be restricted in terms of nature, timeframe, or subject matter</u> Amounts are recognised within restricted income. Unspent amounts included within restricted reserves at the end of the accounting period.</p>
	<p><i>Not fully under the control of the IFRC</i></p> <p><u>Can be restricted in terms of nature, timeframe, or subject matter</u> Earmarked for use in a future period. 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. Subject to specific contractual obligations, similar to government grants. 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.</p>

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
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FOR THE YEAR ENDED 31 DECEMBER 2023

2.1 Income (continued)

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, contributions towards regular resources, funding managed at appeal level including DREF, hosted programmes, contributions towards multi-donor actions)	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	Deferred in the current period and recognised in the future period for which they are earmarked.
		Subject to specific contractual obligations, similar to government grants	Recognised as expenditure is incurred and contractual obligations are fulfilled. Amounts received but not recognised in the current period are included in deferred income.

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2.1 Income (continued)

Voluntary contributions and donations are received from a range of donors:

	Cash	In-kind	Total
	CHF 000s	CHF 000s	CHF 000s
2023			
National Societies	326'626	13'837	340'463
Governments	233'863	3'652	237'515
Multi-lateral agencies	114'251	-	114'251
Corporations	29'278	8	29'286
Others	22'030	492	22'522
	<u>726'048</u>	<u>17'989</u>	<u>744'037</u>
2022			
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>

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, and the income recognition policy is summarised in the below table:

In-kind Contribution category	Income recognition	Expenditure recognition
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 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 the associated expense is incurred.	Depreciation recorded on a straight-line basis over the durations of the grant agreements of the useful life of the asset.

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(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.

	Restricted	Unrestricted	Total
	CHF 000s	CHF 000s	CHF 000s
2023			
Services income	30,961	-	30,961
Services income - ESSN Project	3,091	-	3,091
Total Services income from contracts with customers	<u>34,052</u>	<u>-</u>	<u>34,052</u>
Lease income	528	102	630
Total Services income	<u>34,580</u>	<u>102</u>	<u>34,682</u>
2022			
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
Total Services income	<u>54,207</u>	<u>73</u>	<u>54,280</u>

Included in Services income above is CHF 13,892k (2022: CHF 11,623k) related to administrative services, CHF 13,506k (2022: CHF 7,335k) related to Fleet services, and CHF 2,711k (2022: CHF 3,327k) related to Logistic services.

**INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
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2.1 Income (continued)

Income recognition policies for services income from contracts with customers are described below:

Type of services income	Timing of income	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 thereby 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 asset is recognised at 31 December 2023 reflecting that amount that the IFRC expects to receive from ECHO in final settlement of the contract. At 31 December 2022, a financial liability is recognised to reflect the estimated amount to be paid to beneficiaries that had already received a payment card.

**INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
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2.1 Income (continued)

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.

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	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.

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2.1 Income (continued)

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.

	2023	2023	2022	2022
Cash flow hedges	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	72	5'876	(61)
Forward exchange contracts in United States Dollars	249	8	681	17
Total cash flow hedges	<u>6'125</u>	<u>80</u>	<u>6'557</u>	<u>(44)</u>

Movement in Other Comprehensive Income that may be reclassified to Income or Expenditure in subsequent period

	2023	2022
	CHF 000s	CHF 000s
Cash flow hedge - effective portion of changes to fair value	(80)	44
Amount reclassified from Other Comprehensive Income to Operating Income and Expenditure	(7)	68
	<u>(87)</u>	<u>112</u>

Expected cash flows in subsequent period	2023	Hedge Contract cash flows	2022	Hedge Contract cash flows
	CHF 000s	CHF 000s	CHF 000s	CHF 000s
	Carrying value	1 - 6 months	Carrying value	1 - 6 months
Forward exchange contracts used for hedging				
- Outflow	80	(6'044)	(44)	(6'601)
- Inflow	-	6'124	-	6'557
	<u>80</u>	<u>80</u>	<u>(44)</u>	<u>(44)</u>

In 2023, the IFRC entered into foreign currency forward exchange contracts, with final maturities of 2 April 2024, in order to hedge the foreign exchange risk of receiving statutory contributions of CHF 5,876k in Euros and CHF 249k in US Dollars. The hedges were designated as cash flow hedges for hedge-accounting purposes. Amounts recycled to Operating Income and Expenditure amounted to a loss of CHF 7k (2022: gain of CHF 68k). The settlement of the 2022 foreign currency forward exchange contracts resulted in a net realised loss of CHF 9k (2021: CHF 37k).

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2.2 Receivables

	2023	2022
	CHF 000s	CHF 000s
Accounts receivable		
Statutory contributions	26'218	26'605
Provision for estimated credit losses (ECL) on statutory contributions	(18'980)	(17'497)
	<u>7'239</u>	<u>9'108</u>
Voluntary contributions	267'896	260'036
Provision for ECL on voluntary contributions	(1'268)	(2'717)
	<u>266'628</u>	<u>257'319</u>
National Societies receivables	55'551	54'183
Provision for ECL on National Societies receivables	(1'108)	(1'012)
	<u>54'443</u>	<u>53'171</u>
Other receivables (see note below)	2'050	2'006
Provision for ECL on other receivables	(89)	(12)
	<u>1'961</u>	<u>1'994</u>
Other receivables - ESSN Project	11'766	-
Total accounts receivable	<u>342'037</u>	<u>321'592</u>
Other receivables	6'570	5'126
Total Receivables	<u>348'607</u>	<u>326'718</u>
Current receivables	265'660	256'160
Non-current receivables	82'947	70'558
Total Receivables	<u>348'607</u>	<u>326'718</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.

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2.2 Receivables (continued)

Movements in the Provision of Estimated Credit Losses (ECL) are as follows:

	Provision for unpaid statutory contributions CHF 000s	Provision for voluntary contributions receivable CHF 000s	Provision for national societies receivable CHF 000s	Provision for other accounts receivable CHF 000s	Total CHF 000s
2023					
Balance at 1 January	17'497	2'717	1'012	12	21'238
Changes to provision for ECL	1'393	963	1'115	85	3'556
Write offs during the year	-	(841)	(731)	(8)	(1'580)
Unused provisions reversed	-	(1'571)	(288)	-	(1'859)
Balance at 31 December	18'890	1'268	1'108	89	21'355
2022					
Balance at 1 January	14'415	2'209	564	8	17'196
Changes to provision for ECL	4'053	1'404	652	12	6'121
Write offs during the year	-	-	(31)	(1)	(32)
Unused provisions reversed	(971)	(896)	(173)	(7)	(2'047)
Balance at 31 December	17'497	2'717	1'012	12	21'238

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 (i.e., 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 860k (2022: CHF 458k) for receivables and contract assets that relate to contracts with customers (see note 2.2).

The provision for unpaid statutory contributions is based upon the IFRC's assessment of the probability of payment. Provision of statutory contribution receivables does not invalidate the obligation of National Societies to pay amounts due.

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2.2 Receivables (continued)

Receivables ageing	Not past due	Past due 1-60 days	Past due 61-90 days	Past due more than 90 days	Total
	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s
2023					
Gross carrying amount	261'285	27'695	22'520	58'552	370'052
Provision for ECL	-	-	-	(21'445)	(21'445)
Receivables	<u>261'285</u>	<u>27'695</u>	<u>22'520</u>	<u>37'107</u>	<u>348'607</u>
2022					
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>

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.

Receivables, contract assets and contract liabilities from contracts with customers are as follows:

	Opening balances	Closing balances
	CHF 000s	CHF 000s
2023		
Contract assets	6,528	8,683
Contract liabilities	(37,288)	(13,484)
Receivables from Customers	<u>9,194</u>	<u>6,954</u>
	<u>(21,566)</u>	<u>2,153</u>
2022		
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>

In 2023, there were no assets recognised from the costs to obtain or fulfil a contract (2022: Nil), and there were no variable contract considerations that reduced transaction prices for service income recognised (2022: Nil). The amount included within the contract liability opening balance is fully recognised as income during the accounting period.

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2.3 Deferred income and contract liabilities

	2023	2022
	CHF 000s	CHF 000s
Current liabilities		
Deferred income	168'187	165'828
Contract liabilities	13'484	37'288
Statutory contributions received in advance	3'314	636
	<u>184'985</u>	<u>203'752</u>
Non-current liabilities		
Deferred income	<u>39'217</u>	<u>44'283</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 37,996k (2022: CHF 38,985k) 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 recognized when the payment is made by the counterparty or when the payment is due. Contract liabilities are recognized as revenue when IFRC meets its performance obligations under the contract. In 2022, contract liabilities above included an amount of CHF 19,540k related to service income received in advance for the ESSN project (see note 3.2b). There is no equivalent amount in 2023 as the operation was closed.

2.4 Restricted reserves

Funds held for operations

	2023	2022
	CHF 000s	CHF 000s
Operations with temporary deficit financing	(4'031)	(10'518)
Defined benefit pension obligations recognised in Other Comprehensive Income	2'100	13'622
Donor-restricted voluntary contributions and donations	469'742	438'113
	<u>467'811</u>	<u>441'217</u>

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2.4 Restricted reserves (continued)

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

	Self insurance CHF 000s	Statutory meetings CHF 000s	Specific projects CHF 000s	Major works CHF 000s	Total CHF 000s
2023					
Balance at 1 January	2,328	1,167	15,700	1,058	20,253
Used during the year	(205)	-	(500)	-	(705)
Allocations during the year	168	900	2,500	343	3,911
Balance at 31 December	<u>2,291</u>	<u>2,067</u>	<u>17,700</u>	<u>1,401</u>	<u>23,459</u>
2022					
Balance at 1 January	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
Balance at 31 December	<u>2,328</u>	<u>1,167</u>	<u>15,700</u>	<u>1,058</u>	<u>20,253</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.

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2.5 Designated reserves (continued)

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.

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 2023, expenditure on the Ukraine and impacted countries crisis and Türkiye Earthquakes Emergency operations were in excess of CHF 50,000k. At the end of 2023, the balance on the Specific projects reserve was CHF 17,700k (2022: CHF 15,700k).

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	2023	2022
		CHF 000s	CHF 000s
United States Agency for International Development (USAID)	Contingent upon USAID funds	170'245	50'049
Mastercard Foundation	Contingent upon approval of statement of work	4'188	6'398
British Government	Contingent upon performance	2'893	6'018
Republic of Korea Government	Contingent upon government funding allocation	1'682	-
German Government	Contingent upon government funding allocation	-	7'879
Others	Contingent upon performance/report/audit	2'979	2'803
Total Contingent assets		181'987	73'147

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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3. OPERATIONS

3.1 Operating expenditure

Operating expenditure comprises the following:

	(a) Employee benefits	(b) Relief supplies, transportation & storage	(c) Contributions to National Societies	(d) Supplementary services and recoveries	Other costs & allocations	Indirect cost recovery	Total 2023
	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s
Humanitarian response	50'056	176'577	152'860	141	37'666	26'962	453'516
Thematic	58'734	20'445	72'975	265	11'069	17'090	230'049
Total Other resources (Programmes)	108'790	197'022	225'835	406	20'324	44'052	683'566
Supplementary services	20'130	4'121	7	4'251	19'520	857	28'210
Total RESTRICTED	128'920	201'143	225'842	4'658	(351)	44'909	711'776
Regular resources	76'428	1'135	30	5'201	351	(44'909)	54'850
Total UNRESTRICTED	76'428	1'135	30	5'201	351	(44'909)	54'850
Total OPERATING EXPENDITURE 2023	205'348	202'277	225'872	9'858	-	123'271	-

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 cost

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.

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3.1 Operating expenditure (continued)

Indirect cost

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 2023, the support added to unrestricted reserves amounted to CHF 44,909k (2022: CHF 37,683k).

2022	(a)		(b)		(c)		(d)		Total 2022
	CHF 000s	Employee benefits	Relief supplies, transportation & storage	Contributions to National Societies	Depreciation amortisation and impairment	Supplementary services cost and recoveries	Other costs & allocations	Indirect cost recovery	
	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s	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	
Total RESTRICTED	116,377	182,198	153,945	4,846	(1,030)	118,417	37,683	612,436	
Regular resources	72,995	942	309	7,162	1,030	18,473	(37,683)	63,228	
Total UNRESTRICTED	72,995	942	309	7,162	1,030	18,473	(37,683)	63,228	
Total OPERATING EXPENDITURE 2022	189,372	183,140	154,254	12,008	-	136,890	-	675,664	

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3.1 Operating expenditure (continued)

The operating expenditures pertaining to humanitarian response are as follows:

	2023	2022
	Total	Total
	CHF 000s	CHF 000s
Turkey Earthquake operation	93'180	-
Ukraine and impacted countries crisis	196'332	157'339
Other appeals and activities	477'114	518'325
	<u>766'626</u>	<u>675'664</u>

(a) Employee benefits

Employee benefits consist of the following:

	Restricted	Unrestricted	Total
	CHF 000s	CHF 000s	CHF 000s
2023			
Wages and salaries	110'232	65'191	175'422
Contributed services	6'949	246	7'194
Short-term termination benefit costs	917	101	1'018
Social security costs	3'821	1'704	5'526
Post-employment benefit costs	7'002	9'186	16'188
	<u>128'920</u>	<u>76'428</u>	<u>205'348</u>
2022			
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>

Notional internal taxation

In accordance with a revision to the IFRC's Status Agreement with the government of Switzerland, in 2023 a notional internal taxation amount of CHF 8,616k (2022: CHF Nil) has been calculated on the reported staff costs for employees based in Switzerland. No actual Swiss tax is paid on IFRC employment income by either the Swiss based employees or by the IFRC.

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.

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3.1 Operating expenditure (continued)

Post-employment benefit costs

This includes pension costs for defined benefit pension plans, 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.

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.

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3.1 Operating expenditure (continued)

(b) Relief supplies, transportation, and storage

	2023	2023	2023
	Restricted	Unrestricted	Total
	CHF 000s	CHF 000s	CHF 000s
2023			
Relief supplies	188,190	-	188,190
Transportation & storage	12,953	1,135	14,088
	<u>201,143</u>	<u>1,135</u>	<u>202,277</u>
	Restricted	Unrestricted	Total
	CHF 000s	CHF 000s	CHF 000s
2022			
Relief supplies	168,628	-	168,628
Transportation & storage	13,570	942	14,512
	<u>182,198</u>	<u>942</u>	<u>183,140</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 arm's 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.

(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.

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.

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3.1 Operating expenditure (continued)

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

	Restricted	Unrestricted	Total
	CHF 000s	CHF 000s	CHF 000s
2023			
Administration, office and general	17'465	4'491	21'956
Consultancy fees	9'647	2'889	12'536
Information	3'829	725	4'554
Travel	13'792	3'681	17'473
Vehicles and equipment	18'500	48	18'548
Workshops & training	18'349	1'256	19'605
Other costs and allocations	25'075	3'524	28'598
	<u>106'657</u>	<u>16'614</u>	<u>123'271</u>
2022			
Administration, office and general	12'885	3'683	16'568
Vehicles and equipment	30'182	649	30'831
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>

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3.1 Operating expenditure (continued)

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.

3.2 Significant operations in the current accounting period

(a) 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 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.

Date	Description	Contract amount EUR 000s	Contract amount approximate CHF 000s
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.

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3.2 Significant operations in the current accounting period (continued)

At 31 December 2023, the ESSN programme was owed CHF 11,766k being amounts prefinanced, by the IFRC, for the final phase of the programme. These accounts receivable on the ESSN programme are distinguished from other receivables 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 3,829k (2022: CHF 28,999k) related to the other portions of the ESSN contract. At the end of 2023, the IFRC was no longer receiving service income in advance from ECHO in relation to the other portions of the ESSN contract (2022: CHF 19,540k). 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.

(b) 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 loss of human life, destruction of cities and civilian infrastructure, and 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.

Date	Description	Appeal amount CHF 000s
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	550'000
31 May 2023	Publication of the Revised Emergency Appeal increasing appeal amount to CHF 800M to assist 17 million people in Ukraine and 5.65 million in neighbouring countries	800'000

An initial appeal of 100 million Swiss francs 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 550 million Swiss francs 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 scope of the emergency operation has since further expanded, with National Societies in the region requesting support from the IFRC for technical and financial assistance to people in need. Consequently, new needs and approaches have been identified with National Societies, reflected in the Revised National Society Response Plans published in April 2023, followed by the publication

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3.2 Significant operations in the current accounting period (continued)

of the Revised Emergency Appeal in May 2023. This revision increased the IFRC Secretariat Funding requirements from 550 million Swiss Francs to 800 million Swiss Francs, aiming to assist 17 million people in Ukraine and 5.65 million people in neighbouring countries.

The IFRC had allocated CHF 1,293k from its Disaster Response Emergency Fund (DREF) including CHF 219k allocated on 5 February 2022 that supported the Ukrainian Red Cross Society in its preparedness efforts. As of 31 December 2023, the full amount of the DREF allocation had been reimbursed to the DREF.

Income and expenditure figures specific to this emergency appeal during its first two years of operations are provided as follows:

	2023	2022
	CHF 000s	CHF 000s
OPERATING INCOME		
Voluntary contributions	60'014	315'285
Donations	25'693	66'167
Total OPERATING INCOME	<u>85'707</u>	<u>381'452</u>
OPERATING EXPENDITURE		
Humanitarian Response		
Employee benefits	23'637	7'882
Relief supplies, transportation and storage	68'599	90'977
Contributions to National Societies	72'432	33'656
Supplementary services cost recoveries	3'790	2'062
Other costs & allocations	16'122	14'341
Total direct costs	<u>184'580</u>	<u>148'918</u>
Indirect cost recovery	11'752	8'421
Total OPERATING EXPENDITURE	<u>196'332</u>	<u>157'339</u>
NET (DEFICIT) / SURPLUS FROM OPERATING ACTIVITIES	(110'625)	224'113
Finance expense, net	(620)	(134)
NET (DEFICIT) / SURPLUS FOR THE PERIOD	<u>(111'245)</u>	<u>223'979</u>
FUNDS HELD FOR OPERATIONS		
Brought forward	223'979	-
Net (deficit) / surplus for the period	(111'245)	223'979
FUNDS HELD FOR OPERATIONS	<u>112'734</u>	<u>223'979</u>

At the end of 2023, the IFRC had received voluntary contributions and donations of CHF 23,449k (2022: 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 2023, the IFRC had outstanding receivables from donors of CHF 32,895k (2022: CHF 75,853k) that are included in the Consolidated Statement of Financial Position related to the Ukraine and impacted countries appeal.

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3.2 Significant operations in the current accounting period (continued)

(c) Türkiye Earthquakes Emergency Appeal

A magnitude 7.8 earthquake occurred in Türkiye on 6 February 2023, followed by 83 aftershocks at a maximum level of 6.7. An additional separate earthquake of 7.6 occurred the following day in the same region.

Pertinent information concerning the Türkiye earthquakes emergency appeal is summarised in the below table:

Date	Description	Appeal amount CHF 000s
6 February 2023	DREF initial allocation	2'000
7 February 2023	Launch of the Türkiye earthquakes emergency appeal	120'000
2 June 2023	Emergency appeal was revised to 400 million Swiss francs aiming to reach over 1.25 million people	400'000

On 7 February 2023, the IFRC launched the 120 million Swiss francs Türkiye earthquakes emergency appeal which aims to assist over 300,000 people across the 10 provinces most affected by the earthquake over an initial 10 month timeframe. On 2 June 2023, the emergency appeal was revised to 400 million Swiss francs aiming to reach over 1.25 million people in the earthquakes affected provinces.

With the support of the IFRC's Disaster Relief Emergency Fund (DREF), Turkish Red Crescent Society (TRCS) received 2 million Swiss francs for an immediate support to the people in the 10 provinces most affected by the earthquake. As of 31 December 2023, the full amount of the DREF allocation had been reimbursed to the DREF.

As this operation started in 2023, no comparative figures for 2022 are presented in the information below.

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3.2 Significant operations in the current accounting period (continued)

	2023
	CHF 000s
OPERATING INCOME	
Voluntary contributions	114,451
Donations	25,857
Total OPERATING INCOME	<u>140,307</u>
OPERATING EXPENDITURE	
Humanitarian Response	
Employee benefits	1,700
Relief supplies, transportation and storage	30,472
Contributions to National Societies	53,142
Supplementary services cost recoveries	1,240
Other costs & allocations	1,266
Total direct costs	<u>87,820</u>
Indirect cost recovery	5,360
Total OPERATING EXPENDITURE	<u>93,180</u>
NET SURPLUS FROM OPERATING ACTIVITIES	47,127
Finance expense, net	(27)
NET SURPLUS FOR THE PERIOD	<u>47,100</u>
FUNDS HELD FOR OPERATIONS	
Net surplus for the period	47,100
FUNDS HELD FOR OPERATIONS	<u>47,100</u>

At the end of 2023, the IFRC had received voluntary contributions and donations of CHF 589k 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 2023, the IFRC had outstanding receivables from donors of CHF 3,894k that are included in the Consolidated Statement of Financial Position related to the Türkiye earthquakes appeal.

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3.3 Prepayments and contract assets

	2023	2022
	CHF 000s	CHF 000s
Prepayments	3'112	12'527
Prepayments - ESSN	-	20'069
Total Prepayments	<u>3'112</u>	<u>32'596</u>
Contract assets	8'683	6'528
Accrued interest income	1'376	-
Total prepayments and contract assets	<u>13'171</u>	<u>39'124</u>

Prepayments

Prepayments are expenses paid in advance. Prepayments are apportioned over the period covered by the payment and are 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

(a) Tangible assets – Property, vehicles and equipment

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.

Depreciation is calculated using the straight-line method over the following estimated useful lives:

Tangible asset type	Number of years
Land and buildings	Up to 50 years
Vehicles	4 to 10 years
Computer and other	2 to 10 years

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(a) Tangible assets – Property, vehicles and equipment (continued)

The balances and movements in tangible assets are as follows:

	Land and buildings	Work in Progress	Vehicles	Other equipment	Total Tangible assets
	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s
2023					
Cost					
Balance as at 1 January	120'507	1	20'630	5'321	146'460
Additions	3'016	76	5'939	916	9'946
Transfer from work in progress	77	(77)	-	-	-
Disposals and write offs	(2'516)	-	(3'576)	(101)	(6'192)
Reclassifications to/from assets held for sale, net	-	-	(1'150)	-	(1'150)
Balance at 31 December	<u>121'084</u>	<u>-</u>	<u>21'843</u>	<u>6'136</u>	<u>149'063</u>
Accumulated depreciation and impairment losses					
Balance at 1 January	(22'957)	-	(9'840)	(3'367)	(36'165)
Depreciation charge for the year	(6'991)	-	(1'956)	(481)	(9'428)
Disposals and write offs	2'332	-	1'475	98	3'905
Impairment loss	-	-	5	-	5
Reclassifications to/from assets held for sale, net	-	-	470	-	470
Balance at 31 December	<u>(27'617)</u>	<u>-</u>	<u>(9'845)</u>	<u>(3'750)</u>	<u>(41'212)</u>
Net book value at 31 December	<u>93'467</u>	<u>-</u>	<u>11'997</u>	<u>2'387</u>	<u>107'851</u>
Net book value at 1 January	<u>97'550</u>	<u>1</u>	<u>10'790</u>	<u>1'954</u>	<u>110'295</u>
2022					
Cost					
Balance as at 1 January	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)
Balance at 31 December	<u>120'507</u>	<u>1</u>	<u>20'630</u>	<u>5'321</u>	<u>146'460</u>
Accumulated depreciation and impairment losses					
Balance at 1 January	(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
Balance at 31 December	<u>(22'957)</u>	<u>-</u>	<u>(9'840)</u>	<u>(3'367)</u>	<u>(36'165)</u>
Net book value at 31 December	<u>97'550</u>	<u>1</u>	<u>10'790</u>	<u>1'954</u>	<u>110'295</u>
Net book value at 1 January	<u>101'774</u>	<u>7</u>	<u>12'565</u>	<u>1'472</u>	<u>115'818</u>

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(a) Tangible assets – Property, vehicles and equipment (continued)

Tangible assets include the following Right-of-Use (ROU) and owned assets that have been received as in-kind donations:

	Land and buildings CHF 000s	Other equipment CHF 000s	Vehicles CHF 000s	Total CHF 000s
2023				
Gross carrying amount	48,332	518	168	49,019
Accumulated depreciation	<u>(10,581)</u>	<u>(251)</u>	<u>(28)</u>	<u>(10,859)</u>
Net book value	<u>37,751</u>	<u>268</u>	<u>140</u>	<u>38,159</u>
Depreciation charge for the year	<u>(2,422)</u>	<u>(36)</u>	<u>(28)</u>	<u>(2,487)</u>
2022				
Gross carrying amount	47,143	242	-	47,385
Accumulated depreciation	<u>(8,158)</u>	<u>(214)</u>	<u>-</u>	<u>(8,373)</u>
Net book value	<u>38,985</u>	<u>28</u>	<u>-</u>	<u>39,012</u>
Depreciation charge for the year	<u>(2,340)</u>	<u>(17)</u>	<u>-</u>	<u>(2,357)</u>

(b) Intangible assets

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.

Amortisation is calculated using the straight-line method over the following estimated useful lives:

Intangible asset type	Number of years
Computer software	3 to 7 years

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(b) Intangible assets (continued)

The balances and movements in intangible assets are as follows:

	Computer software	Computer software under development	Total intangible assets
	CHF 000s	CHF 000s	CHF 000s
2023			
Cost			
Balance at 1 January	7'558	14'784	22'343
Additions	(138)	2'676	2'539
Transfers	1'576	(1'577)	(1)
Disposal and write offs	(257)	-	(257)
Balance at 31 December	<u>8'740</u>	<u>15'884</u>	<u>24'624</u>
Accumulated amortisation and impairment losses			
Balance at 1 January	(6'378)	-	(6'378)
Impairment losses	-	-	-
Amortisation charge for the year	(431)	-	(431)
Disposals	258	-	258
Balance at 31 December	<u>(6'552)</u>	<u>-</u>	<u>(6'552)</u>
Net book value at 31 December	<u>2'188</u>	<u>15'884</u>	<u>18'072</u>
Net book value at 1 January	<u>1'180</u>	<u>14'784</u>	<u>15'964</u>
	Computer software	Computer software under development	Total intangible assets
	CHF 000s	CHF 000s	CHF 000s
2022			
Cost			
Balance at 1 January	8'706	11'971	20'677
Additions	14	3'826	3'840
Transfers	881	(881)	-
Disposal and write offs	(2'043)	(132)	(2'175)
Balance at 31 December	<u>7'558</u>	<u>14'784</u>	<u>22'342</u>
Accumulated amortisation and impairment losses			
Balance at 1 January	(6'339)	-	(6'339)
Impairment losses	(1'519)	-	(1'519)
Amortisation charge for the year	(483)	-	(483)
Disposals	1'963	-	1'963
Balance at 31 December	<u>(6'378)</u>	<u>-</u>	<u>(6'378)</u>
Net book value at 31 December	<u>1'180</u>	<u>14'784</u>	<u>15'964</u>
Net book value at 1 January	<u>2'367</u>	<u>11'971</u>	<u>14'338</u>

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(c) Rights-of-Use (ROU) assets

Tangible assets include right-of-use (ROU) assets under leases amounting to CHF 2,717k (2022: CHF 3,900k) - see note 3.7.

Right-of-Use assets received as non-monetary in-kind donations pertains to rent-free use of land and buildings 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 or lease 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. There were no impairment losses on non-financial assets in 2023 (2022: CHF 1,485k).

Non-current assets held-for-sale

Non-current assets held-for-sale of CHF 728k (2022: CHF 520k) 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 and equipment and management considers that the ultimate selling prices are likely to be equal to or higher than the carrying amounts of the assets.

3.5 Accounts payable and accrued expenses

	2023	2022
	CHF 000s	CHF 000s
Accounts payable		
Suppliers	20'569	34'436
National Societies	1'586	1'903
Other payables	2'872	6'006
Total accounts payable	<u>25'027</u>	<u>42'345</u>
Accrued expenses	17'782	11'505
Total accrued expenses	<u>17'782</u>	<u>11'505</u>
Total accounts payable and accrued expenses	<u>42'809</u>	<u>53'850</u>

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3.6 Provisions

At 31 December 2023 and 2022, the balances and movements in provisions are as follows:

	Operations	Pledge and services deficits	Redundancy	Total
	CHF 000s	CHF 000s	CHF 000s	CHF 000s
2023				
Current provisions				
Balance at 1 January	53,285	5,269	316	58,870
Additional provisions	56,135	5,153	2,108	63,395
Unused amounts reversed	-	(5,269)	-	(5,269)
Used during the year	(53,285)	(71)	(1,780)	(55,136)
Balance at 31 December	<u>56,135</u>	<u>5,082</u>	<u>643</u>	<u>61,860</u>
2022				
Current provisions				
Balance at 1 January	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	(35,959)	(2,970)	(1,743)	(40,672)
Balance at 31 December	<u>53,285</u>	<u>5,269</u>	<u>316</u>	<u>58,870</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 have 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 2023 and will be settled within the next 12 months.

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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.

(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.

	2023	2022
	CHF 000s	CHF 000s
Expenses related to short-term leases	5,232	2,068
Expenses related to low-value assets, excluding short-term leases	65	117
	<u>5,297</u>	<u>2,185</u>

(b) Leases that have been recognised as Right-of-Use assets

At the end of 2023, 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 seven of its regional and country offices.

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.

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3.7 Leases – IFRC as a lessee (continued)

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.

ROU 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
2023			
Balance at 1 January	3'800	100	3'900
Additions	1'827	204	2'031
Derecognition of right-of-use assets	(182)	-	(182)
Depreciation charge for the year	(2'958)	(74)	(3'032)
Balance at 31 December	<u>2'487</u>	<u>230</u>	<u>2'717</u>
2022			
Balance at 1 January	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)
Balance at 31 December	<u>3'800</u>	<u>100</u>	<u>3'900</u>

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.

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3.7 Leases – IFRC as a lessee (continued)

The lease liabilities recognised in the Consolidated Statement of Financial Position are as follows:

	2023	2022
	CHF 000s	CHF 000s
Current lease liabilities	1,685	2,587
Non-current lease liabilities	719	1,088
	<u>2,404</u>	<u>3,675</u>

The table below summarises the maturity profile of the lease liabilities.

	2023	2022
	CHF 000s	CHF 000s
Less than one year	1,685	2,587
One to two years	569	1,088
Two to three years	76	-
Three to four years	37	-
Four to five years	37	-
	<u>2,404</u>	<u>3,675</u>

The amounts recognised in the Consolidated Statement of Cash Flows are as follows:

	2023	2022
	CHF 000s	CHF 000s
Payment of lease liabilities	<u>2,874</u>	<u>3,172</u>

The total cash outflow for leases including short-term leases, low value leases and ROU assets in 2023 is CHF 8,171k (2022: CHF 5,357k).

3.8 Capital commitments

Capital expenditure contracted for at 31 December 2023 but not yet incurred, amounted to CHF 2,494k (2022: CHF 1,906k), of which CHF 2,096k (2022: CHF 1,231k) relate to purchase of vehicles and CHF 90k (2022: 426k) relate to ERP implementation (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.

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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 subsidiaries, 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 2,599k (2022: CHF 2,514k), comprised as follows:

	2023	2022
	CHF 000s	CHF 000s
Short-term employee benefits	2,146	2,078
Post-employment benefits	453	436
	<u>2,599</u>	<u>2,514</u>

(c) Transactions with related parties during the year

The transactions with related parties during the year are as follows:

Related Party	Nature of transaction	2023	2022
		CHF 000s	CHF 000s
Pension Fund	Service income related to services provided to Pension Fund	375	347
Standing Commission	Service income related to services provided to the Standing Commission	163	207
	IFRC contribution to Standing Commission	178	195

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3.10 Related parties (continued)

All transactions were made on an arm's length basis.

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	Unrestricted	Total
	CHF 000s	CHF 000s	CHF 000s
2023			
Interest income on bank deposits	-	3,604	3,604
Dividend income on global equity fund	-	729	729
Interest income on global bond fund	-	1,403	1,403
Net change in fair value of financial assets at fair value through profit or loss	-	3,514	3,514
Net realised gains from cash flow hedge	-	9	9
Finance income	<u>-</u>	<u>9,259</u>	<u>9,259</u>
Foreign exchange losses on revaluations of assets & liabilities	(571)	(1,597)	(2,167)
Foreign exchange losses on statutory contributions received	-	(340)	(340)
Finance expense	<u>(571)</u>	<u>(1,936)</u>	<u>(2,507)</u>
Net finance income	<u>(571)</u>	<u>7,322</u>	<u>6,752</u>
2022			
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>
Net finance expense	<u>(203)</u>	<u>(19,672)</u>	<u>(19,875)</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

	2023	2022
	CHF 000s	CHF 000s
Cash in hand	439	446
Cash at bank	64'185	212'254
Bank deposits (original maturities < 3 months)	95'000	40'001
	<u>159'624</u>	<u>252'701</u>

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. In 2022, the cash at bank balance above included CHF 92,481k for the delivery of cash to beneficiaries under Component B of the ESSN project (see note 3.2b). There is no equivalent figure in 2023, as the operation had closed.

4.3 Investments

	2023	2022
	CHF 000s	CHF 000s
Bank deposits measured at amortised cost (see note 4.6)		
Short-term investment (maturities > 3 months)	245'000	79'000
Long-term investment (maturities > 1 year)	-	160'000
Total bank deposits measured at amortised cost	<u>245'000</u>	<u>239'000</u>
Financial assets measured at fair value through profit and loss		
Global bond fund	75'260	75'288
Global equity fund	38'121	33'849
Total financial assets measured at fair value through profit and loss	<u>113'380</u>	<u>109'137</u>
Total Investments	<u>358'380</u>	<u>348'137</u>
Current investments	358'380	188'137
Non-current investments	-	160'000
Total Investments	<u>358'380</u>	<u>348'137</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

	2023	2022
	CHF 000s	CHF 000s
Current liabilities		
Loans for building	1,415	1,415
Lease liabilities	1,685	2,587
	<u>3,100</u>	<u>4,002</u>
Non-current liabilities		
Loans for building	57,500	58,915
Lease liabilities	719	1,087
	<u>58,219</u>	<u>60,002</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:

	2023	2022
	CHF 000s	CHF 000s
Balance at 1 January	64,004	65,908
Changes from financing cash flows:		
Repayment of borrowings	(1,416)	(1,416)
Payment of lease liabilities	(2,874)	(3,172)
Total changes from financing cash flows	(4,290)	(4,588)
Non-cash lease liability movements	1,605	2,684
Balance at 31 December	<u>61,319</u>	<u>64,004</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.

Liabilities are separately recognised in these consolidated financial statements for the following IFRC post-employment benefit arrangements:

- The IFRC's Pension Fund
- Retirees' health insurance
- Non-Swiss post-employment benefits

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

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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 113.6% funded at 31 December 2023 and 113.2% funded at 31 December 2022. 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 2023 or 31 December 2022.

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.

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.

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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, e.g., 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 the benefit calculation formula and available information.

The amounts recognised in the Consolidated Statement of Financial Position are determined as follows:

	Pension Fund	Retirees' health insurance	Non-Swiss post- employment benefits	TOTAL
2023	CHF 000s	CHF 000s	CHF 000s	CHF 000s
Present value of obligations	(333,070)	(8,812)	(3,255)	(345,137)
Fair value of plan assets	313,665	-	-	313,665
Post-employment defined benefit obligations, net	(19,405)	(8,812)	(3,255)	(31,472)
2022	CHF 000s	CHF 000s	CHF 000s	CHF 000s
Present value of obligations	(287,574)	(7,582)	(3,091)	(298,247)
Fair value of plan assets	307,699	-	-	307,699
Post-employment defined benefit (obligations)/asset, net	20,125	(7,582)	(3,091)	9,452

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4.5 Post-employment defined benefit liability, net (continued)

Change in defined benefit obligations during the year:

	2023	2022
	CHF 000s	CHF 000s
Defined benefit obligations 1 January	297,960	356,892
Net current service cost	16,327	20,565
Interest cost on defined benefit obligation	6,226	1,028
Employee contributions	11,562	9,838
Net benefits paid	(22,389)	(13,812)
Loss / (gain) due to experience	3,157	1,863
Loss / (gain) due to financial assumption changes	32,214	(78,127)
Special termination benefits	386	-
Gain due to exchange rate	(306)	-
Defined benefit obligations 31 December	<u>345,137</u>	<u>298,247</u>

The breakdown of the Defined Benefit Obligation between active members and retirees is as follows:

	2023	2022
	CHF 000s	CHF 000s
Defined benefit obligations for active members	220,750	194,993
Defined benefit obligations for retirees	121,132	100,163
Defined benefit obligations for non-Swiss post-employment benefits	3,255	3,091
	<u>345,137</u>	<u>298,247</u>

Change in pension plan assets during the year:

	2023	2022
	CHF 000s	CHF 000s
Fair value of plan assets at 1 January	307,699	333,028
Employer contributions	10,817	16,449
Employee contributions	11,562	9,838
Net benefits paid	(22,031)	(13,498)
Actual administration expenses paid	(608)	(643)
Interest income on plan assets	6,593	998
Return on plan assets excluding amounts included in interest income	(753)	(38,473)
One-off employer contribution to finance special termination benefits	386	-
Fair value of plan assets at 31 December	<u>313,665</u>	<u>307,699</u>

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4.5 Post-employment defined benefit liability, net (continued)

Reconciliation of net defined benefit/(liabilities):

	2023	2022
	CHF 000s	CHF 000s
Net assets / (liabilities) at 1 January	9,452	(21,275)
Opening balance adjustment	288	(2,589)
Total (charge) recognised in employee benefits operating expenditure	(16,900)	(21,238)
Total remeasurements recognised in other comprehensive income	(35,873)	37,791
Employer contributions	10,817	16,763
Direct benefit payments made during the period	358	-
One-off employer contribution to finance special termination benefits	386	-
Net (liabilities) /assets at 31 December	<u>(31,472)</u>	<u>9,452</u>

(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:

	2023	2022
	CHF 000s	CHF 000s
Service cost	16,713	20,565
Net interest on the net defined benefit (asset) / liability	(366)	30
Immediate recognition of (gain) / loss over the period	(55)	-
Administration expenses	608	643
Total included in employee benefits expenditure	<u>16,900</u>	<u>21,238</u>

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(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:

	2023 CHF 000s	2022 CHF 000s
Defined benefit obligation (gains) due to changes in demographic assumptions	-	(326)
Defined benefit obligation loss / (gain) due to changes in financial assumptions	32,209	(77,585)
Defined benefit obligation loss / (gain) due to experience, Return on pension plan assets excluding amounts included in interest income	3,182	1,863
Exchange rate (loss)	753	38,473
	<u>(271)</u>	<u>(216)</u>
Total included in Other Comprehensive Income	<u>35,873</u>	<u>(37,791)</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 2023, the discount rate applied in calculating the defined benefit obligations for the Pension Fund and the retirees' health insurance was reduced from 2.15% in 2022 to 1.4% in 2023, resulting in defined benefit obligation losses of CHF 32,290k (2022: discount rate increased from 0.3% to 2.15% resulting in defined benefit gains of CHF 85,238k). Changes to other financial assumptions together with experience losses generated defined benefit obligation losses of CHF 2,580k (2022: CHF 9,232k), which means that the total liability actuarial loss is CHF 34,870k (2022: gain CHF 76,006k). The pension plans' assets returned less than assumed leading to a loss on assets of CHF 753k (2022: loss of CHF 38,473k).

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 plans.

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.

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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 are:

	2023	2022
Discount rate	1.40%	2.15%
Underlying consumer price inflation	1.25%	1.25%
Rate of future compensation increases	1.50%	2.5%/1.5%
Rate of pension increases	0.00%	0.00%
Interest rate credited to account balances	2.75%	2.75%
Increase in maximum lump sum death benefit	1.25%	1.25%
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 are:

	2023	2022
Discount rate	1.40%	2.15%
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 non-Swiss post-employment benefits are:

	2023	2022
Discount rates that average	7.56%	6.76%
Rate of future compensation increases that average	5.15%	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 25.7 years in 2023 and between 22.0 and 25.6 years in 2022, 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.

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4.5 Post-employment defined benefit liability, net (continued)

The sensitivity of the Pension Fund related defined benefit obligation to changes in the 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 6.5% CHF 21,560k	Increase by 7.3% CHF 24,314k
Interest rate credited to account balances	0.50%	Increase by 1.6% CHF 5,329k	Decrease by 1.5% CHF 4,996k
Change life expectancy at retirement age	1 year	Increase by 2.4% CHF 7,994k	Decrease by 2.4% CHF 7,994k

The sensitivity of the Retirees' health insurance related defined benefit obligation to changes in the 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 6.5% CHF 573k	Increase by 7.3% CHF 643k
Life expectancy at retirement age	1 year	Increase by 4.4% CHF 388k	Decrease by 4.4% CHF 388k

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 2.3% CHF 76k	Increase by 2.5% CHF 80k
Salary increase rate	0.50%	Increase by 2.1% CHF 70k	Decrease by 2.4% CHF 77k

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.

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4.5 Post-employment defined benefit liability, net (continued)

(f) Plan assets

At 31 December 2023, the fair value of Pension Fund plan assets was CHF 313,665k (2022: CHF 307,699k). 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 was included in the fair value of plan assets at 31 December 2022. During 2023, CHF 8,400k of this amount was utilised leaving CHF 12,600 included in the fair value of plan assets at 31 December 2023. The IFRC expects to utilise the remaining CHF 12,600 during 2024.

The proportion of Pension Fund plan assets invested in each major asset category was:

	2023	2023	2022	2022
	Proportion	Of which quoted in an active market	Proportion	Of which quoted in an active market
Cash and cash equivalents	2.9%		6.7%	
Equity securities	37.4%		36.1%	36.1%
Debt securities	23.4%		22.3%	22.3%
Real estate	19.7%		19.7%	14.7%
Other	16.6%		15.2%	
Total	<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

Reduced by the CHF 12,600k remaining advance of contributions paid in 2020, the expected value of employer contributions to be paid in 2024 is CHF 4,033k (2023: CHF 16,225k – not reduced by advance contributions). The weighted average duration of the DBOs at the end of the current financial year are:

Pension plans	13.8 years
Retirees' health insurance	13.8 years
Non-Swiss termination benefits	5.0 years

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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.

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4.6 Financial instruments – Fair values and risk management (continued)

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.

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 2023 CHF 000s	Carrying amount 2022 CHF 000s
Investments - global bond funds	4.3	Fair value through	1	75'260	75'288
Investments - global equity funds	4.3	Fair value through	2	38'121	33'849
Foreign exchange forward contracts	2.1d	Fair value - hedging instruments	2	80	(44)
Investments - bank deposits	4.3	Amortised cost		245'000	239'000
Cash and cash equivalents	4.2	Amortised cost		159'624	252'701
Receivables ¹	2.2	Amortised cost		331'905	323'123
Payables	3.5	Amortised cost		(42'809)	(53'850)
Asset/Liabilities - ESSN project	2.2/3.2b	Amortised cost		11'766	(112'585)
Loans and borrowings	4.4	Amortised cost		(61'319)	(64'004)

¹ *Financial instruments include accounts receivable and sundry receivables only.*

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 2023 (2022: none).

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4.6 Financial instruments – Fair values and risk management (continued)

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 dollar. The IFRC maintains the net exposure within acceptable levels by buying or selling foreign currencies at spot rates to meet short-term needs.

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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:

	Cash & Cash Equivalents	Investments	Receivables	Receivable - ESSN	Payables	Total
2023	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s
Currency						
Swiss Franc	149'297	358'380	87'719	-	(16'118)	579'278
Euro	4'611	-	75'640	11'766	(8'884)	83'133
United States Dollar	4'252	-	144'592	-	(11'316)	137'528
Pound Sterling	-	-	11'905	-	(290)	11'615
Canadian Dollar	-	-	4'999	-	(31)	4'968
Swedish Kronor	-	-	105	-	-	105
Other currencies	1'464	-	11'881	-	(6'170)	7'175
	<u>159'624</u>	<u>358'380</u>	<u>336'841</u>	<u>11'766</u>	<u>(42'809)</u>	<u>823'802</u>

	Cash & Cash Equivalents	Investments	Receivables	Payables	Liabilities- ESSN project	Total
2022	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s
Currency						
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
Canadian Dollar	-	-	262	(89)	-	173
Swedish Kronor	-	-	138	-	-	138
Other currencies	1'448	-	5'698	(14'993)	-	(7'847)
	<u>252'701</u>	<u>348'137</u>	<u>326'718</u>	<u>(53'850)</u>	<u>(112'585)</u>	<u>761'121</u>

At 31 December 2023, 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 11,867k (2022: CHF 10,898k), 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.

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4.6 Financial instruments – Fair values and risk management (continued)

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 3,763k (2022: CHF 3,764k). 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 3,763k (2022: CHF 3,764k).

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 1,906k (2022: CHF 1,692k). 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 1,906k (2022: CHF 1,692k).

There was no exposure to commodities price risk at either 31 December 2023 or 31 December 2022.

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.

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4.6 Financial instruments – Fair values and risk management (continued)

(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:

Receivables credit exposure	2023	2022
	CHF 000s	CHF 000s
National Societies	106'904	139'702
Governments	151'518	134'617
Corporations	15'371	12'355
Multi-lateral agencies	54'191	28'609
Others	20'623	10'141
	<u>348'607</u>	<u>325'424</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.

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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:

	2023	2022
	CHF 000s	CHF 000s
<u>Fitch ratings</u>		
Investment grade (AAA to BBB-)	71'742	240'761
Non-investment grade (BB+ and below)	632	550
Unrated	1'812	944
<u>Other ratings (current accounts):</u>		
ZKB AA (Banque Cantonale Fribourg)	10'000	-
ZKB AA+ (Glarner KantonalBank)	30'000	10'000
S&P A- (Cembra Money Bank AG)	45'000	-
Cash in hand	439	446
	<u>159'624</u>	<u>252'701</u>
Short-term investments (see note 4.3)		
Fitch ratings Investment grade (AAA to BBB-)	190'000	49'000
Other ratings: ZKB AA (Banque Cantonale Fribourg)	20'000	-
Other ratings: S&P A- (Cembra Money Bank AG)	25'000	30'000
Other ratings: ZKB AA+ (Glarner Kantonalbank)	10'000	-
	<u>245'000</u>	<u>79'000</u>
Non-current investments (see note 4.3)		
Fitch ratings Investment grade (AAA to BBB-)	-	80'000
Other ratings: ZKB AA+ (Glarner Kantonalbank)	-	10'000
Other ratings: ZKB AA (Banque Cantonale Fribourg)	-	30'000
Other ratings: S&P A- (Cembra Money Bank AG)	-	40'000
	<u>-</u>	<u>160'000</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 2023, the value of assets held with such institutions was CHF 1,812k (2022: CHF 944k). 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:

	Payables	Loans for building	Lease Liabilities	Liabilities-ESSN project	Total
	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s
2023					
Less than one year	(42'809)	(1'415)	(1'685)	-	(45'909)
One to five years	-	(5'660)	(719)	-	(6'379)
More than five years	-	(51'840)	-	-	(51'840)
	<u>(42'809)</u>	<u>(58'915)</u>	<u>(2'404)</u>	<u>-</u>	<u>(104'128)</u>
2022					
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>

The IFRC anticipates meeting annual loan repayments from short-term liquid funds (see note 4.4). In addition, most investments are held 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 fulfil 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 2023 was CHF 87,641k (2022: CHF 97,224k). 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.

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FOR THE YEAR ENDED 31 DECEMBER 2023

Appendix - 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.

1. Performance against (unaudited) budget

	Budget (unaudited)	Actuals	Actuals on a comparable basis (unaudited)	Performance Variance (unaudited)
2023	CHF 000s	CHF 000s	CHF 000s	CHF 000s
OPERATING INCOME				
Statutory contributions	34'800	33'093	32'800	(2'000)
Voluntary contributions and donations	475'000	744'037	744'700	269'700
Services income	36'000	34'682	31'300	(4'700)
Other income	4'200	4'066	13'800	9'600
Total OPERATING INCOME	550'000	815'878	822'600	272'600
OPERATING EXPENDITURE				
Regular resources	130'000	54'850	118'300	(11'700)
Other resources	425'000	683'566	686'800	261'800
Supplementary services	36'000	28'210	29'800	(6'200)
Cost recoveries	(41'000)	-	(60'400)	(19'400)
Total OPERATING EXPENDITURE	550'000	766'626	774'500	224'500
NET SURPLUS FROM OPERATING ACTIVITIES	-	49'251	48'100	48'100
FINANCE INCOME				
Finance income	-	6'752	3'500	3'500
NET FINANCE INCOME	-	6'752	3'500	3'500
NET SURPLUS FOR THE YEAR	-	56'003	51'600	51'600
	Budget (unaudited)	Actuals	Actuals on a comparable basis (unaudited)	Performance Variance (unaudited)
2022	CHF 000s	CHF 000s	CHF 000s	CHF 000s
OPERATING INCOME				
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
Total OPERATING INCOME	510'000	874'382	876'700	366'700
OPERATING EXPENDITURE				
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)
Total OPERATING EXPENDITURE	510'000	675'664	665'900	155'900
NET SURPLUS FROM OPERATING ACTIVITIES	-	198'718	210'800	210'800
FINANCE EXPENSE				
Finance expense	-	(19'875)	(22'600)	(22'600)
NET FINANCE EXPENSE	-	(19'875)	(22'600)	(22'600)
NET SURPLUS FOR THE YEAR	-	178'843	188'200	188'200

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

2. Expenditure by Results against (unaudited) budget

	2023 Budget (unaudited) CHF 000s	2023 Actuals on a comparable basis (unaudited) CHF 000s	2023 Performance Variance (unaudited) CHF 000s	2022 Actuals on a comparable basis (unaudited) CHF 000s
Strategic Priorities				
1. Climate and environmental crises	45,000	9,600	(35,400)	5,700
2. Evolving crises and disasters	100,000	346,600	246,600	262,700
3. Growing gaps in health and well-being	152,000	110,000	(42,000)	141,100
4. Migration and identity	35,000	37,900	2,900	17,000
5. Values, power and inclusion	18,000	7,300	(10,700)	6,500
Total Strategic Priorities	350,000	511,400	161,400	433,000
Approaches to enable National Societies				
1. Engaged, with renewed influence, innovative and digitally transformed	31,000	28,200	(2,800)	23,500
2. Accountable, with an agile and efficient management	113,000	150,700	37,700	125,900
3. Trusted, owned and valued by the membership	56,000	84,200	28,200	83,500
Total Approaches to enable National Societies	200,000	263,100	63,100	232,900
Total expenditure by results	550,000	774,500	224,500	665,900

3. Expenditure by Structure against (unaudited) budget

EXPENDITURE BY STRUCTURE (unaudited)

	2023 Budget (unaudited) CHF 000s	2023 Actuals on a comparable basis (unaudited) CHF 000s	2023 Performance Variance (unaudited) CHF 000s	2022 Actuals on a comparable basis (unaudited) CHF 000s
Governance meetings and support	6,000	5,700	(300)	4,800
Office of Secretary General	11,000	22,000	11,000	10,800
National Society Development and Operations Coordinati	40,000	38,000	(2,000)	36,600
Global Relations, Humanitarian Diplomacy and Digitalizati	20,000	22,200	2,200	17,900
Management Policy, Strategy and Corporate Services	28,000	32,400	4,400	17,900
Africa	102,000	128,500	26,500	118,000
Americas	64,000	43,500	(20,500)	52,200
Asia Pacific	102,000	101,800	(200)	129,200
Europe	96,000	311,500	215,500	205,100
Middle East and North Africa	64,000	52,700	(11,300)	52,900
Hosted projects	8,000	11,100	3,100	10,000
Depreciation and amortisation	7,000	4,900	(2,100)	12,100
General Provision	2,000	200	(1,800)	(1,600)
Total expenditure by structure	550,000	774,500	224,500	665,900

THE FUNDAMENTAL PRINCIPLES OF THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

Humanity

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

Impartiality

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

Neutrality

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

Independence

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

Voluntary service

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

Unity

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

Universality

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



The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, with 191 National Red Cross and Red Crescent Societies and around 15 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.